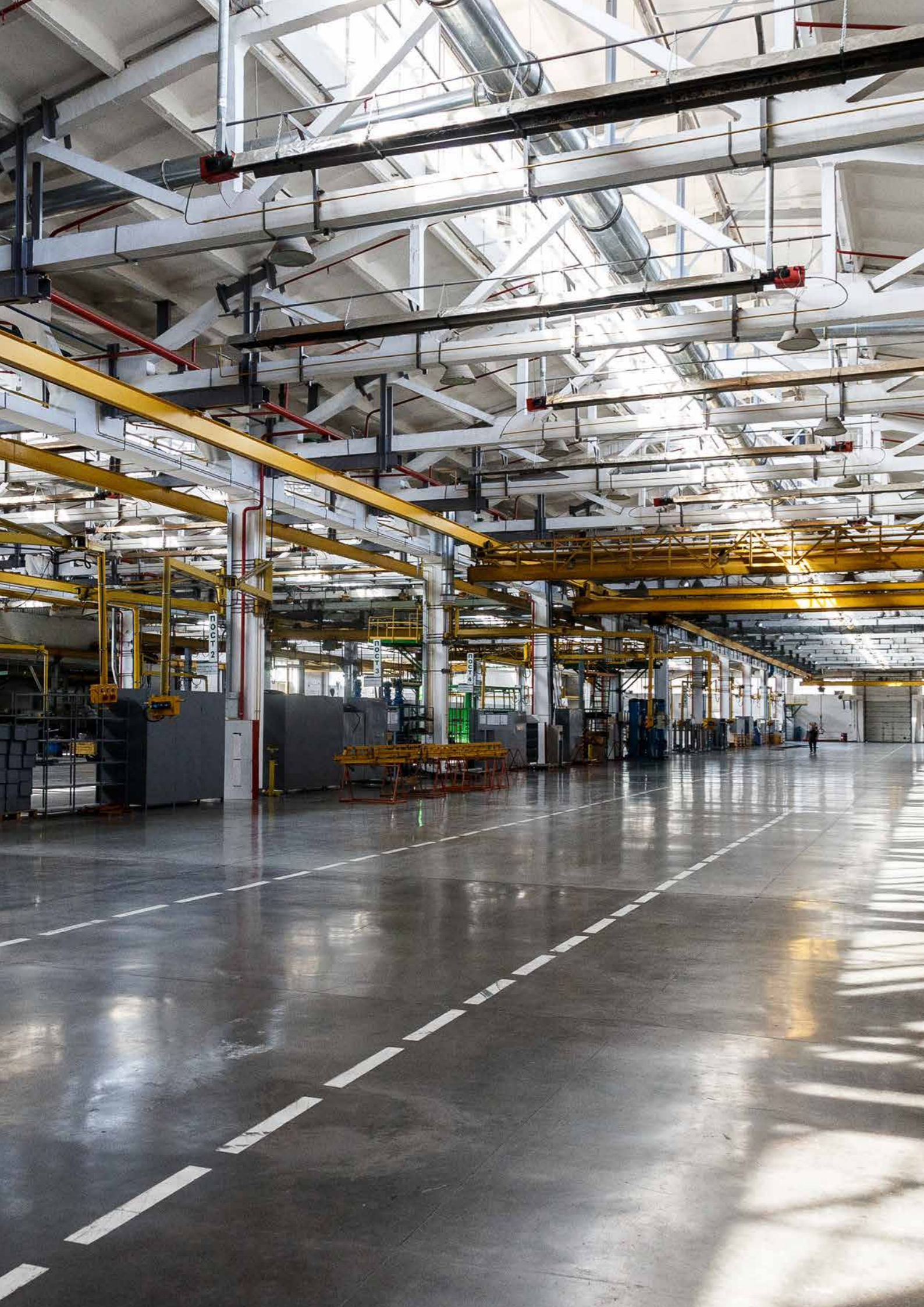


# WORLD CLASS LEADER REPORT

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## WHAT MAKES A WORLD CLASS LEADER?

**Talk to anyone in business and it won't be long before someone comments on the pace of change – whether it's political, technological or people's changing expectations of work.**

The big question is – are the old models of leadership skills and roles fit for purpose for this pace of ever-changing landscapes? Or do we need a new type of leader for the future?

As executive recruiters, this is critical to the success of the companies we recruit for. We focus on finding leaders – from management to executives and non executives. This talent is appointed to grow and develop their companies for the next ten to 20 years, leading through unprecedented change from every quarter.

To answer the question, we have interviewed more than 20 leaders working in industrial and manufacturing sectors. We asked what makes a world class leader today – and if and how this will change over the next decade. We discussed their views on whether leaders are embracing technology; will more women in leadership roles improve performance; and how leaders need to manage millennial workforces.

Each chapter of this report addresses one question, with a summary of views and quotes representing these.

For a while now, we have thought the old models of testing and interviewing for leadership talent are no longer fit for purpose. This research confirmed that leaders of the future need to be more empathetic, embrace social responsibility as a driver for business success, have a mindset that learns about technology and see millennials as an opportunity, not a problem. We are extremely grateful to these leaders for taking time to share their views. Inevitably these views are wide-ranging. Many say that leadership is leadership, regardless of the landscape. Everyone's views were thought provoking.

What will happen to this research? We are now working with academia and development consultants to look at creating a new model to support our talent appointment processes.

