



# Charities & the Non-Profit Sector

Perrett Laver is one of the leading executive search firms supporting Charities and the Non-Profit sector. Our Chief Executive appointments range from small, entrepreneurial, founder-led organisations to the majority of the biggest charitable funders in the UK. We believe passionately in the wider transformative benefits and value that is derived from charities, non-profit and civil society organisations. We are therefore deeply committed to supporting this sector.

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**We have been privileged to work with and advise a cross section of sector organisations.**



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# Challenges



All non-profit organisations aiming to achieve their vision and mission, whether that is in terms of medical research or services to marginalised or at-risk groups, face a range of challenges that require highly-skilled and authentic leadership.

## Commercial Skills and Income Diversification

The funding environment of the non-profit sector has irrevocably shifted. Public spending cuts, donor fatigue and increased competition from private providers in service delivery have put an unprecedented pressure on charities, and their leaders, to innovate and diversify income streams. The search for financial sustainability is a top organisational priority for the majority of Perrett Laver's clients in the sector.

However, there are new finance models emerging that organisations may be able to exploit, such as crowd funding, payment by results, community shares, social impact bonds and social finance. In appointing leaders, Perrett Laver has noticed panels are increasingly

calling for "commercial" experience, with the assumption being that expertise from outside the sector will be beneficial in identifying and securing new sources of income.

While Perrett Laver's research intensive methodology enables us to identify and secure potential candidates from across the private, public and non-profit sectors and we can evidence a strong track record in outside sector appointments, we approach the assumption that commercial skills cannot be found inside the non-profit sector with some caution and seek to debate with our clients the distinction between experience in a commercial setting and commercial acumen. In any appointment, we seek to identify candidates' understanding of the triple bottom line and the values drivers of our client organisations.

## **Governance**

Good governance of organisations in the sector lies at the heart of organisational effectiveness and impact on their beneficiary group. While umbrella bodies and Government provide extensive support for good governance and a Code of Good Governance, Boards of Trustees often struggle to represent the right balance of skills and experience required to contribute to strategy development in the face of challenging external factors. This includes diversity at Board level, where a lack of diversity can lead to constricted thinking and unfulfilled organisational potential. The value-add of external advisors supporting Trustee recruitment, both in terms of “up-skilling” the Board and accessing more diverse candidate pools has been independently praised and Perrett Laver has been privileged to work on a vast number of Chair and Trustee appointments.

## **Network and System Building in a New Paradigm**

In addition to funding insecurity and constrictions, the non-profit sector faces challenges in the macro environment. For example, the on-going changes and uncertainty in the health and social care sectors directly impacts charities that operate at the interface. Charities therefore need to be flexible to be part of the new paradigm and seize opportunities, and sector leadership is expected to innovate around opportunities for partnership working. As the boundaries between sectors become more porous, organisations need to work more collaboratively to maximise the potential for impact. In order to spot such opportunities and be viewed as a credible partner, senior leaders within the sector need to build and maintain the profile of their organisations, adding to the breadth of skills and experience required in individuals aspiring to such leadership positions.

# The Value of Search



The last few years have seen unprecedented alteration in the expectation, profile and opportunities of the non-profit sector in the UK. There has been a paradigm shift in how the sector works with, and across, the public and private sectors, which, coupled with increased need for organisations addressing complex societal problems, requires brave and innovative leadership.



Perrett Laver has been serving the sector since 2002 as our passion is helping organisations that have a positive and transformative impact in society.

By attracting and retaining the best leaders, from both obvious and unconventional sources who can bring fresh thinking, organisations are better equipped to respond, grow and evolve to fulfill their mission and vision.



## Our Approach

Perrett Laver's robust methodology comprising exceptional original research, supported by a relevant and qualitative database of leaders is unparalleled in the industry. This approach means we provide truly global search which is informed by Perrett Laver's expert understanding of the altering nature of the global landscape. We have significant expertise in working to identify leaders who can move on a global (commonly South-North, South-South) and often cross-sectoral basis and have been privileged to work with many of the leading and innovative organisations working across the Global Development, Sustainability and Non-Profit space.

With offices spread across five time zones, Perrett Laver can bring to bear local knowledge and connectivity within relevant networks. Purposeful attentiveness, a key characteristic of our firm's work, adds distinctive value at every stage of the process: briefing, candidate generation, candidate evaluation, client service, and candidate relationship building.

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# Identify, Engage, Secure

Perrett Laver's three-fold strategy for sourcing outstanding leaders for your charity.



