



Our USP is 'Condign Plus' - Upstream Succession Planning.

It is not a recruitment service, but instead offers ongoing help and advice to boards in the period leading up to and through all the crucial planning and decision-making concerning Chair and NED succession, as well as its oversight role in senior executive succession planning.

Whether as part of a board review cycle or a discrete piece of work, alongside a company HR Director or operating independently, our vision is to provide a dedicated centre of excellence and an independent source of counsel and capability to a board and its Nomination Committee, in the design and execution of satisfying, well-planned succession processes at every stage, often over years, including:

- rigorous skills analysis and review of existing capabilities, assessed in their own right for quality and relevance, and then matched to strategic business goals, as well as in light of performance, rotation, and diversity;
- subsequent consulting on the development of appropriate specifications matched to the needs of the business and its future strategy as it develops, with a realistic supply side perspective;
- where relevant for executive or non-executive succession, advising on the identification and assessment process for any internal candidates;
- the shaping and scoping of development plans for key executives and non-executives, as well as appropriate internal messaging and people management;
- suggesting and managing appropriate coaching and mentoring internally and externally, where relevant;
- advising the Chair and Nomination Committee on timelines, process, and key decisions, up and including whether, when, how and with whom to launch any external process;
- providing a third party view of how to frame and manage any subsequent external process, to ensure its objectivity, efficiency and creativity on behalf of the board.

The FRC guidance just issued to accompany the new Corporate Governance Code (applying from January 2025) does indicate their rising expectations for fuller disclosure about succession planning, what the key drivers are, and will also encourage more complete assessment of existing strengths and weakness, and (where possible) the sketching out of plans for the future.

CONDIGN

BOARD CONSULTING

Our USP product exists to meet this need, whether before, during or after a board review, or even as an entirely one-off process, with a structure and logic appropriate to each situation, scope, and span.

Our trademark virtues of independence and high quality advice remain, allied to an extra source of value which we can offer to our clients without the fear of compromise to trusted relationships.

It unites uniting the two strands of my career: my years spent advising Chairs and boards on people issues and succession processes, both on the executive and non-executive side, alongside my more recent board evaluation practice.

As such, it is an organic development of Condign work, and a complementary service still critically high up the value chain.