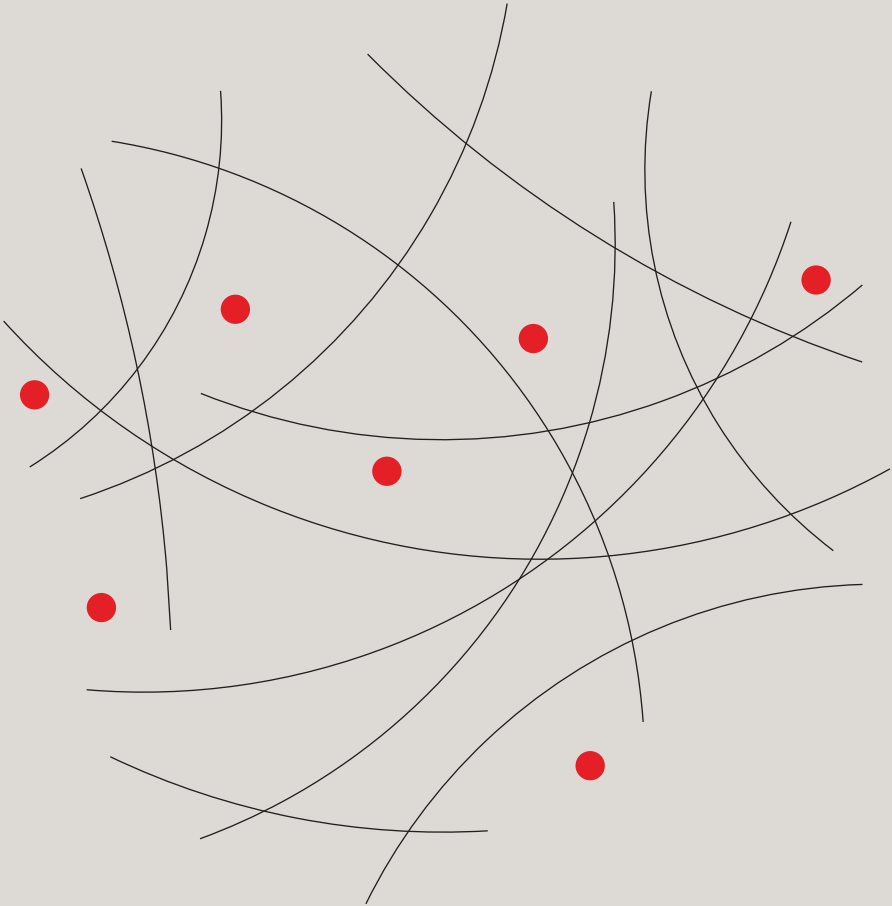


Ahead of the Game

An empowered governing council



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Universities are only just
waking up to massive change.

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Foreword

At a time of great uncertainty – funding pressures, Brexit, a new deal for students – the Office for Students (OfS) also published a new regulatory framework, ‘Securing Student Success’, which will add a further layer of complexity to the task of running today’s university. Prior to the launch, OfS’ Chief Executive Nicola Dandridge, writing in THE, anticipated that the proposed regulatory framework alone amounted to “the biggest change in higher education regulation in a generation”.

During these times of major change, the spotlight has already fallen on the leadership of our universities – as one respondent put it “big business once lost the trust of the public; that’s the way Universities could go now...” A new strategic narrative combined with unprecedented challenges in the operating environment are already having significant implications for the governing body of every institution.

Not only will university councils be required to ensure that their University is poised to identify and address the myriad of risks and opportunities coming over the horizon, but in a competitive market they must also be constantly seeking new ways to turn the situation to their advantage.

Whether or not the majority of our universities are currently equipped with an appropriate range of skills, abilities and backgrounds at the top to do this remains a consideration.

However, a new regulatory approach also stands to leave some universities exposed in terms of their strength and agility at the most senior levels of leadership and oversight. Put simply, are some Councils just under-powered? If so, why, what next and what can be learned from those leading the charge?

We would like to thank all those who took the time to share their insights with us. Our conversations on the challenges ahead were wide-ranging and insightful. Above all, participants were extremely honest about the state of their governing boards. As we all prepare for a new era, we hope you find what others have said as enlightening as we did.

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Our biggest priority is to continue to offer great teaching and outstanding research. In a world with so many other pressures, universities need to remain focused on mission, strong student numbers, and continue to flourish in a competitive research environment, both nationally and internationally.

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Introduction

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I'm not sure that my Council has fully grasped the changing landscape and the increasing compliance and accountability issues...