# Identify

**Perrett Laver conducts an exhaustive research strategy, aimed at covering organisations, individuals and networks that intersect with our client's requirements but which will also yield candidates widely from across the private, public and third sectors.**

It is our view that more often than not it is exciting, thoughtful and exhaustive research strategy which yields the most compelling fields of candidates able to meet the complex sector challenges. This, of course, is the very foundation of proper executive search: that we find people.

A research-based executive search campaign enables your advisors to advocate both for the role and the institution on your behalf, to identify not just obvious candidates, but also creative and diverse options, and to ensure that all the most appropriate individuals and environments are proactively investigated and targeted.

It is common that appointment panels are interested in exploring different models of candidates. By building up a large and varied candidate field, Perrett Laver can present an assortment of experienced individuals for the panel to consider without having to be constrained by restrictive or arbitrary selection criteria.

As one of the market leading executive search firms serving the sector, Perrett Laver brings extensive networks, insight and the ability to call upon leading figures to recommend highly-rated individuals. This qualitative and person-specific information serves as a starting point but is supplemented by our fresh, original and comprehensive research.

# Engage

**Perrett Laver gains the attention of the high-calibre individuals identified through nuanced and well informed advocacy combined with subtle persistence.**

The strongest candidates for a particular position are rarely aware of the opportunity since they are unlikely to be seeking new employment.

Even when they become aware, they will have a variety of professional and personal questions and concerns which are best addressed by multiple conversations with a trusted intermediary.

The very fact of being personally approached and of speaking with a professional third-party can be decisive in prompting a candidate to engage with a particular appointment process.

The resources and professional experience we bring, with the majority of our researchers coming from the sector, ensures that without exception, the proactive head-hunting exercise we lead results in strong candidates who would otherwise not have engaged with the appointment showing a willingness to explore it seriously and positively.

This engagement deepens as Perrett Laver, having undertaken in-depth briefings, provides potential candidates with an accurate, comprehensive, candid, responsive and compelling presentation of the client organisation and the position in question. Our initial interviews of potential candidates not only give us the opportunity to measure and assess each candidate against the person specification but also gives them a chance to find out more about the role informally, become excited about the opportunity and further their knowledge of your organisation.

Multiple conversations with these individuals enable a relationship to develop in which candidates' concerns and questions can be addressed with attentiveness and precision.

# Secure



The assessment and securing of an individual is a complex matter and often requires close attention to numerous questions of detail. For our clients, a thorough, flexible but stretching, candidate-friendly assessment and interview process is crucial.

Throughout the final stages of the process there are often complex logistical challenges which must be met, detailed contractual negotiation which must be concluded and, importantly, a deepening relationship with shortlisted candidates which must be sensitively handled.

A key part of our value is undoubtedly to serve clients as they move through the process to make their own assessments of their final shortlist. We inform final interview processes with our emerging judgement on candidates' values drivers and motivations. Our work is not complete unless we handle negotiations with the preferred candidate in an attentive and careful manner. We also ensure that unsuccessful candidates receive feedback that is useful and that leads them with a very positive sense of the client and the process.



# Our Experience

Perrett Laver has one of the leading Non-Profit and Charity practices in the UK. We have been privileged to work with and advise a cross section of sector organisations.

We have advised on the Chief Executive appointments of two of the top three biggest research funders in the UK.

We have undertaken Board of Trustee appointments across the sector including charities and grant-making foundations supporting humanitarian aid and development, medical research, arts, culture and sports and older people's services.

We have advised on a wide range of CEO appointments in last three years:

- Range of size of organisations from **£5m** to **£600m**;
- From one of the largest grant-making Foundations to two newly formed organisations, established with a total of **£66m** lottery funding;
- From one of the largest volunteer organisations in the country to one of the leading providers of care and supported living for older people.

We provide deep experience in the search for Functional Directors: Chief Operating Officers; Directors of Finance; Directors of HR, Programme and Regional Directors; and Fundraising Directors

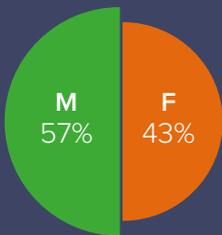
We have facilitated high profile "outside sector" appointments from investment banking, travel and tourism, media, retail, professional services and public sectors.

Recent or current clients account for **32%** of top 50 charities by voluntary income.

Recent or current clients account for over **20%** of top 125 Charity brands (2013 Charity Brand Index).

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## Our Commitment to Diversity



**43%** of our appointments in the Charities and the Non-Profit sector and **40%** of appointments at Board level across all of our practices are women, exceeding sector averages.

