

Non-Executive Director

Candidate Information Pack

Summer 2025





Breadwinners

VISION + AMBITION

Supporting roles: + and roles about
the business model of the breadwinners

TO PLAY

On Purpose

On Purpose (www.onpurpose.org) develops people who will transform our economy. Our world needs an economy that works for all, and that enables everyone to live a dignified and fulfilled life within the boundaries of our planet.

This requires a fundamental shift – a paradigm shift – led by people who transform the organisations in which they work from an economy of profit to an economy of purpose.

We are the home for these leaders: a uniquely broad and international community from all sectors of the economy that develops, challenges and sustains itself and others to help bring about such an economy.

Launched in 2010, our Associate Programme is the heart and engine of this community. It is a one-year, full-time programme for early-mid career professionals who are looking to change into a career that can help bring about the transformation we seek. The experience combines two 6-month, paid work placements, half a day a week of training, and 1:1 mentoring and coaching ([further details here](#)).

On Purpose is a highly regarded international social enterprise operating in London, Paris and Berlin. Since 2010, we have grown organically to 20 colleagues and an annual turnover of £1.3 million. We are proud to generate our income through fees for the programmes we run and are therefore not dependent on grant funding.

We are currently going through a process of organisational change: We are evolving the Associate Programme and ourselves to align better with *systemic* ways of working. We are rooting our approach in an understanding that organisations and many of the issues they aim to tackle are complex. Traditional, linear approaches of leadership and management are unlikely to succeed in complex systems. We are learning to practice alternative approaches, such as test-and-learn and agile management.

We are recruiting several additional Non-Executive Directors to strengthen our governance and broaden the skillset of our board. They will help us realise our strategic goals:

- evolve the Associate Programme to have greater transformational impact on participants and, by extension, organisations and the economy
- adopt ways of working that role model the change we want to see, increase our impact and improve our organisational stability and resilience
- use the experience of achieving these two goals to launch additional transformational services and/or products

On—Purpose

We have one Board that oversees the operations of our three organisations, incorporated locally in the UK, France and Germany respectively. On Purpose receives pro-bono legal advice on its responsibilities in all three jurisdictions from the Magic Circle law firm Clifford Chance.

There are four Non-Executive Directors, as well as the CEO, who is an Executive Director. Two of the Non-Executives are due to step down within the coming months:



Osama
Abdelmoghni



Howard
Bell



Suzanne
Penn



Laura
Renaud-Studer



Tom
Rippin

As a new Non-Executive Director, you will join an impact-focused, collaborative and efficiently-run Board that helps us, amongst other things, to chart a path between the competing dynamics of generating impact vs. financial success, to operate with rigour and an entrepreneurial spirit, and to use tried-and-tested as well as cutting-edge approaches to managing the organisation.

“My year with On Purpose set me on a completely different pathway.”

Patrick Ellen
October 2020 Fellow



Placement Hosts

On Purpose is more than just an organisation; it is a community. A core part of that community is the various partners who host our Associate placements. They cover a range of sectors and geographies, and many of them have missions that relate closely to one or more of the United Nations' Sustainable Development Goals. Here is just *a small sample*:



Role Profile

On Purpose is seeking to appoint several new Non-Executive Directors (depending on the specific mix of skills and attributes that candidates bring). These new board members will become directors of On Purpose Careers Ltd. a non-profit UK company limited by guarantee. This board also oversees On Purpose Berlin Careers GmbH, our wholly-owned German subsidiary, and On Purpose France, a non-profit association that is controlled by On Purpose Careers Ltd.

Overall responsibilities

On Purpose is a pioneering, impact-driven, sustainable and learning-focused organisation.

The Board's role is to shape, support and ensure good governance of the overall direction and strategic leadership of On Purpose, its performance, and its operational practices. The Board has a duty to ensure effective administration, adherence to the law, and high standards of conduct and welfare across all locations and programmes. A more detailed document setting out the Board's terms of reference can be provided upon request.

All Non-Executive Directors must be:

- committed to the purpose and values of On Purpose
- willing to be engaged on a 1:1 basis beyond our regular quarterly meetings to mentor executive leaders within the On Purpose team
- able to contribute through functional expertise or have a high level of experience and/or influence within relevant sectors

All board members should have experience of, or at least an active interest in, complex/systemic management approaches.



Our Values

At On Purpose, we:

Choose optimism	We believe in a better future and that everyone has a part to play in making it happen.
Learn together	Magic happens when we welcome diversity and learn together.
Step up	We take action in the interest of the whole.
Engage our head and heart	We are proud to be strong problem solvers, we are more proud to be a caring community.
Act with integrity	We walk our talk and live up to our responsibilities

“[Our Associate] was outstanding. The impact she was able to have in just six months was deeply impressive... She took something that was little more than an idea and turned it into [something] with the potential for significant and lasting impact on population health.”