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Respondents captured, very clearly, the main priorities for their organisations. There were no surprises:

- core business priorities around preserving excellence in student experience and increasing student satisfaction; retaining an excellent research profile, and evolving a distinctive enough offering at home and overseas
- addressing already pressing and quite fundamental issues of sustainability and growth, such as remaining nationally and internationally competitive in a rapidly changing and uncertain world; achieving financial sustainability and diversifying income (“The change in the funding regime could be explosive”)
- anticipating the impacts of Brexit
- understanding and being ready to meet new regulatory commitments... (“The OfS hasn't been on the Council's agenda. They will have a significant impact but Universities are not taking this seriously enough”)
- ...and managing all four pressures together: trying to predict the future in a volatile market while relentlessly focusing on student experience and keeping the administrative show on the road.

Sounds easy enough...?

It's often said that change in whatever context is first felt as threat. But our Higher Education sector is also entering an era of unrivalled opportunity. The challenge for many universities – which are naturally already at different stages of evolution depending on their individual heritage – is that capitalising on change requires new thinking. The old adage applies: if you do what you've always done, you'll get what you've always got. What we've always had won't necessarily be enough for the new era.

The ability to thrive and flourish in these conditions will in large part depend on the quality of leadership a university has. Much of the attention has of course been directed towards our Vice-Chancellor community; but while having the right leaders in the top jobs will remain critically important, many universities are now realising that the time has come to review and rethink the role of their Council and the opportunity to introduce new skills and fresh thinking.

In addition to the confident and smooth operational running of a university as a substantial business, governing councils are likely to have an enhanced role to play in anticipating and addressing new trends and influences that stand to affect their organisation.

“

In changing times, a clear focus on strategy and financial planning is essential. It's an interesting time for governance in universities as the new environment means that we might need to operate in ways for which our governance structures are not designed – quicker, and with a greater risk appetite. Business-like approaches don't always sit with the nature of academia and governance structures are often locked by statute and institutional culture. This can result in slow drawn-out deliberative approaches to decision making.

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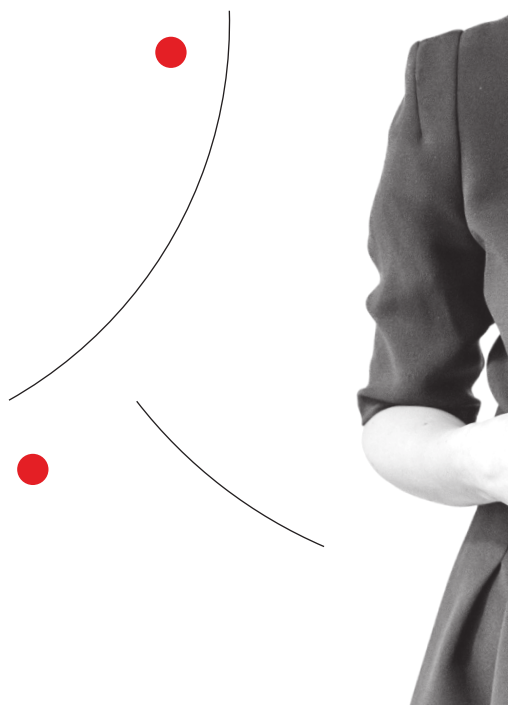
Such a requirement, by definition, shifts the gear from 'passive, representative' Council to 'agile and action-oriented' Council – with all the creative tensions and dynamism that entails. For some, this will require nothing less than a seismic shift in thinking.

What is interesting is that many ambitious universities, some newer and therefore with comparatively shallow heritage, who have always had to overcome the odds in a competitive arena, are already equipped with a more diverse board. This may be for many reasons: board culture was not old enough to be steeped in tradition; they drew from a broader range of backgrounds to start with (either because their needs in becoming established determined the skills they sought from the get-go, or because they couldn't or didn't want to secure stereotypical Council Members from their regional or alumni community). These institutions could now be well placed to address and capitalise on change as perceptions, expectations and priorities continue to shift in society – and some seem less fazed by it.

For others, a deeper heritage and powerful brand may offer a degree of resilience to change in the first place and would certainly make it easier to attract a more diverse team to the Council – this was borne out in our conversations, with big name universities talking confidently about the response they will get to a public advertisement for new council members.

But to accommodate new skills, the culture and practices of a governing council may have to change and this can take longer to achieve.

As one respondent put it “we need to be ready for a Government change, a changing regulatory market....and generally to be ready for the unexpected”. Being prepared to meet these demands means having an appropriately powered, sufficiently agile governing body that works in powerful alliance with the Vice-Chancellor and their senior team to steer the course. But what are the hallmarks of a strong Governing Council? How can we open these opportunities up to a wider audience to ensure an appropriate range of skills around the table?



