Chartered Insurance Institute

Group Chief Executive Officer

September 2015

Heidrick & Struggles advises the company on the basis of an exclusive consulting assignment. The following details are for your personal information and should be kept confidential.
The Company

The Chartered Insurance Institute

The Chartered Insurance Institute (CII) is recognised as the leading professional standards body within the financial services industry. Through the provision of training, professional development and definition of standards it seeks to increase confidence in insurance and financial services.

With over 120,000 members in more than 150 countries, the CII is the world's largest professional body dedicated to insurance and financial services.

The mission of the CII is to secure and justify the confidence of the public and it is dedicated to championing the highest standards of integrity, technical competence and professional development to members, corporate partners and stakeholders worldwide. Through the provision of relevant qualifications and a portfolio of innovative learning and CPD solutions, the CII provides extensive support to practitioners located in the UK and also globally through its network of partner organisations and its regional offices.

Membership covers all disciplines within the insurance and financial services industry. The CII is one of the largest examination awarding bodies in the UK and the CII qualifications are universally recognised as a global standard. Membership of the CII represents a commitment to developing a broad professional capability and to a willingness to adhere to the standards associated with professional status.

Strategy

A focus on raising standards and building a profession has seen membership increase by almost 50,000 over the last ten years. Revenue has reached a steady £38million despite cost pressures. The CII is focused on sustainable growth going forward; building on its core markets through evolving the qualification framework and membership offering, whilst seeking expansion and diversification opportunities in the Life and Pensions sector, and areas of Banking and Risk Management.

Providing a relevant proposition to members sits at the core of the CII’s development strategy. In a market that is undergoing regular legislative and regulatory change the CII has successfully sought to engage constructively with regulators and policymakers.
**The Position**

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<tr>
<th><strong>Position Title:</strong></th>
<th>Group Chief Executive Officer</th>
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<tr>
<td><strong>Location:</strong></td>
<td>London</td>
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<td><strong>Reporting to:</strong></td>
<td>President (annually elected), currently Robert Fletcher, Secured Lending Operations Director at Lloyds Banking Group</td>
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<td><strong>Key Relationships:</strong></td>
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  - The President and the CII Board  
  - Internal CII group departments and direct reports  
  - The General Membership  
  - Industry leaders  
  - Regulatory bodies and trade associations  
  - Press |
| **Direct Reports:** |  
  - Chief Operating Officer  
  - Finance Director  
  - Company Secretary  
  - Director of Policy and Public Affairs  
  - Director of Communications  
  - Chief Executive Officer, Personal Finance Society  
  - Director of Financial and Insurance Markets |

**Context:**

Following a long and successful tenure in post, Sandy Scott is stepping down from his role as the CII’s Chief Executive Officer (to remain in post until March 2016). The successful candidate will have the benefit of being able to build on the foundation of a commercially successful entity in developing and implementing the strategy to ensure that the CII continues to shape the agenda on professionalism within financial services while providing relevant support and services for members in an evolving market.

In hiring its future CEO, the Board is seeking a proven leader who brings credibility within the insurance sector coupled with broad financial services experience. He/she will be able to demonstrate clear business acumen having experience in general management that includes P&L accountability. An awareness of the challenges and emerging trends in regulation, legislation and
consumer behaviour for both the sector and for the CII are key. The need to maintain and establish new relationships with regulators, policymakers, industry opinion formers and senior executives across the market highlight the need for strong interpersonal and networking skills. International experience would be beneficial and an openness to explore opportunities for continued growth is seen as key. This is equally as important as a proven track record in achieving growth from core markets.

Responsibilities

• For the formulation and implementation of the Business Plan and Strategy Plan for the CII Group which delivers commercial success to the CII and enable the Institute to develop and promote the highest standards of professionalism in its membership, so as to justify the confidence of the public and employers.

• To lead all areas of the institution to create and maintain clear accountabilities and ensure a transparent planning process.

• For managing resources, people and budgets for the successful delivery of the strategic plan.

• To retain the financial security of the CII Group working within the confines of the Royal Charter.

• To lead and direct the Director Strategy Group team and ensure that they are focused on achieving their functional objectives.

• To enhance the influence and reputation of the CII across the industry (general insurance, financial services and life and pensions) both in the UK and internationally, and with the Regulators, Treasury and Government.

• To provide guidance to and take counsel from the President and other members, and ensure conflicts are properly addressed.

• To drive the development and membership of the CII through evolving its range of services as identified by the members, legislative changes and market demands.

• To maintain contact with other relevant professional bodies and ensure that the CII adopts appropriate strategies for collaboration, convergence and merger which secure its
position as the pre-eminent professional body in insurance and financial services.

- To identify opportunities, anticipate changes and respond effectively.

- For public and market engagement across all platforms including Government bodies, Trade Associations, Industry, Insurance etc.
The Person

Qualifications
- A higher degree and professional qualification such as ACII is preferred.

Experience
- Brings a minimum 5 years previous experience as an MD/Chief Executive with full P&L responsibility.
- Experience within the Financial Services Industry and over 15 years within a senior role preferred; has touched on/is interested in the Insurance sector.
- Experience of managing and facing off to the Board.
- A track record of effective leadership; motivating others, is credible, dynamic, possesses drive and facilitation skills.
- Has operated in a high profile ‘ambassadorial’ role.
- Evidence of operating in a complex environment and regulated market environment with multiple stakeholders.
- Experienced in public affairs.
- A demonstrable track record of leading a business through change.
- May be a proven international operator and will demonstrate an ability to develop a business through successful growth within established operations and new markets.
- Regulatory landscape understanding and experience of influencing external stakeholders: Regulators, Political Groups and Trade Bodies.

Technical Skills/Competencies
- Knowledge of a Professional Institute and Awarding Body organisation including educational trends in examinations and assessments.
- An awareness of the issues within the insurance/financial services industry, its opportunities, threats and disruptors.
- Ability to set clear direction with a sense of accountability and facilitate conflict resolution.
- Ability to define goals and establish priorities with clear responsibilities.
- Comprehensive understanding of the financial agendas and the balance sheet of a business.
• Strong communication and influencing skills; an ability to communicate effectively with people at all levels and an effective bridge-builder.

• Brings a best practice perspective; benchmarks to competitors and other industries to identify and apply best practices. A champion of standards and an advocate of best practice.

• Excellent strategic planning skills combined with project management skills and an ability to balance the interests of multiple stakeholders.

• Visible figurehead, gravitas and comfortable with public speaking and engaging with the Press.

• Strong people management skills.

• An ability to inspire and influence others internally and externally.

• A networker /able to build relationships within the financial services industry.

• Comfortable with leading change and dealing with ambiguity; an agent of change

• Politically astute.

• Excellent attention to detail and organisational skills.

Personal Characteristics

• Strong intellect and agile mind – a strategic thinker and robust decision maker.

• Excellent commercial acumen.

• Collegiate – open – inclusive – consensual.

• A visionary.

• Genuinely international in mind set and approach.

• Committed, constructive and an effective team player.

• Openness to UK and overseas travel.

• Self-aware.

• Intuitive.

• Of moral standing. Casts a positive shadow of leadership.

• Culturally affinity and adaptability.
- Performance driven and appropriately ambitious.
- High energy levels and personal robustness.
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