

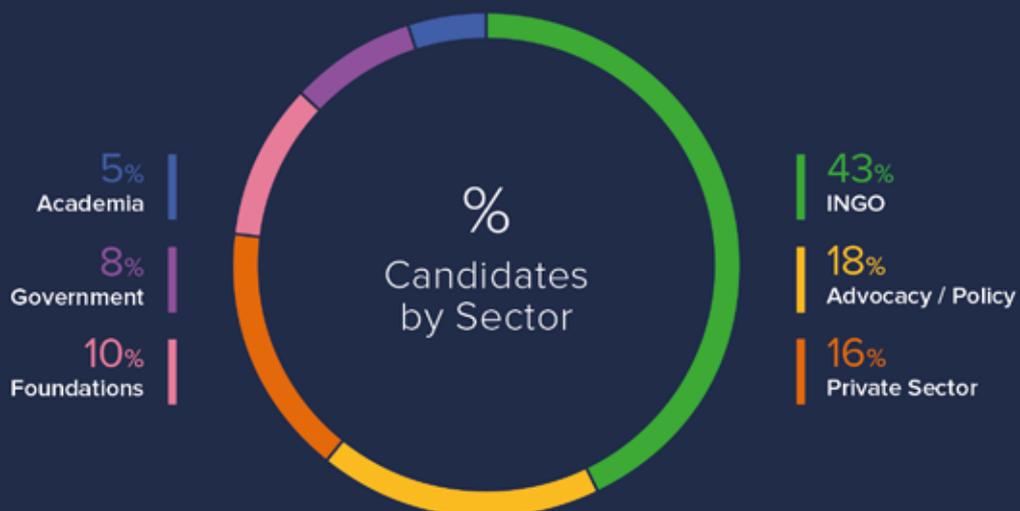
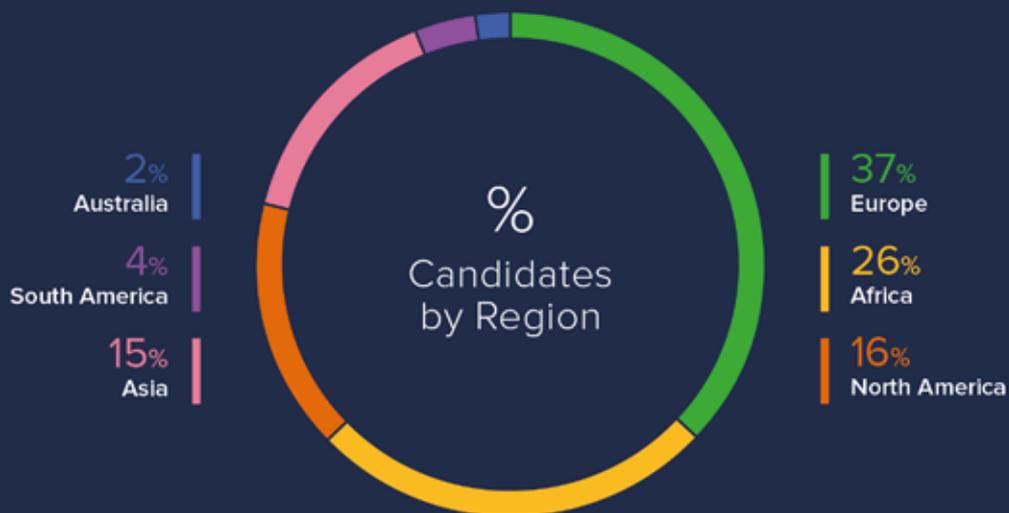


# Global Development & Sustainability

Perrett Laver is one of the leading executive search firms working across the Global Development and Sustainability sectors.

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

Our candidates are diverse in all aspects including their global location and the sectors in which they work.



# Global Development & Sustainability

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# Challenges



Global development and sustainability has evolved rapidly. There has been a dramatic rise in the number and diversity of actors seeking to address the complex and urgent issues of poverty, human rights and development, education, health, humanitarian assistance, climate change and sustainability. The growth of venture philanthropy and private sector involvement, the rise of the emerging economics and the imperative for a holistic approach to sustainable development have shifted the flows of capital to developing economies. Donors are driving the improved effectiveness and impact of development assistance, and seeking to stimulate market based solutions to poverty reduction. At the same time, implementing agencies continue to grapple with fundamental issues of downward accountability, legitimacy and the imperative to reconcile increased efficiency with the need to empower local communities. The deepening convergence of non-profit, public and private sector organisations to tackle global societal issues will certainly require new forms of collaboration if they are to achieve sustainable and scalable social change.