Key messages



1. **“There is no worse affliction than an underpowered board.”**
There may be serious consequences for governing bodies that are lacking in a true diversity because their ability to judge new and unprecedented risks and opportunities could be impaired. Passive, rubber stamping boards should be a thing of the past.

2. **Your council will only ever be as good as your Chair.**
No matter who else is around the table. A strong and engaged Chair is necessary to set the tone and will safeguard against limiting groupthink.

3. **A serious deal for a serious role?**
The Higher Education sector is truly split on whether we should be paying our Council Members, but there is broad agreement that the time is right to ask the question - “council members are pushing back due to the increasing Council workload, as they try to balance this with their other commitments”.

Why a strong governing council matters

Whatever the organisation, public or private, effective Board leadership and governance enables you to operate to your fullest capacity. As with all Boards, the governing Council of a University sets the tone and direction of the organisation, guiding the tempo of operations and holding accountability for the achievement of strategy and ultimately the delivery of the vision and mission. Perhaps one perception of a university Council was that it would be a largely passive body of suitably distinguished individuals drawn from the uppermost echelons of academia, regional establishment and alumni community, who convened several times a year behind closed wooden doors, to reflect on and approve the university's academic pursuits and standing. Such times – if indeed they ever existed (did they?) – are now firmly in the past.

In every sector, step change in almost every aspect of our social and economic landscape has introduced entirely new pressures – modern pressures – many of which bring significant threat as well as opportunity. The difference between success and failure for any organisation is now far more likely to rest on its ability to anticipate change and to consider new ways of overcoming obstacles in its pursuit of success.

Operating at this level is, however, wholly different to the day to day running of a University and a strong governing Council will offer its Vice-Chancellor welcome support, scrutiny and stretch in shaping the future together.

The 10 characteristics of an Empowered Council

1. Reflects the fullest range of Council responsibilities and stakeholder perspectives in its profile and make-up and is appropriately balanced across them
2. Possesses heightened challenge power, generated by a range of thinking styles, backgrounds and attitudes
3. Expresses higher levels of individual self-awareness and understanding of personal impact
4. Is genuinely diverse, including in gender, age, ethnicity and professional background
5. Enjoys a high level of respect by its principal stakeholders
6. Has the capability to anticipate issues and to see them from all angles
7. Is visible across a range of relevant stakeholder groups and networks and carries credibility and influence with them
8. Gets the Vice-Chancellor and their executive team to see and do things they may not have done on their own
9. Accounts for the organisation with clarity, confidence and purpose
10. Is ahead of the game

“

What makes our council successful? Well, first of all it takes governance very seriously. It's clearly aware of what it's doing and how it's perceived by the outside world. We review lessons and are self-critical.

No skills are immortal but we're evolving and adapting so we're well prepared and confident about our robustness.

”



How to get it right

Know what you're about

Look rationally at what the Council has to achieve together and then be clear about what you want in terms of skills and chemistry. Having the right culture and practices is as important as the right set of skills captured on paper.

Regular Skills Audit

The majority of respondents highlighted that they have conducted a Skills Audit of their Council members within the past 12-18 months. However, others said they not done so within the past three years. Keeping the skills requirement and profile under regular review is important as every departure from Council provides an instant opportunity to plan for new skills and influences. At times of change, your priorities for Council may shift very quickly.

If you can't describe what you want, candidates won't be able to either

Role profiles tend to be broad and generic but could easily be updated for each role to ensure that prospective Members can see that their skills are required. For prospective council members, whether or not they will be adding enough value (and therefore whether or not the role will be fulfilling for them) is one of the most important deciding factors. Be clear about what it is you need and why – “I turned down the opportunity to join one University Council as they couldn't articulate why they wanted me...”

Make sure you have really thought about how you are going to reach out beyond the most obvious candidates.


When governing councils recognise the major benefits associated with a range of different skills, experience and perspective, they start to communicate with the market in a different way and are able to attract a broader range of applicants. Think laterally about the way you appeal to new talent through your approach to marketing appointments. Be transparent and respect candidates' need to access high-quality information and insight. A good quality recruitment firm will be able to run a light touch engagement process which identifies, attracts and retains interest: “people don't want a process, they want to be engaged”.

If you do what you've always done, you'll get what you've always got.

The most diverse and flexible boards – wherever they are – tend to be based on a range of person specifications, recognising the priorities for different areas of council function, representation and responsibility. As building the best team is all about what is appropriate for the Council at a particular time, it makes sense for the requirements to change according to need.

