
Knowledge: priority areas that we are seeking

Financial	A critical eye on the financial management challenges facing a growing small / medium business whose largest single cost is that of its staff. Considering the financial performance of More in the context of our strategic objectives, including against the agreed budget, and modelling for the future.
Human resources management	Knowledge about best practice in human resources and how this can be sensibly applied in the context of employee ownership – this would typically include legal, communication and policy (e.g. remuneration and performance review) aspects, as well as a broader understanding of how to engage, include and motivate communities of employees.
Legal	The ability to identify when we should seek legal advice (for company business and in relation to our client work), to apply legal principles to managing risk, and ensuring that policies and processes are in line with best legal practice.
Diversity and inclusion	Knowledge and experience of the latest theory and practice relating to D&I across different diversity characteristics, which is relevant to the company (as an employer) and increasingly also to our clients. Being able to implement and evaluate practices to advance this, and to ensure this topic cuts across all of our activities and approaches.

Knowledge: areas that we are seeking

Values and culture	Understanding the nature and purpose of organisational values and how to create and embed them; and being able to relate to and live the More values and principles. Recognising organisational culture, especially in the context of employee ownership, its role in performance and the Board's role in helping to develop and shape this. Knowledge about the importance of inclusion and how we can live this.
Our core business and the environment we work in	Being closely in touch with our clients' needs and interests and the wider political, economic, social and technological environment in which we work; and how changes may affect our strategy and future direction.
Governance	Knowing our legal obligations, and the More governance model - including agreed processes for decision making and membership of the Board (and other groups in the company) in the context of employee ownership. Knowledge of effective and appropriate governance models, and how to implement them in the context of employee ownership.

Knowledge: secondary areas that we are seeking

Strategy planning and delivery	Understanding the need for a clear vision and purpose to guide the strategy – and being very familiar with our strategy. More widely, familiarity with the factors involved in successful strategy implementation and leading organisational change. Knowledge of models and methods of strategic analysis, option evaluation and creating an organisational strategy.
Marketing and communications	Understanding how we can best promote our products and services, and widely communicate our principles and impact – in a focused way to advance the great ambitions of the company and our clients. This requires engaging, listening and responding to a diverse stakeholder base across sectors.
Public affairs and advocacy	Understanding how we can most effectively and efficiently engage in cross-cutting matters that are relevant to our clients and involve advocacy within or across sectors. This relates to communications but is typically more focused on actions to lobby government, professional bodies, or other key sector groups. It might also include experience of crisis management and media engagement.

We expect all Board members to have the following approach, which is rooted in our values...

Committed	Devoting the required time and energy to the role and ambitious to achieve the best possible outcomes for the company. Prepared to give time, skills and knowledge to your development and other Board members to create the best governance for the company.
Confident	Of an independent mind, able to lead and contribute to courageous conversations, to express an opinion and to play an active role on the Board.
Curious	An enquiring mind and an analytical approach, understanding the value of meaningful questioning.
Collaborative	Listening to and working in partnership with others, understanding the importance of building strong working relationships within the Board and across our company.
Critical	Providing appropriate challenge to the status quo, not taking information or data at face value and always striving for improvement. Understanding the value of critical friendship, which enables both challenge and support in pursuit of individual learning and Board effectiveness.

...and we value these skills across the Board

Strategic thinking	Includes identifying opportunities and threats to More, taking account of our internal and external environment. It means offering a broad view beyond the immediate problem or your own area of expertise, including long-term perspectives. Strategic thinkers also propose alternative options and present creative solutions and can identify the potential impact of decisions and offer contingency plans and risk mitigation.
Analysis and use of information	Seeking reliable, sufficiently detailed and timely information from a wide range of sources, and being able to synthesise financial, technical and qualitative information. This also means considering the limitations of information and making objective interpretations.
Decision-making	Being able to evaluate proposals using a range of criteria and identify their advantages and disadvantages – and making good judgements, even in the face of uncertainty and incomplete information, and taking calculated and appropriate risks.
Communication	Actively listening to colleagues, dispassionately. Demonstrating transparency, frankness and openness wherever possible; and communicating articulately, clearly and concisely.
Leadership	Taking action swiftly, under pressure and in difficult circumstances when necessary. Showing flexibility, adaptability and willingness to embrace change. Being able to inspire, support and motivate others; and defusing conflicts, facilitating compromise when necessary to reach an acceptable outcome.

Terms of appointment

- Appointed initially for one year, with an option at the end of this year to mutually agree an extension for a further three years; and a further three years after this term as appropriate (an overall maximum term of seven years for any non-executive director).
- Remunerated at £12,000 a year plus reasonable expenses.
- The non-executive director would exercise a vote on the Board, but in line with our equal employee owned model not hold equity in the company, nor would they exercise an equity partner vote.
- An expectation that the appointee would attend key company meetings (approximately ten days per year), twelve Board meetings a year, and will contribute time between meetings.
- Most of our physical meetings (when we can have them again) are held in central London.