## **Recruiting Leadership Fit for the Global Challenges – Is There a Better Way?**

Given these challenges there is an increasing demand for innovative, adaptable and values-driven leadership, therefore, organisations have to consider a set of relevant questions when appointing their leaders.

### **Evolving Sectors**

- We have strong values but are we attracting individuals who have led across increasingly porous boundaries whether these be sectors, structures or geographies?
- We have complex structures in place but are we attracting leaders who are willing to make the difficult decisions necessary to ensure our organisation is agile, ambitious and effective?
- We are aware of our internal challenges but are we adequately aware of the external environment and do we have those leaders who will embrace those changes taking place in real time?

### **Innovation that counts**

- Do we have the enterprising leaders who will harness technology, forge partnerships and embrace and encourage innovation that will enable us to increase transparency, accountability and impact?
- Wealth inequality is on the increase in a world where the balance of power is shifting, do we have the structures in place to engage across all sectors, on cross-cutting issues and with new models of organisation practicing sustainable development?

### **A values-driven approach**

- We have a theory of change that unites our approach to advocacy and programmes but do our leaders ensure this theory of change is internalised – do we treat our staff and partners as we treat our supporters and beneficiaries?

# The Value of Search



We are at a turning point in the global development, humanitarian, human rights, environmental and sustainability sectors. Getting the leadership equation right in order to position organisations to not only respond in a moment's notice but to also tackle the root causes and address the long-term developmental needs locally is ever more crucial and relevant in today's context.

We are a values based firm with a strong commitment to organisations that are tackling the global development and sustainability challenges of our time. Our desire is to partner with organisations in the achievement of a thriving and flourishing society. The following are societal aspirations and evidence that Perrett Laver aspires to contribute to in our advisory role for leadership transitions: a well and flourishing society; an equitable and peaceful society; a growing and thriving society; a structured and resilient society.

By attracting and retaining the best talent, organisations are able to have more impact, value for the investment, and foster an organisational culture and set of behaviours which result in a more vibrant organisational dynamic. As such, Perrett Laver is especially well-suited to advise on these critical appointments.

## Mission

The mission of Perrett Laver's Global Development and Sustainability practice is to play a part in addressing the complex and urgent issues of poverty, human rights and development, education, health, humanitarian assistance, climate change and sustainability by identifying and engaging outstanding and diverse leaders from across the globe.

## Vision

Our vision is to identify inspiring global leaders today who will lead on tackling the grand challenges of tomorrow.

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 and Sustainability spaces.

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.

## **Building a Sustainable Practice**

Our Global Development and Sustainability practice serves the sectors in a professional and high-quality manner without sacrificing our own values as well of those of our clients. We have therefore sought to build a sustainable and expert global practice which is not restricted to work with wealthy client organisations alone. This can mean that wealthier organisations pay us a higher fee for assignments than small or poorly funded ones. We are also able to provide pro bono services on occasion.

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# Identify, Engage, Secure

Perrett Laver's three-fold strategy for sourcing outstanding leaders for global development and sustainability.



# Identifying the Best Talent Across the Globe

Perrett Laver's global outlook, market intelligence and extensive experience in finding talent enables us to map the global landscape thus ensuring the best individuals are identified and approached.

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.

We have built one of the leading practices in the world serving the global development and sustainability sectors, and have extensive networks and relationships with a very large number of leaders across all sectors in the global south, as well as the global north. This qualitative and person-specific information serves as a starting point for a given search.

However, the use of this existing knowledge and networks is a very small part of candidate identification. Our researchers conduct original, intensive, and global search on each assignment, identifying both

authoritative sources and potential candidates and approaching them leading to a very large number of conversations with relevant individuals. We ensure that our research is exceptionally well informed in terms of what key characteristics and experience sets you seek in candidates, but we also challenge ourselves to generate the creative and non-obvious types of candidate.

