

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

The advice I'd give here would be the same advice I'd give someone moving from permanent to interim work. You need to be comfortable with the uncomfortable, you go into new organisations regularly, there are different cultures, management structures and ways of working and you need to adapt to these different environments.

In the non-exec world specifically, don't mark your own homework. Interims tend to be solutions focused and non-exec work is about governance, it's not about imposing your views on the solution. You need to understand what good governance means - challenging, scrutinising and supporting executive teams relative to whatever their challenges might be without imposing your view of the world.

## **WHAT ADVICE WOULD YOU GIVE TO YOUR YOUNGER SELF?**

Wind my neck in a bit. I was a gobby young teenager. Always be curious too.

## **TELL US ABOUT WHAT YOU'RE DOING IN YOUR SPARE TIME RIGHT NOW?**

I'm a really keen swimmer and I'll be swimming the English Channel for the second time this September with 3 other members from Blesma. We completed the swim in 12 hours 14 minutes the first time and we really want to beat that time this year!