



# Partnering with Friendlies, Mutuals & Building Societies

**Hanover.**

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

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## HANOVER'S EXPERIENCE WITH MUTUALS, FRIENDLIES AND BUILDING SOCIETIES

**Hanover delivers exceptional results through remarkable people.** For nearly 30 years we have been chosen to supercharge careers, transform organisations and change lives.

Over the past 10 years we have partnered with Chairs, CEOs, HR Directors and other senior leaders of mutuals, friendlies and building societies to help them find, develop and manage talent.

Our specialist knowledge, trusted relationships and values-based approach have led to a strong reputation as a go-to talent partner in your sector. The Hanover team has a long-standing relationship with industry bodies such as the Association of Financial Mutuals (AFM). We regularly present on current topics to share and promote best practice and facilitate roundtables and other events to bring together boards, thought leaders and experts.

Through our integrated solutions we can help you to:

- **Define** the capabilities you need to grow your organisation.
- **Find and attract** diverse, high-performing leaders from the market and beyond.
- **Select and onboard** talent whilst minimising risk and keeping the Regulator informed.
- **Engage, develop and retain** your leaders whilst helping them to progress their careers.
- **Deploy** talent across your organisation in the most effective way.
- **Transition** leaders out of your organisation and support them to find their next role.

## TALENT LIFECYCLE

### TRANSITION

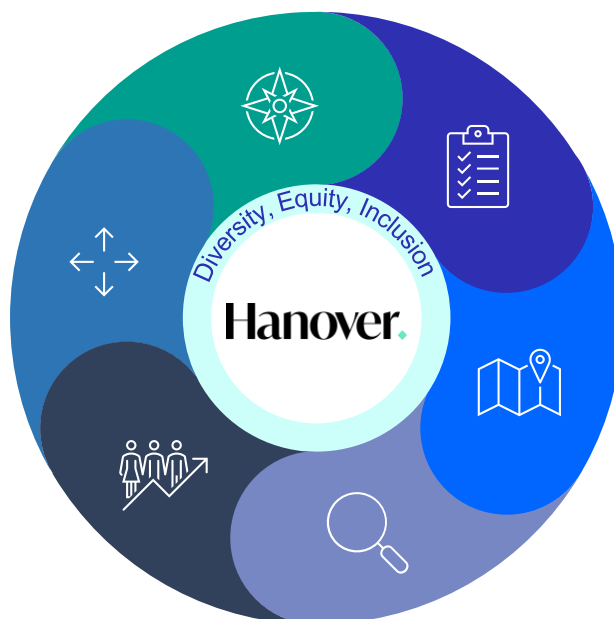
Support talent leaving your organisation to find their next role whilst strengthening your employer brand.

### DEPLOY

Move the right people into the right roles at the right time to optimise individual and business performance.

### ENGAGE, DEVELOP & RETAIN

Benchmark and improve engagement and increase the performance of leaders and teams.



### DEFINE

Decode and capture the leadership and talent capabilities you need to deliver your strategy.

### FIND & ATTRACT

Understand the talent market and identify and source high-performing, diverse talent that will add value to your organisation.

### SELECT

Assess, select and onboard exceptional talent whilst minimising business risks and satisfying regulatory requirements.

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## ◆ EXECUTIVE SEARCH & MARKET INTELLIGENCE ◆

Talent is in short supply. We know that people are your greatest asset.

### Executive Search

Exceptional leaders are hard to find. Creativity, agility and market knowledge, plus our in-depth understanding of what high-performance leadership in your sector looks like, enables us to identify diverse candidates who demonstrate the skills, experience, values and behaviours you require.

Our focus is business-critical, senior appointments in all functional areas. We recognise we are your ambassadors and our approach supports your own values and ethics.

### Market Intelligence

When you have questions about talent or the market, or require external insights, our market intelligence team is here to help.

We can help you to make critical business decisions and map talent in the market to inform succession planning and remuneration.

Every engagement is shaped around your organisation and what will be most valuable for your leaders.