Recruitment is a two-way sell.

Recruitment at board-level – especially for voluntary roles – is definitely a two-way process and candidates can lose interest in an organisation because their perception of it changes in line with their experience of it.



Small things frustrate high-quality contenders – having to complete onerous paperwork, lack of direct access to the institution to judge whether or not it feels right for them, not having their expectations managed over when decisions will be made. Well-managed, informal engagement throughout selection can be a valuable way of keeping levels of two-way communication high, while also building candidate confidence and maintaining interest.

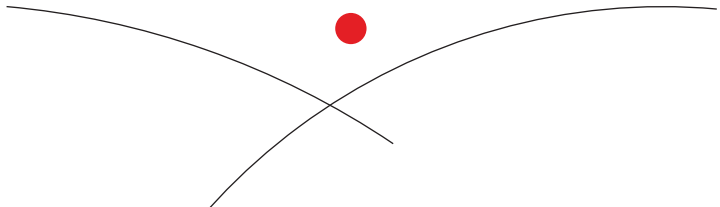
There is nothing wrong with pursuing individuals through the University's own networks.

In fact, personal leverage can be a major asset in persuading someone to take a role on – “individuals engaged through the Council's own networks can be more committed to the University”. But do be clear before you start about your intention to secure them and be sure to follow through with consistency of personal contact.

Aggressively recruit from among the network of organisations you have identified...

“I favour a rifle shot approach. We just have one person in our sights” ...but make sure you understand that talent pool first. There is a simple message here: know your markets and who is in them. Use this knowledge to build a diverse board.

Remember why many people don't apply for Council roles...

- They make an assumption about what goes on in a university and the kind of people it may want to attract
 - They make an assumption about whether a university is an appropriate type of organisation to get involved with (in fact, many still think an academic background will be prioritised)
 - They don't know what Councils or Council members do and are therefore unable to see themselves doing the work
 - They are not aware of the opportunity because, for whatever reason, the message hasn't reached them
 - Lack of remuneration for the appointment makes it exclusive
 - The time commitment doesn't fit in with their working or family lives
 - They assume that Council members will “parachute in” people from their own networks
 - The role insists on non-executive experience (which they do not have)
 - They lack the confidence or time to respond to an advertisement
 - Actual or perceived conflict of interest
 - They do not identify with the role profile and rule themselves out
- 

Interview for inclusion and not exclusion

Interviews can provide valuable insight but, on their own, they aren't an effective predictor of success. Combine interviewing with further testing, such as psychometric profiling or group exercises for a more three-dimensional view. A good-quality recruitment firm will be able to suggest a range of options for assessment. Interview to include rather than exclude candidates: avoid overly complicated or "trick" questions at final panel and be realistic about the levels of knowledge candidates from some backgrounds will be able to offer without having first worked in the public sector.

If you get the chance, stagger your council appointments

Respondents told us that they have been able to create more diverse appointments where they have effectively been able to 'stagger' phases of recruitment, to create opportunities for replacement as the Council's function and environment changes.

Nothing speaks louder than example

Lead by example through the selection process: if you are seeking to secure a wide range of candidates, ensure that this is reflected in the profile of the selection panel and in the approach and tone of the process as a whole.

Work effectively with search consultants

Practice is definitely changing. There has been a clear shift away from approaching the Council's own networks and alumni alone, to using search firms or targeted advertising to attract the specific skills they need – "We use search companies as we want the right type, not high quantities, of applicants...using an external 3rd party also helps to overcome the negative publicity the sector has experienced over the past 12 months". Make sure you achieve the best results from search firms through careful and detailed briefing. Insist on good advice on a range of selection tools. In engaging recruiters, satisfy yourself that consultants understand, and can recognise, good non-executive directors and are skilled at attracting them to unpaid board appointments.

Great induction for all new board members to invest in their involvement and contribution.

The process of building diversity should not stop on appointment. Proper induction, coaching and mentoring – in which the Vice-Chancellor and their team are also fully supportive and invested – are valuable.



There is no worse affliction than an underpowered board



The board runs on collective responsibility – they absolutely have to sign up to this.



The media archives are littered with stories of corporate disaster. An underpowered board – wherever it is – may at best be content in the pocket of its Vice-Chancellor; at worst, it may fundamentally damage an institution through its inability or unwillingness to spot risk as it comes down the track. But what is certain is that high performing Councils are more likely to generate the richer discussion, greater challenge and more innovative outcomes needed to get ahead.

