



# Joint IoL & ABE Board Member 2025



## About the Institute of Leadership

The Institute of Leadership is the professional membership body for an active, international community of over 50,000 leaders, managers, coaches and mentors – but we are much more than a professional body. We create world-class tools, deliver award-winning e-learning and undertake practical research to help unlock individual leadership potential.

We are a registered charity governed by a board of trustees. The Institute of Leadership was founded in 1947 and reclaimed its independent status as a professional body in 2016. This independence has enabled The Institute to become closer to its members and better support their leadership development to campaign more effectively for great leadership everywhere.

## About ABE

In April 2023, ABE became an independent subsidiary of the Institute of Leadership. This acquisition enables both organisations to accelerate growth and advance the delivery of charitable goals by benefitting from shared extensive expertise and strong reputations in complementary markets.

ABE Global is a not-for-profit skills development specialist and Ofqual-regulated awarding organisation, established in 1973. Their mission is to empower people to transform their lives and communities through gaining high-quality business, management and entrepreneurial skills.

Over the past 50 years, they have built a global footprint, making a tangible difference in the lives of young people across Sub Saharan Africa, Asia-Pacific, the Caribbean, and the UK.



## Why join our Board

This is a unique and strategic opportunity to contribute at Board level across our two connected organisations—serving as a co-opted Trustee of the charitable parent body; the Institute of Leadership, and a Non-Executive Director of its subsidiary; ABE. The role spans both Boards, offering valuable insight and influence over the alignment of charitable purpose and commercial delivery.

As a joint Board member, you will help guide the strategic direction and governance of both entities, bringing independent judgement and oversight to support long-term sustainability and global impact. The organisations are at an exciting point of evolution, with growing international ambitions and a commitment to advancing leadership, learning and professional development across diverse markets.

We are particularly seeking a candidate with significant international and commercial experience, ideally within a complex environment such as global education, professional membership, or international market development. You will bring a well-developed understanding of cross border strategy, partnerships, and growth opportunities, with the ability to advise on expanding reach, influence and commercial activity in new and existing international markets. Your global insight and commercial acumen will be instrumental in helping both Boards navigate change, align purpose with performance, and unlock new avenues for sustainable growth for long term impact.

This is a voluntary role, co-opted by the Board, and suited to individuals with a strong track record of strategic leadership, a commitment to ethical governance, and a passion for supporting inclusive, values-driven organisations. It offers the opportunity to contribute to meaningful work, collaborate with a diverse and experienced team, and engage in purposeful, future-focused board-level dialogue across both a charity and its subsidiary.



## Message from the Chair of the Board of Trustees

Thank you for your interest in this unique opportunity to serve as a co-opted Trustee on the Board of our charitable parent organisation and as a Non-Executive Director on the Board of its subsidiary. This joint role offers a rare chance to contribute to two distinct but closely aligned organisations, each playing a vital role in advancing leadership and learning.

Our work spans membership services, professional development, and international education, and we are proud to support individuals and organisations across diverse sectors and global contexts. As we grow and evolve, we are particularly keen to strengthen the international perspective within our Boards and ensure that both organisations remain future-focused, innovative, and responsible in everything they do.

This role is about more than oversight—it's about adding value. You will help us navigate strategic opportunities, manage risk responsibly, and stay true to our shared purpose. Your experience, particularly in an international setting, will bring an important perspective to discussions that shape both operational delivery and long-term impact.

We are looking for someone who brings thoughtful challenge, relevant expertise, and a commitment to the values we share across both Boards. In return, you'll find this to be a professionally rewarding and personally meaningful opportunity—to contribute to purposeful work, engage with a supportive and forward-thinking Board community, and play a part in strengthening our reach and relevance around the world.

We thank you for considering this opportunity and look forward to hearing from you.



**Emrys Green**

Chair, The Institute of Leadership

## Person Specification

As a joint appointee to both Boards, you will serve as a co-opted Trustee of the charitable parent organisation and a Non-Executive Director of its subsidiary. In this role, you will contribute to the strategic leadership, governance and performance of both organisations, ensuring they each remain aligned with their purpose while maximising their impact at home and internationally.

The appointee will have a proven track record of leadership and personal achievement in a complex environment—whether in the private, public or not-for-profit sectors—and be comfortable navigating both charitable and commercial contexts. Candidates are likely to have prior Non-Executive Director and/or Trustee experience and will bring strategic insight, sound judgement, and an open, collaborative approach to Board discussions.