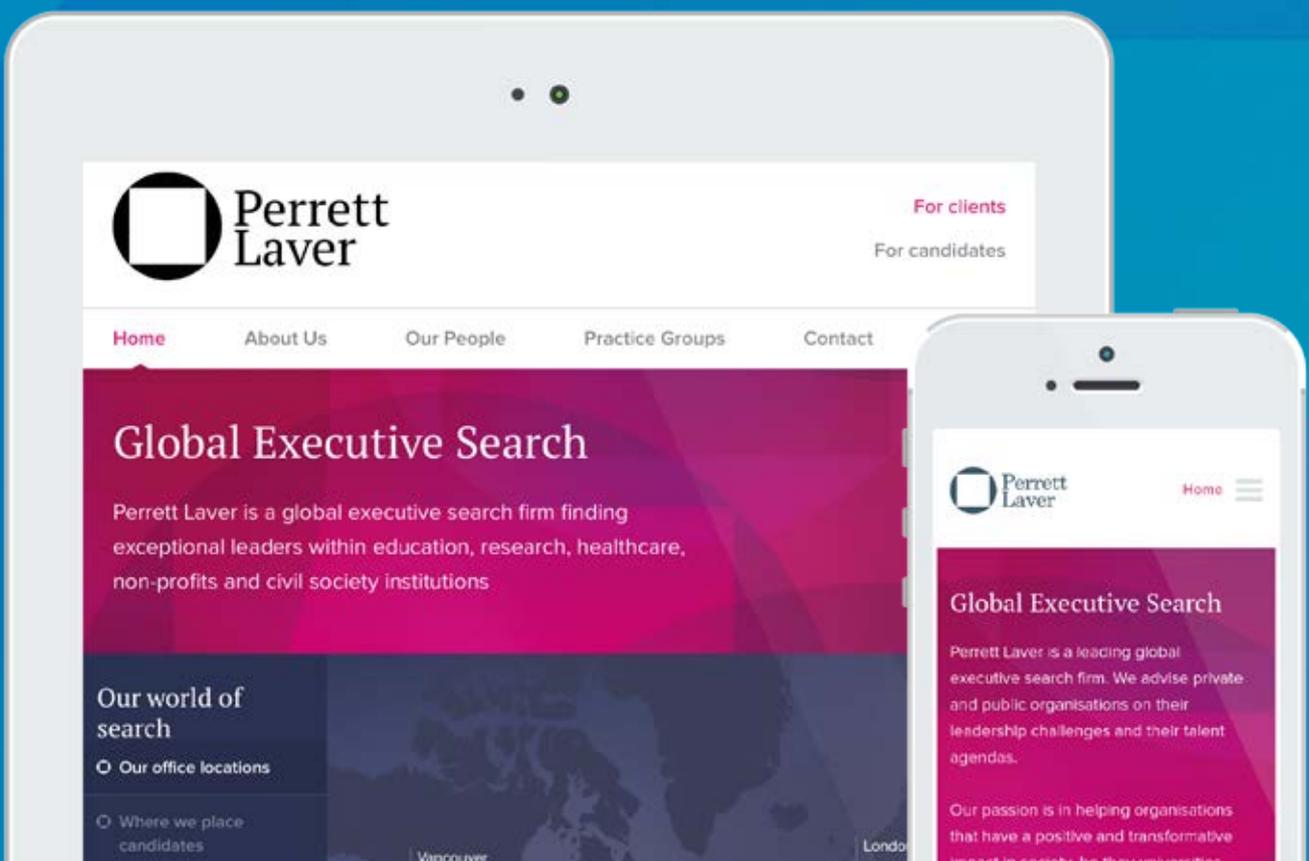
We ensure diverse fields for every appointment. We believe that a diverse range of perspectives amongst leaders and administrators is essential for organisations to stay at the cutting edge in a competitive global market. Our searches play a very important part in the enhancement of this diversity. In every search campaign we work with clients to ensure balanced fields in terms of candidates' gender, ethnic background, stage of career, and nationality. In doing so we are deeply committed to equality of opportunity and are particularly well placed to identify female candidates and those from minority backgrounds and to advance their cause, always providing that the best candidates are put before the selection committee.

# Our Invitation

As one of the world's leading executive search firms, Perrett Laver has a depth of relevant experience, a powerful search methodology, rich sector knowledge, and a values-based commitment to organisations tackling the great challenges facing our world which has enabled us to provide outstanding professional service to our clients.

We would be delighted to discuss ways in which we can support your organisation in its quest to identify, engage and secure the leaders of tomorrow.

[www.perrettlaver.com](http://www.perrettlaver.com)



## Transformational Success Rate

**96%** of our searches are successfully appointed and we guarantee to continue our search until an appointment is made.



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## Partnership

We value partnerships with our clients. In the last year **88%** of our work has been for returning clients, globally, across all of our sectors.





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