



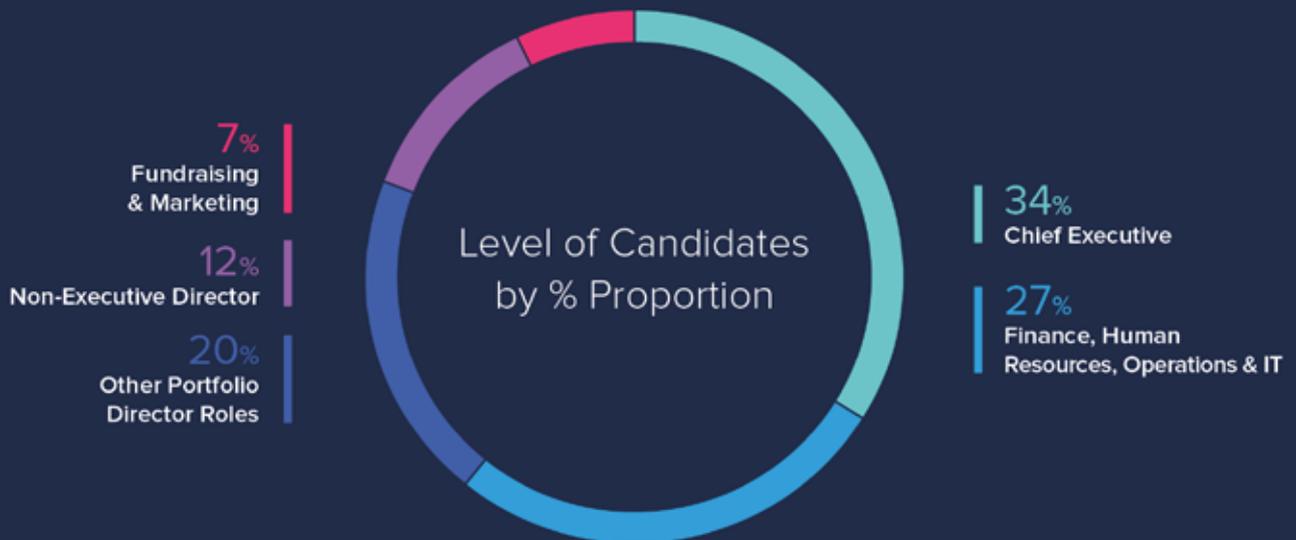
Arts, Culture & Sports

Perrett Laver is one of the leading executive search firms working with organisations globally across the Arts, Culture and Sports sectors.

We have been privileged to support and advise these organisations on a vast range of senior appointments, from Chief Executives and other Senior Executive Directors, to Non-Executive Director and Board of Trustee posts.

We believe passionately in the wider transformative benefits and value that organisations within these sectors effect across society, and are therefore deeply committed to supporting organisations that promote change in these areas.

We have worked with a wide range of performing and visual art institutions and educational environments, cultural heritage organisations, trusts and foundations that support cultural and sporting activity, learned and professional societies in the arts and sports, and sporting bodies.



Arts, Culture & Sports

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Challenges



The developmental role that the Arts, Culture and Sports play in the advancement and “well-being” of society is unquestionable. However, against a global and rapidly evolving 21st Century backdrop, the leadership priorities for organisations across and within these areas have been shifting, often considerably. More than ever before, this context demands strategic and agile senior leaders, able to anticipate change and embrace complexity to ensure that they continue to promote their particular agenda without compromising quality or access.

Greater Global Connectivity

Much wider accessibility of information, international movement of talent, continuously emerging technologies and the proliferation of global networks offer greater opportunities than ever before to promote activity and participation in Arts, Culture and Sports. In order to ensure this future sustainability, leaders have to be able to demonstrate that they understand and can embrace these possibilities, and harness them for strategic development and growth.