We are particularly interested in hearing from candidates with the following background:

- Significant International and commercial experience, particularly in global education, membership organisations, learning and development, or international business development. You will bring well-developed insight into cross border strategy, partnerships and sustainable growth and the ability to advise on expanding reach, influence and revenue in international markets
- A strong professional network, especially across global sectors, that can help expand the organisations' reach, influence and opportunities
- Experience of charity governance and board-level responsibilities, with a clear understanding of how to balance member and student benefit with commercial delivery
- Familiarity with digital transformation, innovation, or education technology, particularly as it relates to delivering professional, accessible, learning at scale
- The capacity and commitment to dedicate sufficient time and energy to contribute effectively across both Boards

## Key Responsibilities

Trustees and Non-Executive Directors are legally responsible for the general control and stewardship of the Institute of Leadership and ABE under the Companies Act 2006, Charities Act 2022 and other regulatory requirements in the UK and internationally.

### Governance and Compliance

- Ensure compliance with the Institute's governing documents, set out in its Memorandum, Articles of Association and Bye Laws, relevant legislation, and Charity Commission requirements
- Ensure ABE meets its legal obligations as a company, including those under the Companies Act, Articles of Association, sector regulations, and any other relevant legislation
- Ensure effective governance and compliance with Ofqual regulations and the requirements from other UK and international regulators
- Support the alignment of the subsidiary's operations with the charitable aims of the parent organisation, whilst recognising the distinct function and responsibilities of each Board
- Oversee preparation and approval of reports, accounts, and key documents
- Use funds and assets responsibly - ensuring they are applied in furtherance of the Institute's charitable objects and purpose and, in the case of the subsidiary, in alignment with its strategic objectives and commercial sustainability
- Identify, assess, and manage key risks with co-trustees; seek professional advice where appropriate, or where Trustees may be in breach of their obligations
- Ensure appropriate policies and procedures are in place to support ethical conduct, including safeguarding and whistleblowing arrangements that enable concerns to be raised and addressed appropriately

### Strategy and Planning

- Work with the CEO and Exec team of both Boards to shape and review strategy, supporting clarity of direction and alignment of purpose of both organisations
- Along with co-trustees and Execs, make balanced, informed decisions that consider both long and short-term impact
- Contribute to the development of organisational plans, performance indicators linked to business plans, budgets and policies

# Key Responsibilities

## Financial Management

- Ensure policies and procedures are in place to monitor financial performance and sustainability and plan for short, medium and long-term financial health of both organisations
- Engage with audit findings, regulatory updates, and relevant assurance processes, including risk registers and business continuity planning

## Effectiveness

- Appoint and support the CEOs of both organisations, reviewing performance and setting remuneration
- Act as a bridge between the Institute's mission and the subsidiary's delivery, supporting both alignment and appropriate independence
- Ensure effective accountability structures and delegation mechanisms are in place
- Promote inclusive decision-making and engagement with diverse stakeholders and the drivers in the external environment
- Provide constructive challenge and act as a 'critical friend' to the CEOs and Exec team in both organisations. guiding and shaping decision making, actions and results
- Acknowledge and recognise work well done
- Use reasonable care and skill in work as trustees, using personal skills and experience as needed to ensure that both organisations are well-run and efficient
- Champion special joint projects and initiatives at Board level as required by the Chair or CEO

## Trustee Management

- Ensure proper appointment of Trustees/Non-Executive Directors and compliance with eligibility criteria in line with legislation
- Support succession planning for both Trustee and Non-Executive Director roles, and contribute to a healthy and effective Board culture across both organisations, in line with the Institute's governing documents and the subsidiary's legal and regulatory requirements

## Employees and Volunteers

- Ensuring compliance with legislation (including employment, pension, equality and health and safety)
- Promote fair, safe and inclusive working conditions for all staff and volunteers to ensure best practice

## Skills and Experience

As this joint role spans both the Institute and its commercial subsidiary, requiring the ability to operate effectively across two distinct but aligned Boards. The successful candidate will bring a blend of governance expertise, commercial insight, and international perspective to support each organisation's mission and strategic goals.

### **Candidates should demonstrate:**

- A strong understanding of corporate governance practices, including Board responsibilities, regulatory compliance processes, and ethical leadership in both charitable and commercial contexts
- Strong financial literacy, including the ability to read and interpret financial statements, assess financial risks, and contribute to budgeting and financial decision-making across both entities
- Excellent communication skills, with the ability to present ideas clearly and challenge constructively, calmly, and effectively
- Proven experience in strategic planning and execution at a senior level, such as previous roles as a CEO, senior executive, or Board member
- Experience in identifying, assessing, and mitigating risks, with a strong grasp of regulatory and compliance matters relevant to both sectors
- Political and cultural awareness—able to interpret current issues, global trends, and public policy developments and understand their implications for both organisations
- Experience of working in complex and challenging international contexts is desirable, along with a high degree of cultural sensitivity and empathy
- A keen interest in, and ideally experience of, the development and delivery of education, especially within membership or lifelong learning contexts
- Previous or current experience of awarding bodies will be an advantage, particularly where relevant to the subsidiary's operations