## FUNCTIONAL EXPERTISE



### Diversity, Equity & Inclusion in the Search Process

Hanover is committed to a policy of **equal opportunity in employment** and opposes all forms of unlawful discrimination. We want to take “positive action” to ensure that executive search **long and short lists are fully inclusive** for all.

We take every step to ensure **everyone is treated equally and fairly** and that recruitment decisions are based solely on objective and job-related criteria.

We are **strong advocates for DE&I** - it's part of our DNA and something we challenge our clients on. We ask candidates to provide information about gender, ethnic origin, background, etc. We use this information to monitor the effectiveness of our equal opportunity policy, comply with GDPR regarding record keeping and reporting, and support our clients and candidates in **diverse talent representation**.

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## ASSIGNMENTS ACROSS THE MUTUAL SECTORS

### Search

CEO	UK Mutual Trade Body
CEO	UK General Insurance Mutual
Finance Director	UK Mutual
Director of Risk & Finance	UK Mutual
Finance Director	Friendly Society
Chief Risk & Compliance Officer	National Pension Scheme
Chief Risk Officer	Largest UK Insurer
Chief Risk Officer	UK Intermediary Brand
Head of Risk & Compliance	UK Friendly Society
Chief Risk Officer	Community UK Bank
Leadership Development & Training	UK Building Society
Director of Finance & Risk	UK Friendly Society
NED Risk & Compliance Committee	UK Friendly Society
Chair of Audit, Risk & Compliance	UK Friendly Society
NED Marketing Committee	UK Friendly Society
Head of Risk	UK Friendly Society
Non Executive Director	UK Health & Life Provider
Pension Trustee / NED	Technology Platform Provider
Company Secretary	Friendly Society

### Talent Solutions

Board Effectiveness Review	UK Building Society
Board Effectiveness Review	UK Friendly Society
Board Effectiveness Review	UK Mutual
Board Effectiveness Review	UK Building Society
Coaching	UK Building Society
Coaching	UK Mutual
Leadership Development	UK Building Society

*"Hanover have consistently provided us with a first class experience. They have an excellent understanding of our industry and the level of service we are looking for as a business. They have also shown flexibility and creativity when we've needed a slightly different approach."*

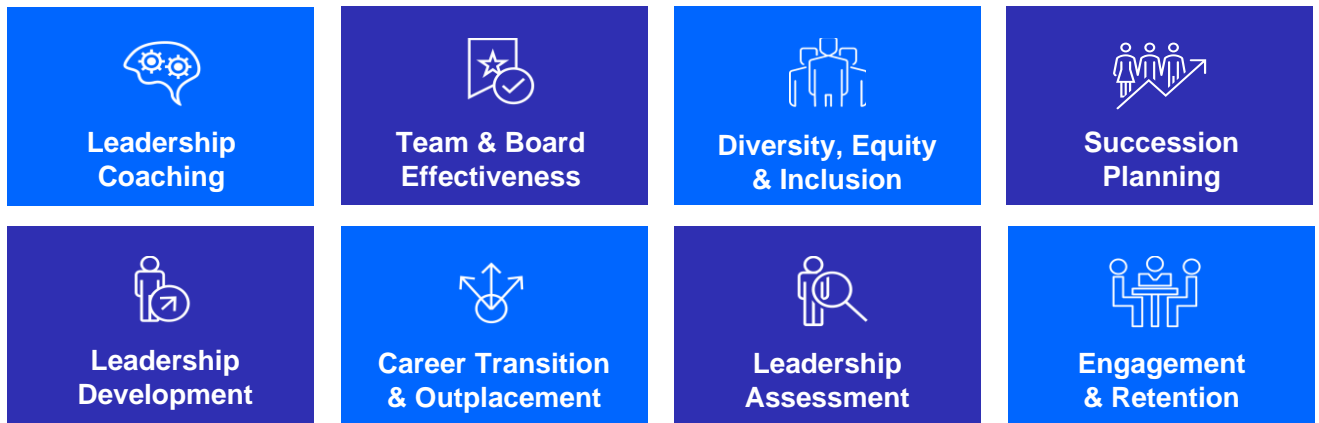
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## TALENT SOLUTIONS

