

Creating a Gold Medal Winning Board

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Agenda

Objectives & caveats

About Ezek

Board reviews – best practice

Other drivers

Ezek perspective

Case Study 1- a friendly society

Case Study 2 –a mutual company

What help is available?



Gold Medal Standard Boards

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Case Study -1 Friendly Society

- Before
- Board structure
- Drivers for change



Case Study -1 Friendly Society

Process –

1. New CEO appointed with a mandate to build the business and control costs
2. CEO took top down/bottom up approach
3. CEO agreed with all board members the need for skills matrix



Case Study -1 Friendly Society

Outcomes

- Some board members self selected out
- Others went through skills gap assessment (using independent tool)
- New FTSE style board structure created - (2 execs and 5 NEDs)
- Society was successfully turned around



Case Study 2 – A Mutual Company

- Before
- Board structure
- Drivers for change



Case Study 2 – A Mutual Company

Process

1. 2008 - Board reviewed and strategy redefined
2. 2009 - Sourced new NED with distribution and marketing experience (using a headhunting firm)
3. 2011 - Company changed to annual process of board performance evaluation – and used independent firm to assess behaviours
4. 2011 - Conducted desk-based assessments of departmental heads



Case Study 2 – A Mutual Company

Outcomes

- Business is growing by selling via various distribution channels
- New growth-focused board structure created – 3 execs (inc 2 promoted from within) plus 5 NEDs (inc. 1 with distribution and marketing experience plus 1 with audit and risk background)
- Reduced pressure from regulator



What help is available?

- IOD
- Chartered Institute Internal Auditors – Knowledge Centre
- Ezek –
 - Tools for assessing competence of existing board members
 - Leadership development programmes
 - Search and selection for permanent executives and non executives
 - Team of consultants





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About Ezek

- **Cheltenham** based firm - established over **16 years**
- Majority of **client companies** are life, pension and investment business
- **Old fashioned principles** of - doing what we say we will, being open and honest with clients and candidates, absolute discretion in everything we do
- **Consultative approach** – seek to fully understand our clients' needs
- **Grown by recommendation** and referral - **never advertise**
- Internally we are **run like John Lewis** – team based approach to all assignments
- **3 services**
 - Leadership development programmes for individuals and teams
 - Search and selection for permanent positions – Board members down to management level
 - Supply of temporary resource –
 - Consultants to advise on special projects
 - Project managers to implement initiatives
 - Temporary management to cover for gaps or absence