Prof. John Moxham
Director of Clinical Strategy, King's Health Partners

General Person Specification

Whilst we are ideally looking for Non-Executive Directors who align with one of the four skill profiles outlined over the following pages, we require *all* candidates to possess the following attributes:

- a commitment to On Purpose's aim of developing people who will transform the economy
- the ability to provide constructive challenge *and* support to the CEO and the management team leads on a variety of matters, including strategy, performance, risk, and governance
- previous experience of working with, or as part of a Board, either in an executive or non-executive capacity
- effective and succinct, communication skills
- the ability to provide appropriate, value-adding commentary and relevant expertise on executive proposals and market trends
- high levels of integrity and experience of following good governance practices
- an appreciation of the difference between advising and owning operational activities
- relevant capabilities for On Purpose's stage of development and future growth ambitions
- experience with a venture that is seeking to disrupt its industry, that is pioneering a ground-breaking impact-driven product, and/or that is role-modelling innovative management practices
- the willingness and ability to act as a mentor/critical friend to executive lead(s) aligned with your specific skill set

There are three additional attributes that may be desirable but are not considered essential:

- prior experience as a Non-Executive Director
- prior familiarity with, and active networks in, one or more of our three programme cities (Berlin, London and Paris)
- prior experience of our On Purpose community

Specific Skill Sets Being Sought

We are particularly looking for board members who can contribute one or more of the following four skill sets to our board. More detailed descriptions of each area can be found at the end of this document. We do however remain open to approaches from candidates in other fields. If you feel you could make a significant contribution in another domain, please state this in your application.

1. Managing and leading in **complex systems, with a focus on organisational management and development**. More detail on [Page 11](#).

We are looking for someone who will help us:

- continue to evolve our ways of working in systemically-/ complexity-informed ways
- chart a pragmatic course between the many “modern” management approaches that are rising in popularity (teal, holacracy, agile, “new work”, self-organisation etc.)
- keep our organisational change focussed on our strategic goals (see above)
- inform our learning and development programme with the practices we use

2. Designing, executing and improving cutting-edge **learning and development programmes**. More detail on [Page 12](#).

We are looking for someone who will help us:

- evolve the Associate Programme to be the cutting-edge, transformational experience to which we aspire
- develop leaders who can “ride both paradigms” and make change happen using traditional, linear approaches, as well as systemic, complex ones
- find ways to make the delivery of the Associate Programme operationally easier and more efficient
- constantly evaluate, learn about and improve our Associate Programme, ensuring we benefit from running it in three international locations
- use our Associate Programme experience to design, test and launch new transformational products and services



3. **Creating new B2B customers/partners and developing existing ones.** More detail on [Page 13](#).

We are looking for someone who will help us:

- generate a regular surplus of “good fit” partner placements at minimal cost/effort
- establish and embed replicable, scalable practices that enable growth and resilience to environmental changes or changes of personnel at On Purpose or placement organisations
- create more long-term recurring partner relationships in each city
- help us build connections in new professional circles where we currently don't have a presence

4. **Marketing** On Purpose to **position our brand** effectively in the minds of all stakeholders (Associates, placement hosts, thought leaders, the media, and the wider community). More detail on [Page 14](#).

We are looking for someone who will help us:

- raise On Purpose’s profile and thought leadership to both increase our impact and source all our stakeholders more easily
- generate a regular over-supply of high-quality applications for our programmes
- increase our resilience to environmental changes or changes of personnel at On Purpose

We would also hope to find a board member who, in addition to one or more of the skillsets above, could advise us on progressive **HR management practices**.

Appointment Details

Time commitment

We expect the following commitment from Non-Executive Directors:

- quarterly board meetings of about 2.5 hrs held virtually + review of board papers and meeting preparation (indicatively, our upcoming meetings are on Thursday 31st July and Thursday 13th November, both between 10am-12.30pm UK time)
- mentoring one or more executive leaders (see above)
- occasional 1:1 meetings with the CEO and/or Chair
- occasional offline review of, and email responses to, specific topics (e.g., signing off annual accounts)
- one face-to-face day board day per year in person (usually in London)

Remuneration

In-line with charities and most non-profits, this position is not remunerated. We reimburse expenses in line with our expense policy.

Travel

Most board meetings are held virtually. Once a year we try to meet in person. This happens most often in London but has, historically, also happened in Paris.



How to Apply

On Purpose is being assisted in this appointment process by the executive search firm Society (www.society-search.com).

Applications should consist of:

1. an up-to-date curriculum vitae
2. a completed copy of the attached Personal Statement Form, addressing the four questions On Purpose has posed

To upload your documents via Society's website, [click here](#).

The deadline for receipt of applications is midday on Monday 18th August 2025.

Shortlisted candidates will be invited to meet with the existing board members at On Purpose during September. Appointments will then be made subject to receipt of satisfactory references.

Diversity, equity and inclusion

We welcome diversity in all forms and encourage applications from anyone who's passionate about our work. We actively encourage applications from people with characteristics that are underrepresented in board positions. We believe that a diverse board strengthens our decision-making, enhances our ability to achieve our purpose, and can catalyse greater innovation.