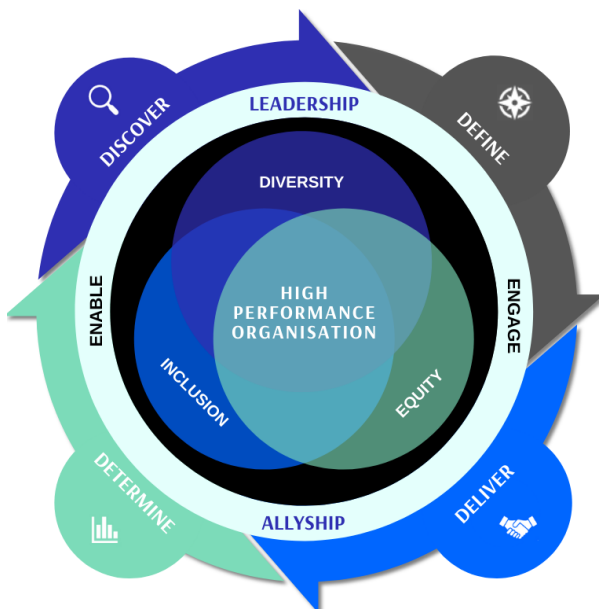
The Hanover team has been working with professionals, leaders and teams across friendlies, mutuals and building societies for many years. Whether you want to assess and develop your leaders, support newly promoted managers, plan succession or increase team effectiveness, we can help.

Hanover's talent solutions are based on a blueprint for success, but fully tailored to your leaders and organisation. We are adept at working closely with internal resources and delivering a seamless experience for you leaders and teams.

Our solutions include:



## HANOVER'S DE&I FRAMEWORK: A HOLISTIC APPROACH



Our DE&I framework describes the core DE&I components required for any organisation to achieve high performance.

These underpin all our talent solutions.

**Leadership** plays a critical role in setting the 'tone from the top' and role modelling positive attitudes, behaviours and actions.

**Allyship** is anyone with an awareness of position of power and privilege to create opportunities for people who are different to us to succeed.

**Engage** focuses on HOW our behaviour drives the DE&I agenda forward.

**Enable** relates to WHAT we do in terms of our processes, policies to drive the DE&I agenda.

**Discover**, **Define** and **Deliver** and **Determine** describe the four stages required to implement tangible change and measure progress.

Our team can help you bring this framework to life for your leaders and organisation.

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## HIGHLIGHTS

### LEADERSHIP DEVELOPMENT

Hanover partnered with **Dudley Building Society** to assess and develop leaders and teams to increase engagement, create a robust succession plan, and develop a high-performance culture.

The resulting quantitative and qualitative insights, including personalised development plans and an in-depth exploration of team dynamics, has enabled participants to demonstrate a measurable increase in their performance and impact.



### BOARD EFFECTIVENESS

**Sheffield Mutual's** Chair and CEO wanted to undertake an external Board review to strengthen how their Board operates and interacts with each other, how to achieve an even higher level of effectiveness and provide the foundations for further growth and success. Working together, Hanover agreed a four stage process which encompassed desktop research, meeting observations, online surveys and 1:1 reviews. The Chair and CEO implemented some of the recommendations immediately and formed a working group to move things forward long-term.

### LEADERSHIP COACHING

The Executive Team of **Leek Building Society** were working extremely well together but recognised the value coaching would bring to further strengthen their leadership impact. Hanover supported a number of executives and other senior leaders with leadership coaching. The objective was to increase their self-awareness, help them to focus on the right things, provide independent challenge, and bring an external perspective into their thinking and decision making.

Each leader worked with their coach over a period of six months, meeting regularly to explore current challenges and develop practical plans to address them.



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## ELEVATE YOUR NED CAREER WITH OUR CAREER SOLUTIONS

Our partners at City CV are experts in how aspiring and existing board members should best position themselves, online and on paper, to perfect their brand and secure future board appointments. Our NED career programmes help navigate the board search and recruitment field to ensure that the energy you invest delivers results.