They are stronger, more empowered and more resilient entities, but because they are more diverse, they are still more agile. The strongest boards have lay council members whose experience and background often cuts across more than one area of responsibility. This may be particularly important on large council structures where there is a significant proportion of elected or representative Council Members. Here, much more rides on the complementary experience, wisdom and insight of the lay contingent.

Successful councils are also clear on the dividing line between the non-executive realm and the Vice-Chancellor and his or her executive leadership team. While ‘the line’ is well established in NHS governance models, for instance, our conversations suggest that it is less deeply embedded in some universities with several complaints about council members not really observing basic rules about straying into executive territory. Our conversations also suggest that comparative roles and responsibilities tend to be clearer where the Vice-Chancellor or the Chair – or both – have gained substantial experience in other sectors.

Having a broad enough range of perspectives on a Council may in fact be more important than academic and professional standing alone. Here, the challenge is to rethink the traditional notion of “calibre” for Council Members, to allow a broader range of relevant skills and perspectives into the team.

Diversity in its truest sense is key, but the conditions also need to be right to cope with a new dynamic created by a broader range of contributions. As one respondent put it, “we’ve been fortunate in diversity and skills mix; however, aspects of our internal academic culture means that retention could be an issue if Council members, who are giving up their time for nothing, are under attack, particularly when those attacks are in the public arena.”



The skills you find hardest to attract are:

- Digital – 95% of respondents said that digital skills were the hardest to find
- Philanthropy and advancement
- International commercial experience
- Strategy development
- Business transformation skills
- Influence at a senior level in Government
- Marketing to their target age audience
- IT and infrastructure investment

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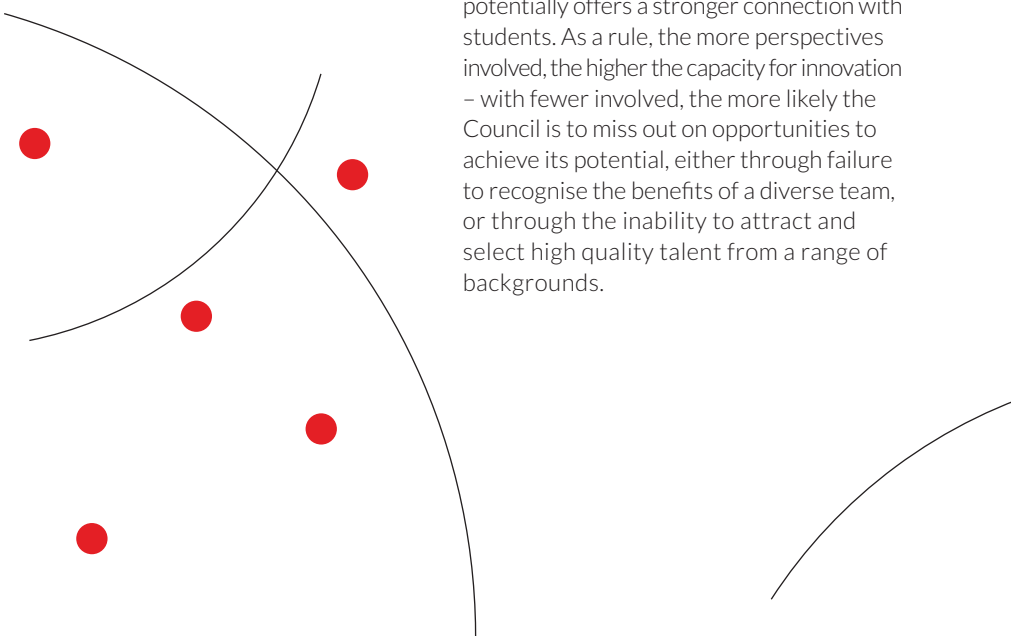
Our Council is still mainly white men – this is not good.

”

Diversity in its broadest sense should be a key consideration across all aspects of the Council profile and practice. It is impossible to govern an organisation which provides services to a diverse student population if the Council governing the university is itself restricted in attitude and perspective.

Historically, there may have been an attachment to intellectual and academic rigour as a marker of “calibre” meaning that the blueprint for a good council member was someone with deep experience and standing in their field. While such experience and stature still has a valuable role to play on many boards, a homogeneous board of any single community will neither be relevant nor truly effective.

Improved diversity also opens the Council’s eyes to a wider range of options, solutions and perspectives; stimulates debate and potentially offers a stronger connection with students. As a rule, the more perspectives involved, the higher the capacity for innovation – with fewer involved, the more likely the Council is to miss out on opportunities to achieve its potential, either through failure to recognise the benefits of a diverse team, or through the inability to attract and select high quality talent from a range of backgrounds.