In what becomes a highly iterative process, our researchers are able to cover the relevant 'candidate universe' thus identifying outstanding leaders for your organisation.

# Engaging Potential Candidates

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.



Perrett Laver gains the attention of the high-calibre individuals that we have identified through nuanced and well informed advocacy combined with subtle persistence. 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 resource and professional experience we bring, with the majority of our researchers coming from the 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 provides potential candidates with an accurate, comprehensive, candid, responsive and compelling presentation of the organisation and the position in question. Our initial interviews of potential candidates not only gives 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 deepen 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.

In these ways Perrett Laver's work is powerful in engaging outstanding leaders for your organisation.



# Securing Outstanding Leaders



The assessment and securing of an individual is an extremely complicated matter and often requires close attention to numerous questions of detail.

There is a long journey to travel between an individual indicating his or her willingness to be considered as a candidate and that individual being deemed appropriate and then actually joining your organisation.

A thorough, flexible, but stretching, candidate-friendly assessment and process must be put in place, often complex logistical challenges must be met, detailed contractual negotiation must be concluded and alongside all of this, the developing relationship with the individual must be sensitively handled.

Perrett Laver's deep experience of the challenges of this phase of making senior appointments, combined with our in-depth assessment and down to earth interviews, purposeful attentiveness both to people and to process enables us to offer thorough support to our clients in these matters.

We go beyond a purely quantitative assessment of candidates' past experience and qualifications to establish a more textured understanding of their strengths, weaknesses and character traits. Our minds are focused as much on seeking to identify outstanding potential as they are on ensuring an appropriate fit with the nuances of the specification.

Once the shortlist has been identified, we then work extensively with our clients to arrange the logistics for all the interviews, informal meetings and assessments, ensuring that they are fair, robust and competitive.

Finally, once the preferred candidate has been identified, a career move, often from one country to another, is a life-changing one. We work intentionally on a number of considerations when helping a candidate decide upon a move. Perrett Laver's ability to identify and discuss these issues in the earlier stages is of benefit to candidates and our clients alike, reducing the likelihood that time-consuming, or even deal-breaking, problems will emerge further down the line.

Combined with our administrative attention to detail, the logistical support we provide, and our ongoing candidate relationship management, these approaches can be critical as Perrett Laver assists you in securing outstanding leaders.



# Our Experience



Perrett Laver is one of the leading executive search firms internationally within the global development, sustainability and humanitarian arena. Our dedicated global development, humanitarian, human rights, environmental and sustainability sectors has been the market leading team in terms of Board and Senior Executive appointments within the global development and sustainability sectors. We have significant expertise in working to identify leaders who can move across sectors particularly from the private sector and internationally moving from the Global South.

We work with a diverse range of clients within the global development, humanitarian, human rights, environmental and sustainability sectors. Our clients are working within the advocacy, policy and sustainability spaces, INGOs, foundations, impact investing, and private sectors. We also work with Governments and at the intersection of academia.

## Case Studies

We were charged with finding the Executive Director, Director of Global Programmes and Director of Global Communications in a large and globally renowned international confederation working in more than 90 countries fighting to end poverty and injustice. The Executive Director search had a highly competitive global field with candidates from Africa, Asia, Australia, Europe and Latin America and was equally balanced in terms of gender. The appointed candidate was the first African woman appointed to lead one of the world's largest INGOs.

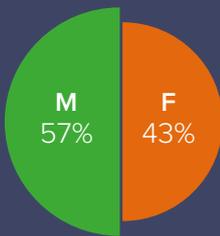
We have appointed several Regional Directors for the world's leading independent international development organisation working through volunteers to fight poverty. For one role the organisation sought candidates with considerable experience of ensuring the effectiveness of INGO development programmes in Africa, and the personal qualities and gravitas to influence in a complex matrix environment and beyond. The final shortlist of five candidates included four women and one man, all leaders from established INGOs.

We partnered with a prominent global civil society alliance dedicated to strengthening citizen action and civil society around the world, with members in over 100 countries. Following an extensive global search, the shortlist comprised of individuals from leading civil society networks around the world including Japan, Zimbabwe, Uruguay, Nigeria, South Africa, Nepal, Brazil, Turkey and the UK.

