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NEWS

What Next?

Management programme to address looming crisis over lack of quality non-executive directors
5 March 2007

A 2006 study by Ernst and Young, warned blue-chip companies of a looming crisis over finding high-quality FTSE non-executive directors (NEDs). Following the pronouncements of Sarbanes-Oxley in the US and Derek Higgs in the UK on the role of NEDs, and with increased accountability in governance roles, and greater scrutiny of performance, fewer younger NEDs are stepping forward to replace the current generation, as they retire.

The scarcity of talented and insightful individuals to replace those who are withdrawing their expertise from boards, is of concern to many organisations, not just in the private sector but also in the public and not-for-profit sectors. The Ernst and Young study recommends that innovative management development programmes (alongside creative search techniques) are required to address this potentially damaging shortfall.

What Next? is an innovative, high-quality management development programme from Oxford, created to address this need directly.

“Cherishing the leadership wisdom of our experienced workforce has to be a priority if we hope to improve the governance and performance of the UK’s public, private and not-for-profit sectors” said Elizabeth Paris, the Director of the Programme. “We detected a real need for a programme that inspires and equips senior managers to take on new roles in society, rather than retire from professional life. The first *What Next?* programme in June 2006 was a huge success and evidence of the demand there is for such guidance amongst leaders”.

What Next? is an intensive five day programme for those experienced in leadership positions who are within a few years of leaving, or have recently left, their senior roles and who are keen to use their experience and insight to enhance the quality of governance and performance of organisations – whether on boards, as trustees, or in launching new initiatives.

It offers inspiration, practical first steps and a chance to rethink individual values, exploring the risks and challenges of non-executive roles through the insight of our experienced advisors - all in the company of a high-achieving peer group who share similar goals.

Sir Richard Greenhalgh, former Chairman of Unilever is an advisor on the next programme running in March, and a strong supporter of the initiative: “When I left Unilever, I had lots of advice and theory on what to do next, but I still needed practical help making the transition and thinking through where I could make a real difference. I wish *What Next?* had been around for me.”

What Next? is a joint initiative combining Saïd Business School’s reputation for academic rigour, with the Common Purpose approach to

diversity and challenging insight.

For further details, or to speak to Elizabeth Paris or a programme participant, please contact the Saïd Business School Press Office:

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Notes to Editors

1 Further details about the What Next? programme

The next programme will run 12-15 March and has a one day follow-up six months later. It is a fast moving and challenging programme, which includes visits and contributions from around 20 external specialists with extensive experience as NEDs, trustees and of other leadership roles within a wide range of organisations.

The unique approach of the programme is the mix of the experiential with the unexpected, rigorously exploring the diverse opportunities to contribute to our society. The programme offers a rigour of analysis of the cultures, challenges and risks of leadership in different sectors and contexts. The diversity of background, experience and aspiration of participants is such that networking within the group is itself a stimulating and challenging opportunity. It gives course participants the chance to hear about new opportunities that might be outside the world of headhunters and provides an understanding of just how broad and diverse potential roles can be, and the risks and challenges they offer. Practical guidance on how best to access and combine such opportunities is a further aspect of the programme.

What Next? graduates will become part of an elite but diverse community of leaders, who will no doubt be much sought after as members of boards and other non-executive roles, as well as leaders of new initiatives of their own making.

2 About Saïd Business School

Established in 1996 the Saïd Business School is a full service business school and one of Europe's newest and fastest growing business schools. An integral part of Oxford University, the School embodies the academic rigour and forward thinking that has made Oxford a world leader in education. The School has an established reputation for research in a wide range of areas, including finance and accounting, organisational analysis, international management, strategy and operations management. The School is dedicated to developing a new generation of business leaders and entrepreneurs and conducting research not only into the nature of business, but the connections between business and the wider world. In the Financial Times ranking of MBA programmes (Jan 07), Saïd again improved its position and is ranked 19th in the world. This achievement follows the School's success in HM Treasury's 2005 ranking of the top 50 MBA programmes in the world, where it finished number one out of all the UK business schools. In the university league table published by The Guardian (May 2006), Saïd ranked first of all UK universities for undergraduate business. The University of Oxford also ranked top for business studies in The Times report published in June 2006. For more information, see www.sbs.ox.ac.uk.

3 About Common Purpose

Common Purpose aims to improve the way society works by expanding the vision, decision making ability and influence of all kinds of leaders. The organisation runs a variety of educational programmes for leaders of all ages, backgrounds and sectors, in order to provide them with the inspiration, information and opportunities they need to change the world. Common Purpose's activities are deliberately cross-sector and have been specially designed to help people in leadership and decision-making positions to be more effective: in their own organisations, in the community and in society as a whole. All programmes help leaders learn to lead outside their authority, both as professionals and citizens. This is very different from other leadership programmes.

Since 1989, more than 60,000 people have been involved in Common Purpose and over 17,000 leaders have completed one or more programmes. Common Purpose has 45 offices across the UK and a growing number outside the UK. For further information, visit www.commonpurpose.org.uk.
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