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We need younger voices on the Council, especially those who understand digital marketing and how to engage with a youth market.

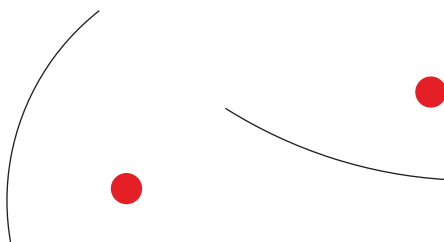
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Diverse boards are likely to include a mix in terms of gender, age, ethnicity, disability, sexuality and sexual orientation, faith, belief and non-belief, mix of educational backgrounds, mix of geographical origin, carer and non-carer; parent and non-parent, professional and sector background, thinking styles, attitudes, perspectives and personality.

Yet while 70% of respondents told us that they were satisfied that their boards are diverse from a gender perspective, 75% of respondents told us that their Council was not diverse enough from a BAME perspective: “From an ethnicity or disability representation point of view, we are not doing well.” The latter was highlighted as a major and active consideration for a number of leading universities.

For those who are pleased with the breadth of their council team from a BAME perspective, the next challenge is age: “Age diversity is the next big issue. We want to attract the rising stars to bring more generational diversity. We don’t have any problems attracting retired people to join us.”

Board work is relatively ‘atypical’; therefore, candidates who can offer “board experience”, and who are most likely to be attracted to non-executive director roles have historically tended to emerge from a relatively narrow talent group. Our discussions indicate that there is a real appetite within Higher Education to see this cycle broken once and for all.



Improving Council diversity

“

We still tap people on the shoulder. We get some good people but the process is not transparent enough.

”

Applying the principles of fair selection is absolutely critical in appointing Council Members and candidates must be selected on the basis of their merit. However, without flexing the person specification to make Councils more inclusive, this approach alone is unlikely to deliver a sufficiently wide-ranging team. To achieve diversity, it is therefore necessary to start thinking about the talent communities you want to attract at a much earlier stage.

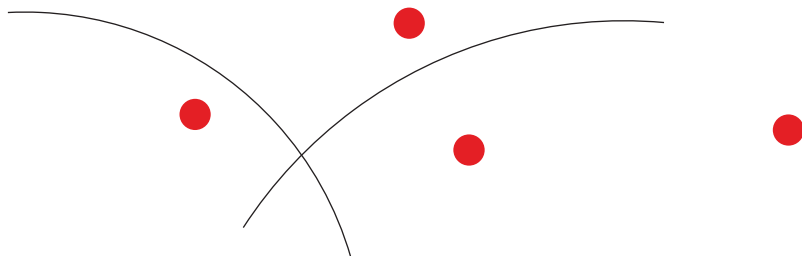
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Our recruitment procedure is pathetic. We haven't done enough to attract the range of skills we need.

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To achieve real diversity, the message is clear: it is essential to take risks in terms of skill, experience and approach in some areas of the Council. Overcoming board stereotypes is likely to take place only with a more flexible approach to Council recruitment, using more flexible, recognisable role specifications and actively challenging the status quo. Put simply, the right board culture – in a university as in all other settings – is everything, but this takes time to change and, despite a commitment to forward-thinking recruitment and induction practices, entrenched assumptions and attitudes always take time to budge – “universities do not present themselves well. We must get the communications right and manage their public perception”.

In other sectors, and in some parts of Higher Education, Chairs have deliberately introduced new types of experience and background to established boards in order to bring about positive change in behaviour and culture. Respondents also referred to the higher levels of self-awareness, and confidence as a group, brought about by working as part of a varied team.

