

## **TF: WHAT ADVICE WOULD YOU GIVE TO SOMEONE THINKING ABOUT MOVING INTO NON-EXECUTIVE WORK THEMSELVES?**

EM: There are very practical things to do moving from an executive to non-executive career, you must work out what your new work/life balance looks like. I actually thought I might build some downtime into my working week but I've found that the 'always on' mentality of CEO doesn't go away when you become a Chair. You will still feel acutely responsible for the success of an organisation, you will still be supporting people within it and managing relationships with stakeholders. There is an equal level of intensity but in a different way - it's been a reality check and a reminder that public service roles remain hard and you must go in with eyes wide open.

I also think it's important to view these roles as continuous learning experiences. We have all worked with some excellent role models and some less-than-good role models in our careers and it's important to constantly learn from what you observe and experience in terms of how to operate effectively as a Chair or NED, the things you see that work well and the things that irk you while still remaining true to yourself.

## **TF: HOW DO YOU MANAGE THE BALANCE OF WORKING WITH MULTIPLE ORGANISATIONS?**

EM: It's a big challenge but also one of the great joys working in this way if you enjoy working in organisations with complexity and challenge. You need to have real mental agility to zoom out of one organisation and helicopter into another, it's something I get real enjoyment out of though it may not always feel like it. Working in this way requires innate flexibility too, you can't compartmentalise your day or your week. You can never mandate when an organisation is going to need you and you always need to give them time despite how much difficulty it might cause you. I was proud of some recent feedback from one of the Chief Executives I work with who said, "I always forget you work with other organisations". Every organisation you work with should feel like they have your undivided attention and therein lies the juggling act.

## **TF: WHAT DO YOU LOOK FOR WHEN RECRUITING FOR NEDs?**

EM: It might sound obvious but deep domain knowledge about a particular subject area and the ability for that candidate to be able to clearly demonstrate from their work experience that they can provide assurance, scrutiny and support to the Board and Executive team. I don't necessarily look for people who have been NEDs before, I'm passionate about developing new NEDs, but we do need people to come in with expertise and know how to challenge effectively to make sure we ask the right questions. It's important you're able to demonstrate this as part of a formal interview process too which can be hard for people who haven't grown up in that tradition of recruitment to effectively showcase your skills.