We have worked extensively with the UK's leading independent think tank on international development and humanitarian issues including appointing the Chair of Trustees, Executive Director, Director of Strategic Operations, and the Director of Communications. The Chair search generated significant interest from leaders of equivalent organisations within the UK and abroad, alongside candidates from within the strongest academic institutions globally, multilateral organisations, international corporations and Government.



# Our Commitment to Diversity



**43%** of our appointments within Global Development and Sustainability sectors 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 institutions 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 ensuring that the best candidates are put before the selection committee.

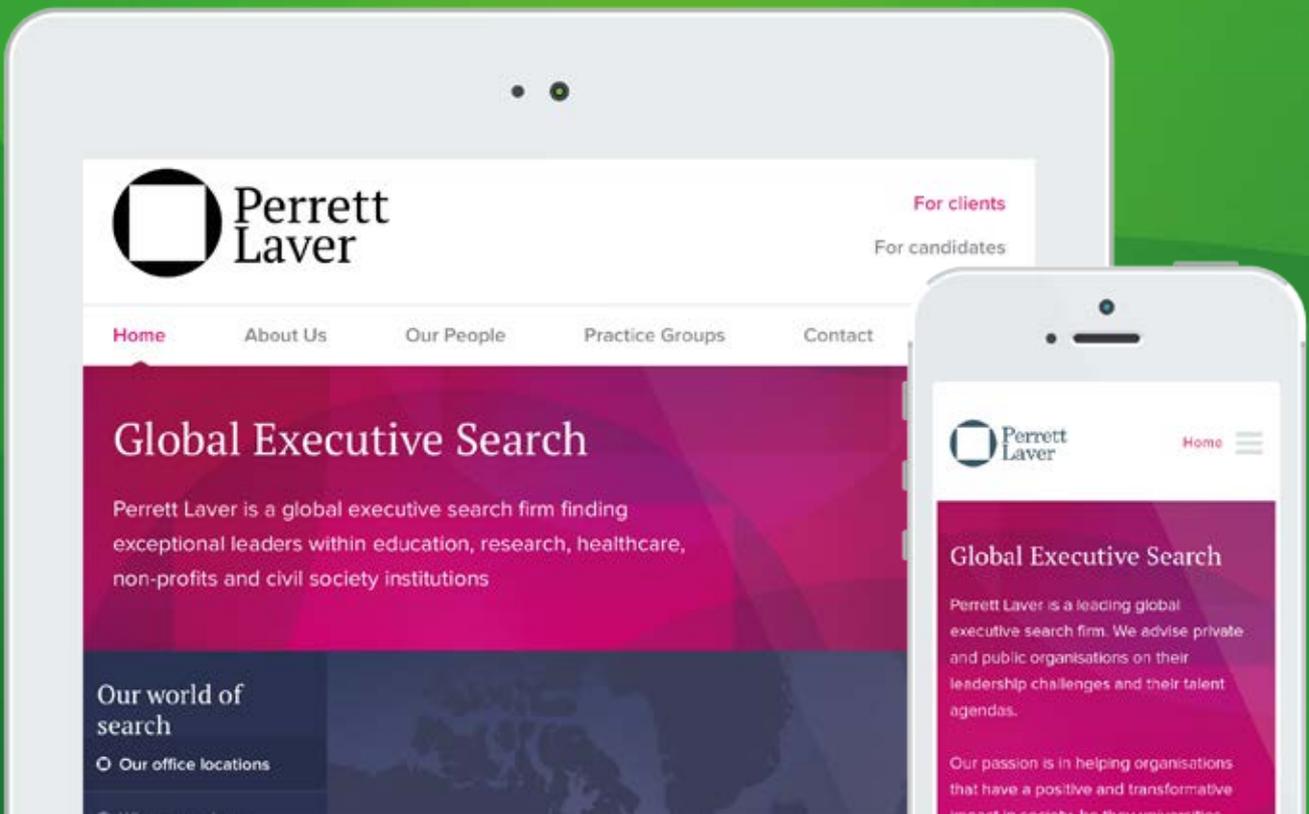


# Our Invitation

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)



## 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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