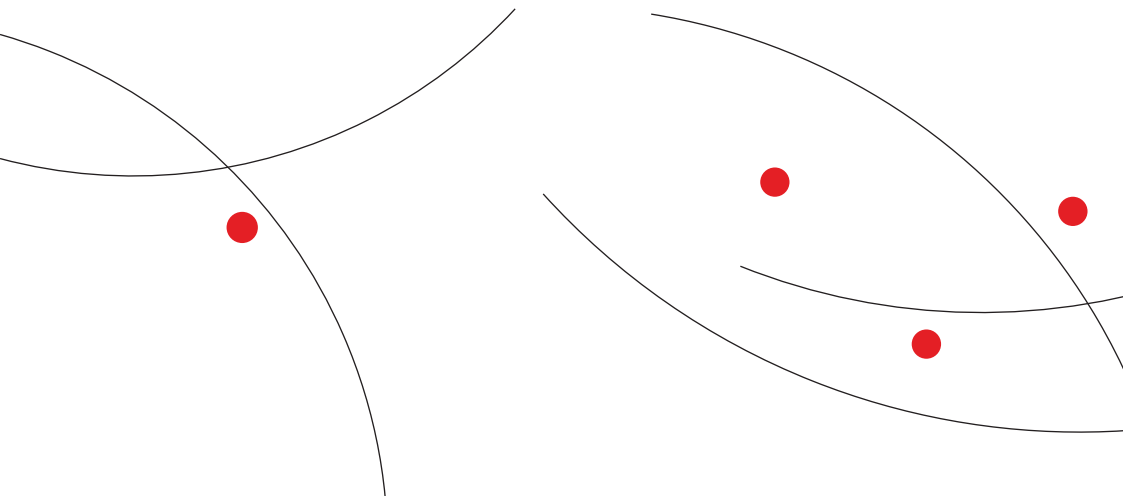


Councils which are empowered through the breadth of their membership may more often experience a “virtuous circle”. Once established, strong boards move forward collectively with energy; they have the confidence to provide strong governance; they understand all aspects of the service their organisation is providing, and they create the conditions in which innovation can flourish. They tend to be more flexible.

There may also be major benefits of having a mixed team in terms of corporate performance. Overall, the Council’s contribution substantially increases through the enriched discussion brought about by a range of perspectives. Different thinking styles, professional backgrounds and personal perspectives stimulate discussion, increasing capacity for innovation. By virtue of the Council’s high performance, the Chair is able to gain the respect of the stakeholders quickly and bring about higher levels of trust.

Councils that are empowered feel ahead of the game, because they are able to call on a variety of experience, skills and perspective within a relative small team at any one time. It is these councils which tend to be attractive to potential appointees; their higher levels of confidence, respondents suggest, also leads them to be more proactive in communicating their values and purpose to a wider audience – after all, “we want members who aren’t afraid to ask some very awkward questions...”

Finally, for universities who have made a conscious decision not to bring academics and established HE professionals onto their Council, get ready to reverse this if you need to – “we’ve not gone for people of HE experience to sit on Council but the OfS requirement to be on top of academic activity means we might in fact now need to find HE people”.



How universities miss out on talent

Assuming that everyone of appropriate calibre is in a position to take on an unpaid appointment.

“Universities are massive organisations that are complex and difficult to change. Why would an unpaid Chair take on the challenge of that?”

Perception of culture at council level.

“Not only is the time commitment too much but the effective use of time is not good enough. Papers are not effective, too much, too long and you can’t see for the wood for the trees.”

Valuing availability over impact.

“We need real commercial people who are current, but they can’t find the time.....so what happens is we just end up with those that have the time but aren’t current...”

Language.

As one participant said, “the distrust between academics and leadership is a real problem.” Language can also be a barrier, using Council rather than Board of Governors, or just Board, confuses candidates on what the role really entails and therefore requires.”

Placing intellectual standing over interpersonal skills.

To function effectively, governing councils need a range of personal qualities including emotional intelligence, the ability to understand and empathise with student experience, the ability to listen and a range of thinking and decision-making styles.

Misunderstanding diversity.

One of the most effective ways of developing a highly effective council may be simply to challenge the status quo. Yet fear of undermining existing capability is one of the most commonly articulated reasons for not changing a board’s profile – wherever it is.

Groupthink.

Strong governing councils often engage in rich discussion, examining issues from a range of different angles and perspectives. A good chair will manage the debate well.

“We need all board members to do exactly the same thing!”

This widely held assumption may form one of the longest-standing barriers to achieving diversity on boards. Many of the most diverse, high-performing boards – in a range of sectors – have benefited from the recognition that each board member has an individual contribution to make.



**“This isn’t a role for someone
to cut their teeth on.”**

Council members can make a contribution at different stages of their lives; what matters is the contribution they can make at any one time to the board of an organisation at that moment.

**“We are only interested in people
with regional connection, and alumni.”**

While a personal connection is likely to be a major factor in candidates’ decision to apply for an unpaid appointment, universities may now need to reach beyond the networks they have looked to in the past in order to find new influences for the future.



Your Council will only ever be as good as your Chair



The tone set by the Chair is vital. Good chairs tease out views which are radically different from those already expressed by members.



On their own, even the best teams of Council members don't make better decisions. Most respondents agree that, regardless of the profile of your board, a strong and skilled Chair is required to get the most out of it. The quality of the Council matters significantly, and it is the job of the Chair to create the right space and mood for the board to operate in.