Income Diversification and Partnership

Increasingly porous boundaries between the non-profit and commercial environments, particularly in terms of sources of income for the arts, cultural and sporting organisations, offer a multitude of diverse and exciting opportunities to ensure future financial sustainability. Whether they are being appointed from within their particular sector, or from outside it, leaders now need to possess commercial acumen and an entrepreneurial approach to capitalise on these funding streams, as well as the ability to build flourishing partnerships across the sectors to maximise benefit impact.

In order to spot such opportunities and be viewed as a credible partner, senior leaders across these sectors 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 posts.

Governance

For many organisations concerned with artistic, cultural and sporting endeavour, good governance also remains critical. Despite the support of umbrella bodies and governments, Boards of Trustees often struggle to represent the right balance of skills and experience required to contribute to strategy development in the face of shifting and often challenging external factors. This includes diversity at Board level, which 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.

The Value of Search



The last few years have seen shifting expectations of the leaders of organisations across the Arts, Culture and Sports sectors. It is a given that such individuals will offer an appropriate track record of successful resource and personnel management for senior posts. The emergent priorities outlined above additionally call for a brave and innovative approach to capitalise on the opportunities provided by the changing 21st Century global environment.

Perrett Laver exists to serve sectors that have transformative impact on society, finding leaders to serve the global agenda in higher education and research, global development, sustainability and the non-profit sectors, industry research and development, health and social care and schools and education organisations. We have been serving organisations across the Arts, Culture and Sports sectors for many years, and it is our continuing desire to partner with organisations that promote these

areas, in order to help to ensure their sustainability and development for the benefit of future generations.

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 fulfil their mission and vision.

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Our Approach

Given the breadth of knowledge gained working with many organisations across our seven Practice Groups, we have a unique insight into Executive Search within Arts, Culture and Sports organisations.

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 and often cross-sectoral basis and have been privileged to work with many of the leading and innovative organisations working across the Arts, Culture and Sports sectors. 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.



Identify, Engage, Secure

Perrett Laver's three-fold strategy for sourcing outstanding leaders for Arts, Culture and Sports organisations.



Identify

Perrett Laver follows 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.

As one of the market leading executive search firms serving these sectors, 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.

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.

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 these sectors, 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 enables 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 search practices working with organisations across the Arts, Culture and Sports sectors. We are proud to have supported a diverse range of clients across these areas, from small, entrepreneurial and founder-led organisations to internationally-recognised institutions and bodies.

Our clients come from a wide range of areas across these sectors, including:

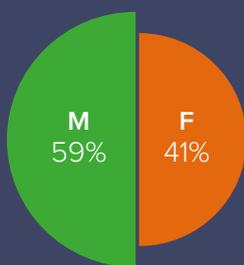
- National galleries and museum groups
- World-renowned performing arts companies and multi-disciplinary performance spaces
- Trusts, foundations and other non-profit organisations that exist to promote the arts, education, sports and culture more widely in global society
- Learned and professional societies
- Specialist education institutions (e.g. conservatoires), and organisations at the intersection with academia
- Sports bodies and charitably-funded sporting initiatives

We provide deep experience in the search for Functional Directors, including Chief Operating Officers; Chief Financial Officers; Directors of HR; Directors of Marketing; Chief Information Officers and Fundraising Directors.

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

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Our Commitment to Diversity



41% of our appointments within Arts, Culture and Sport are women, far exceeding sector averages.

We ensure diverse fields for every appointment. We believe that a diverse range of perspectives amongst leaders and senior 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.