## Personal Qualities

- Acts with integrity, professionalism and a deep commitment to the organisation's mission, avoiding any conflicts of interest across both Boards
- Collaborative and inclusive, with strong interpersonal and listening skills
- Sound judgement and the ability to make balanced, informed decisions that enable the Institute and ABE to deliver on its purposes
- A strategic thinker who can assess risk and challenge constructively
- A brand ambassador who upholds the values and promotes the reputation of both organisations in all professional and personal dealings
- Emotionally intelligent and self-aware, fostering constructive working relationships with fellow trustees, senior staff and stakeholders
- Understands and respects the distinction between governance and management
- An inquisitive mindset, taking reasonable steps to understand regulatory and legal requirements

## Senior Officers of an Awarding Body

As Non-Executive Directors of an Ofqual accredited awarding organisation, Board members will fulfil the role and requirements of Ofqual Senior Officers according to the published Ofqual General Conditions of Recognition and shall uphold the highest standards of integrity and probity, adhering to the fit and proper persons test.

Specifically, a Senior Officer may be unsuitable for this role by virtue of:

- any criminal convictions held by him or her
- any finding by a court or any professional, regulatory, or government body that they have breached a provision of any legislation or any regulatory obligation to which they are subject
- any proceedings in bankruptcy or any individual financial arrangement to they have been subject
- any disqualification from holding directorship of a company or from public office, or;
- any finding or malpractice or maladministration, in relation to a qualification (whether a regulated qualification or a qualification that is not regulated) to which they are or have been subject

Applicants are encouraged to read the Ofqual General Conditions of Recognition which are available on the Gov.UK website before applying.

## Term, Commitment and Compensation

This is a voluntary position, and Trustees/Non-Executive Directors are not employees of either the Institute of Leadership or ABE. Trustees/Non-Executive Directors serve in an independent, non-executive capacity and act in accordance with their legal duties under charity and company law.

Trustees and Non-Executive Directors are entitled to claim reasonable out-of-pocket expenses incurred while carrying out their duties, in line with the organisation's expenses policy. This may include costs related to travel, accommodation, subsistence, and caring responsibilities for attending Board or committee meetings, training, or official events. Full guidance will be provided upon appointment.

The term of office for this appointment is two years, with the potential for reappointment subject to Board approval and in accordance with the organisation's governing documents.

Trustees must be willing and able to dedicate sufficient time and energy to the role. This typically involves around 20 days per year, which includes preparation for and attendance at:

- Quarterly separate Board meetings for both organisations (usually held in-person)
- The Annual General Meeting (AGM)
- Occasional attendance at the organisation's flagship events
- Relevant training, briefing sessions or informal updates
- Interview panels for senior leadership roles

While Board meetings are scheduled in advance, additional time may occasionally be required to contribute to strategic planning activities, urgent governance matters, or working groups, depending on organisational needs and the Trustee's area of expertise.

We are committed to supporting our Trustees through access to ongoing training, briefings and development opportunities that will enable you to stay informed, confident and effective in your governance responsibilities.

To be eligible, applicants must be a current Member, Fellow, or Companion of the Institute of Leadership and remain in good standing for the duration of their term.

## Application Process

To apply, please provide your CV and a cover letter of no more than 2 A4 pages (12pt font) outlining your experience and what you would bring to this role, and why you are interested in joining the Board of the Institute of Leadership and ABE.

Applications should be sent by email to the Head of HR; Cassandra Thompson, at: [HR@leadership.global](mailto:HR@leadership.global)

### Key Dates:

- Deadline for applications: 27<sup>th</sup> May 2025
- Shortlisting: By 30<sup>th</sup> May 2025
- Interviews (Online): Week commencing 2<sup>nd</sup> June 2025
- Appointment start date: Mid June in readiness for first meeting 27<sup>th</sup> June 2025

The Institute of Leadership is committed to fostering an inclusive and diverse organisation. We believe that a wide range of perspectives, backgrounds, and experiences is essential to our success.

We encourage applications from candidates of all genders, races, ethnicities, sexual orientations, disabilities, and religions, as well as those with different national origins, life experiences, and perspectives.

If any assistance is required at any stage of the recruitment process, or if you have any questions about accessibility, please contact our Head of HR so that we may support and work with you to meet your needs.

Interviews will take place online.

Applicants must have the Right to be a Company Director in the UK.