Good quality board members will innovate and challenge; they are likely to make other people want to do things and will carry a high level of personal influence. On this basis, the Chair will need to manage how their team operates in a group space.

The following characteristics are likely to lead to success in getting the most from a diverse Council team:

- Availability – for set-piece meetings and in between, on a less formal basis
- Connected – to the place, the mission and the team
- Strong and aligned vision
- Flexibility and open-mindedness
- Excellent interpersonal skills and is personally influential
- Collaborative approach and can work across different audiences
- Effective team worker
- Enthusing and inspiring style
- Intuitive with a high level of emotional intelligence
- Actively encourages inclusion, involvement and participation
- Strong understanding of equality and diversity in its broadest sense
- Focus on performance and outcomes
- Strategic thinker



Often the focus is more on the skills and expertise they will bring to the table, but perhaps it's better to think about empathy with the institution's objectives and understanding of the difference between governance and management? With a range of styles around the table, however, the Chair needs to be particularly skilled...



And finally.... a serious deal for a serious role?

“

I think it is a debate that we will need to address as they have a very difficult job to do but it does change the dynamic of Council members as trustees. We could look at the NHS model to see if there is some helpful middle ground there?

”

Opinion is truly split on the question of whether we should be paying council members, although there was marginally more support for remuneration of Chairs, given new pressures and increased exposure.

On the issue of remuneration for Chairs, responses included “given the increased regulation and accountability, perhaps the Chairs should be paid”, “I am very opposed to remunerating Chairs or Members. If only the Chair is remunerated then that undermines the role of the Members and this would create division” and “there is an increasing level of accountability for Members of Council and they should be remunerated as an acknowledgement of their time and effort, not just for the sake of the money.” We have resisted paying so far as we don’t want the relationship to be transactional. Having personal motivations for joining us is important.

Reasons put forward, however, for rejecting pay for council members included “most are so well off that the money would be a drop in the ocean”, “the time commitment is not that onerous”, “I do not believe members of Council should be paid.

It’s important that Members of Council do not feel that this is a job” and “following the VC pay scandal this is not the best time to raise this issue within the University”.

Others are more balanced in approach: “a number of our members are against payment as they have the ‘giving something back’ mindset. It could be useful to pay them as some potential candidates have a lot to offer and are only seeking remunerated roles.” The time is definitely right to ask the question and, from our perspective, the complex, big business of running our universities requires the best our Councils can field.

While other sectors have spent many years perfecting the art of attracting very senior people to their unpaid non-executive positions, the bigger brands always fare best when it comes to attracting interest from other sectors. Remuneration is always a thorny issue, and one that takes us firmly into territory about human motivation. The reality is that some pay is a helpful symbol of a role that is serious, valued and respected – yet securing excellent Council members has to extend well beyond that: “it’s not about the money, it’s about the psychological contract.” Perhaps the answer will present itself in due course – “it would be good to hear from the OfS on the subject”

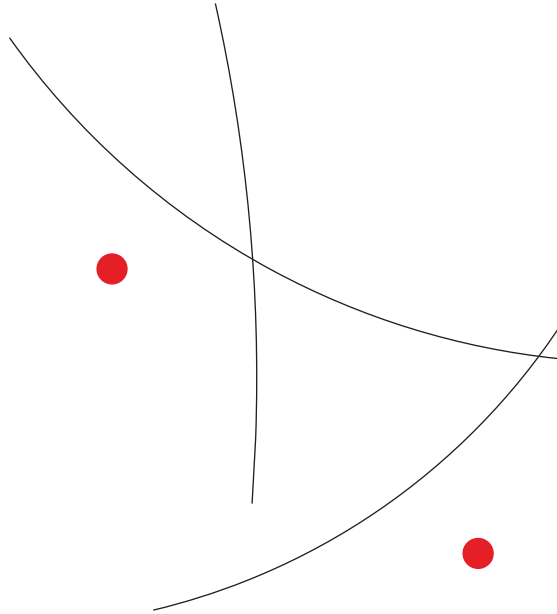
About GatenbySanderson

GatenbySanderson is a market-leading people intelligence business that specialises in finding outstanding executive and non-executive leaders, developing them and supporting the teams they are part of. We are best known for bringing the art of executive search together with the science of discovering and measuring highly effective leadership. We are increasingly working with non-executive boards across all of the public sector, not for profit sector and higher education to support their development. We are also working with executive and non-executive top teams to increase their effectiveness and understanding.



Our thanks

We would like to thank, sincerely, all those who took the time to share their views, and for their candour – Council Chairs, Lay Council Members, Vice-Chancellors and Council Secretaries.





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