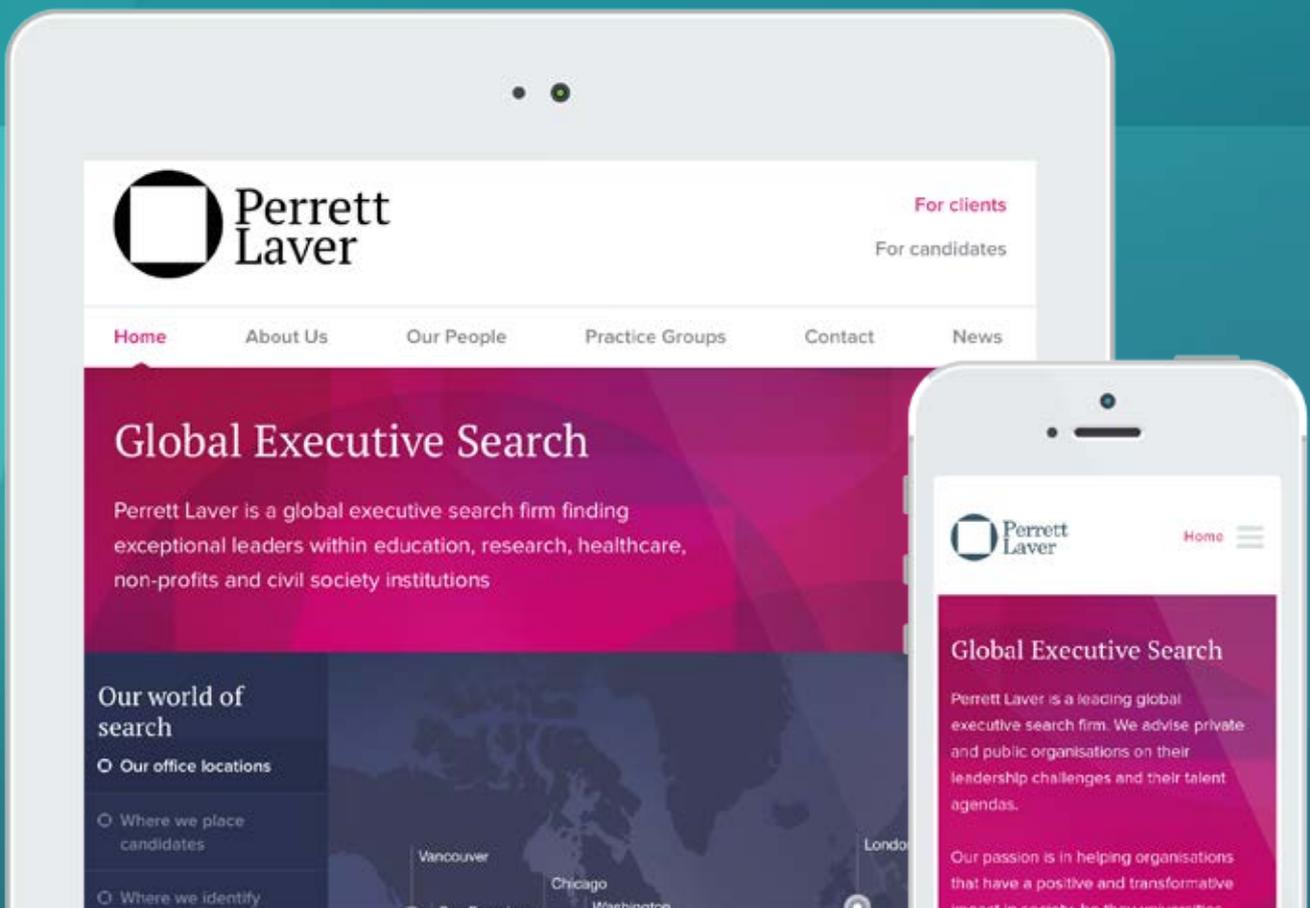
In doing so we are deeply committed to equality of opportunity and are particularly well placed to identify female candidates and those from minority backgrounds and to advance their cause, always providing that the best candidates are put before the selection committee.

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 arts, culture and sports organisations 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



Exceptional Global Reach

With Perrett Laver, global comes as standard. Our search philosophy ensures we provide your organisation with a 'window on the world', we will ensure that we map the relevant 'universe' on an exhaustive basis.

Global Spread of Identified Candidates

Density of Identified Candidates - ●●●●●●●●●● +



Transformational Success Rate

95% of our searches are successfully appointed and we guarantee to continue our search until an appointment is made.



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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