The support we provide could include board transition coaching to understand your NED skillset and any areas for development, your motivations and value proposition; and create a career plan for securing paid NED, consulting and advisory roles in the future. We could help you identify positions within the market, write a strong, persuasive narrative to position you for your target(s), and provide board interview coaching and search support that is fully bespoke and tailored to your exact needs.

We understand how to shape your NED CV, LinkedIn profile and NED bio to enable the board to recognise and have confidence in your authority, your organisational fit and the value you will add to the boardroom dynamic.

We help you to **articulate your pitch, refine your approach, network and build executive search relationships**. We produce all **your promotional material** and provide **coaching** to boost your buyability, confidence and success.



*"I'd been considering NED roles for quite a while and although I knew they would take my law career to the next level, I wasn't quite sure where to start. Fortunately, City CV was recommended to me and once I was in their professional hands, they helped me to identify and prepare for the roles I really wanted. My expertly written NED CV was focused and strategic. As a result, I'm now paid to sit on two boards and have plans to add to my NED portfolio. I couldn't be happier."*

**NED and General Counsel**

*"Thank you for the professionalism I experienced when I asked you to re-write my CV. In my opinion, the CV you wrote was outstanding, better presented my experience and showcased my results throughout my career. I'm looking forward to applying for NED and potential new opportunities with more confidence."*

**CIO & NED**

To speak to one of our team contact us on **020 7100 6656** or visit our website:



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## RECOGNITION

*"The CEO and I were very satisfied with the board review and recommendations report Hanover provided. It has given us some very useful insights into how our board works and how we can improve.*

*When shared with the board, the report was well received and will form a most useful document for us. It contains a broad range of recommendations dealing not only with issues of detail but also more strategic issues.*

*In order to obtain the best outcome from the report, I have formed a working group to meet and review the detail of the report. The working group will be making some recommendations at our next board meeting.*

*Thank you for the work you have done to produce this evaluation."*

**Chair, Friendly Society**

*"I just wanted to say, if it wasn't already evident from yesterday, that I thought our away day was really excellent.*

*Both morning and afternoon sessions were really insightful, full of content and as a result I think we're on the front foot with defining our purpose and future.*

*There were a few occasions in the morning where I felt as though I wanted to hug people!*

*Maybe still being quite new, maybe not knowing you as well as I might otherwise because of covid separation, precluded me from doing so – but I very nearly did!*

*We're stronger for our time yesterday; thank you for making it a great day."*

**Head of IT & Cyber Security,  
Building Society**

### External Recognition

For our work with Dudley Building Society, Hanover won the Lumina Learning Award for *Excellence in Leadership Development*. We were also highly commended as *Lumina Practitioners*.

Hanover was also shortlisted as a finalist by the Association for Business Psychology (ABP) for their annual award for *Excellence in Strategy and Organisational Effectiveness*.



*"The assignment needed to lead to a recruitment in a short period of time and Hanover gave us confidence that this would be achieved and our confidence was not misplaced."*

**Chair, Friendly Society**

*"I was very impressed with the service I received. It was open and honest and supportive both ways."*

**CEO, Friendly Society**



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## MEET OUR EXPERTS

### Executive Search



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**Chris Cave**  
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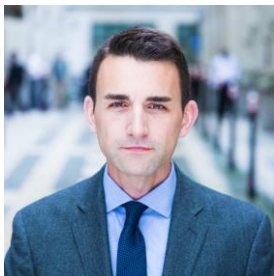
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### Talent Solutions



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## RESOURCES (click to access)

Is Your Leadership Team As Effective As It Could Be?

By Richard Waddell



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Lessons, Opportunities and Challenges for DE&I in Executive Committees

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What does good look like from a cultural point of view?

By Clinton Poore



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How to Increase Performance Through Diversity, Equity & Inclusion

Why Inclusive Leadership Is Vital For Success

By Aurélie Bernardoni



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How to Increase Performance Through Assessment

Reviewing Your Board's Effectiveness

By Elle Robinson



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**Achieve Remarkable Results  
Through Exceptional People**

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