We are also committed to ensuring that anyone can access our application processes. This includes people with hearing, sight, mobility, and cognitive impairments. Should you require access to this document in an alternative format, wish to apply in a different format, or need any other reasonable adjustments made for you (including at interview), please email inclusion@society-search.com. We also welcome suggestions or comments about any more general access improvements we should consider.



1. Management in Complexity

Our goal is to manage ourselves in accordance with, and develop programme participants who can apply, a modern understanding of complex systems. We want to:

- continue to evolve our ways of working in systemically-/ complexity-informed ways
- chart a pragmatic course between the many “modern” management approaches that are rising in popularity (teal, holacracy, lean, “new work”, self-organisation etc.)
- keep our organisational change focussed on our strategic goals (see above)
- inform our learning and development programme with the practices we use

This will require an ability to understand, advise and support team leaders on:

- reinforcing ways of working we have started to implement
- a deep understanding of multiple approaches to management and organisational development and an ability to flex approaches according to the situation
- approaching problems systemically – finding *coherent* approaches that work for the whole organisational system and from which we can learn and adapt quickly

Ideally applicants will also have:

- a track record of applying these kinds of approaches in real life and in multiple organisations
- experience of using such approaches in relatively small, international settings
- experience working on these topics in more than one European country and ideally across our programme cities (London, Paris and Berlin)



2. Learning and Development

Our goal is to evolve the Associate Programme to be the cutting edge, transformational experience to which we aspire. We want to:

- develop leaders who can “ride both paradigms” and make change happen using traditional, linear approaches, as well as systemic, complex ones
- find ways to make the delivery of the Associate Programme operationally easier and more efficient
- constantly evaluate, learn about and improve our Associate Programme, ensuring we benefit from running it in three international locations
- use our Associate Programme experience to design, test and launch new transformational products and services

This will require an ability to understand, advise and support team leaders on:

- learning theory and design – informed by a wide range of approaches from different contexts
- understanding of and experience delivering and improving face-to-face programmes, supported by technology where appropriate, including AI
- modern, systemic evaluation and learning approaches (beyond traditional “impact measurement”)

Ideally applicants will also have:

- a track record of applying these kinds of approaches in multiple settings and with learners of the level of experience we deal with
 - experience working in relatively small, organisations with very small budgets
 - managing a coherent programme partly delivered by volunteers in different contexts and cultures (including, ideally more than one of our programme cities, London, Paris and Berlin)



3. Business Development

Our goal is to create new and develop existing B2B customers/partners. We want to:

- generate regular surplus of “good fit” partner placements at minimal cost/effort
- establish and embed replicable, scalable practices that enable growth and resilience to environmental changes or changes of personnel at On Purpose or placement organisations
- create more long-term recurring partner relationships in each city
- build connections in new professional circles where we currently don't have a presence

This will require an ability to understand, advise and support team leaders on:

- how to build a robust B2B strategy and go-to-market plan (based on understanding of client/partner needs, ideal client profile, and a vendor's proposition) to acquire or retain 20 good-fit placement hosts for each of our 6 cohorts per year
- acquisition, retention and growth of B2B placement relationships
- account development practices tools, including data to maximise recurring relationships
- how to apply stage-appropriate, fit-for-purpose business development practices (lead generation, building pipeline, deal conversion) to achieve targets
- enablement – ie. how to setup teams for success with clear roles, team organisation and appropriate skills and training, including on processes, data and tools
- knowledge of how setup of B2B marketing plans to generate inbound leads to fill a pipeline with “good fit” opportunities

Ideally applicants will also have:

- a great track record and experience in growing pioneering/disruptive propositions to sustainable operating surplus/profitability.
- previous experience with learning and development/leadership ventures/propositions
- experience working with teams in more than one European country and ideally across our programme cities (London, Paris and Berlin)

4. Marketing and Brand

Our goal is to position our brand with stakeholders and market On Purpose so as to:

- raise On Purpose's profile and thought leadership to both increase our impact and source all our stakeholders more easily
- generate a regular over-supply of high-quality programme participants
- increase our resilience to environmental changes or changes of personnel at On Purpose

This will require an ability to understand, advise and support team leaders on:

- positioning On Purpose to stand out from other organisations with a compelling, differentiated, authentic proposition
- attracting and selecting 20 high-quality programme participants for each of our 6 cohorts per annum
- best practices, marketing levers, metrics, and use of qualitative and quantitative data
- helping On Purpose amplify our impact, advising on content, storytelling and channel mix to bring On Purpose to life, all within minimal budgets
- advising on B2B marketing to help On Purpose generate a surplus of placement hosts

Ideally applicants will also have:

- experience of growing pioneering or disruptive B2C propositions to sustainable operating surplus/profitability.
- previous experience with learning and development/leadership ventures/propositions
- experience working with teams in more than one European country and ideally across our programme cities (London, Paris and Berlin)

