

AS A FORMER CEX YOURSELF, WHAT ADVICE WOULD YOU GIVE TO EMPLOYERS TO MANAGE THE INDIVIDUAL NEEDS OF PEOPLE AS PART OF A PROCESS?

To not make any presumptions about people. It's reasonable to ask someone if they need assistance but don't presume because I'm an amputee that I need x or y. I tend to be quite flippant and light-hearted about it and I often make a joke about it to break the ice, but for other people it might be different. It can take a while to come to terms with your disability, both physically and emotionally.

YOU'VE WORKED IN SO MANY DIFFERENT SECTORS – THIRD SECTOR, PUBLIC SECTOR, HIGHER EDUCATION AND PRIVATE SECTOR. HOW DID YOU MANAGE THIS, ANY ADVICE YOU'D GIVE TO SOMEONE LOOKING TO MOVE INTO OTHER SECTORS THEMSELVES?

I've always focused on results, and I can honestly say that I've had more good results than bad results so people have always kept close to me. I've found on each of my assignments, irrespective of the sector, the issues were usually the same – a lack of clear strategy, a lack of leadership or a lack of communication. If I could get those three things right, performance issues would usually resolve themselves and results would follow.

I've been tapped on the shoulder quite a few times because former colleagues I've worked with have formed a positive view of me, know what I can do and deliver and turned to me when needed. I've never been an active networker myself but I certainly recognise the importance of having a strong network to facilitate moving to different sectors or into other roles.

DID YOU FIND THE TRANSITION FROM EXECUTIVE TO NON-EXECUTIVE A CHALLENGE?

Interim management is incredibly stimulating and intellectually challenging, but you do pay a price staying away from home in hotels which I have done all over the world throughout my career. Moving away from this towards advisory and non-executive work hasn't been a cliff edge for me because I started developing my portfolio over time, so it all blended together which was a conscious choice for me.