We all have a part to play in helping businesses to be world class – at TS Grale we firmly believe that every business can and should aspire to be world class, if they can find and develop the right talent. And we want to help businesses to do this.

We will be sharing this report on social media and welcome input, challenge and ideas to ensure we all help develop world class leaders of the future.



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## ACADEMIC VIEWS ON LEADERSHIP

**What are the changing influences on leadership?**

When considering the central chronological discourse, which has identified that the consensus on good leadership has changed over time, a debate on leadership style has progressed to view personality characteristics as being relatively female or male. It is seen that some traits or characteristics are better than others when it comes to the role of a leader. So, which set or combination of characteristics make better leaders? It is easy to see how the hierarchical (almost military) leadership of scientific management lends itself to a “masculine” lens and the nurturing employee focussed “therapist” to more female traits.

Dr Simon Western, acclaimed academic and author on leadership, defined phases of leadership. Throughout all these phases there are of course many “gender neutral” traits common to all good leaders, including; intelligence, effective communication, emotional intelligence, ruthlessness and resilience.

The argument that one or more set of gender traits is more effective than others can be seen as flawed. Many leaders demonstrate both types of traits including Queen Elizabeth 1, Richard Branson, Indira Ghandi and Barak Obama for example. With many successful female leaders showing very strong masculine traits and many successful male leaders, with often very masculine personas, also showing incredible levels of what could be viewed of as innately female traits. However, in the case of female leaders, it could be strongly argued that they have had to develop male traits in order to succeed in a patriarchal world.

Central to the debate is the question as to whether leadership can be taught. Business schools across the world hold that it can – however lift the lid on most MBA courses and you will see a vastly wide variety of leadership effectiveness from students, despite academic learning combined with coaching. The other pivotal question is whether leaders can learn skills and traits that are innately not those of their sex. Perhaps some people (male and female) may be just more naturally effective at leading than others and are adept at getting other people to willingly do what the leader wants them to do.

— Nathan Pettit, Board Director &  
Triple Accredited MBA



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## EXECUTIVE SUMMARY

**The point that shone through for us in this research, was how critical the younger generation are in manufacturing and industrial sectors. Not just as future leaders, but in the way they work and challenge, and that leaders are really relying on their younger talent to get to grips with technology.**

Ideas for a business are driven from the bottom up, rather than top down. The tech revolution has already happened but business leaders are still struggling to get involved and own it. It is clear they know they are not maximising commercial value from technology within their businesses.

This is all about mindset, rather than age. And it is not about apathy but for many, where do they start – and are they the right people anyway?

There were a lot of comments from the leaders we interviewed around technology changing the way of life – from video conferencing to leaders being visible to the outside world and able to engage with them through social media.

There was widespread recognition that women bring something different to the leadership table with an ability to listen and better interpret what people are saying. Neither men nor women want this to be a tick box exercise, but there is an urgent need to encourage more women through the ranks so there is a natural pool of talent for the top jobs. There is considerable evidence that companies with more diversity are more profitable – this is not about CSR or “nice to have”, it is hard-nosed commerciality.

Our interviewees talked about world class leaders in two ways: the visionaries and those who are great at execution. Leaders of the future will need to be more visionary, empathetic and great communicators.

There was considerable discussion around millennials and their need for more immediate returns and gratification. While some see this as a ‘problem’, others say it is making them think about how they manage differently – and that is a good thing. Young people want to see a career path, they want to understand why they are doing things and they want a better work-life balance. As one leader said, this is an opportunity to be more efficient rather than expecting people to work the long hours of yesteryear.

Many commented on how ideas come through from grass roots – and often from young people. Leadership’s role is to listen and commercialise these ideas. And this will need more appetite to take risks, when there has been a strong culture of ‘if it’s worked for us before, it will continue to do so’.

And finally, great leaders do not think they know it all – they are hungry to keep learning. Whether that is collaborating, getting mentors from other industries or consciously learning about technology.

On the following pages, we share quotes from those we interviewed that sum up their wide-ranging views and make the critical points that came through from the research.

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## 01 / WHAT IS A WORLD CLASS LEADER?

**Today's world class leader has strong emotional intelligence and clarity of thinking, is able to execute a vision and is a very good communicator. The best are really good listeners and widely networked, taking in ideas from other sectors.**

Throughout this report, the challenge of technology comes through – with 'technology' covering everything from basic automation through to using artificial intelligence to the digital age of social media. World class leaders of today may not be tech whizzes, but they have an open mind to the new and are embracing technology – they don't just delegate tech, they own it.

World class leaders today are also the ones who relish what the younger generation can bring to their business – rather than seeing the expectations of millennials as a problem.

The pace of change for any leader is phenomenal, but outstanding leaders are able to grasp the opportunities of change and have considerable resilience to manage its complexities.

"First and foremost a world class leader is somebody who inspires, gets people to understand complex strategies in a clear and concise way, and makes a compelling reason for why the strategy may change. This means people understand, are bought into it and are inspired to do whatever the business or industry needs or requires. That clarity of leadership in terms of direction of travel, clear message and driving that message through to colleagues from the length and breadth of that organisation. Then they feel that they understand something and are empowered to get on and do it – it is incredibly powerful... Leadership is no longer about a command-and-control style – it has to be more collaborative and inclusive and ensuring that the senior management team feel engaged with it."

— Frank Elkins, Divisional CEO

"To me, the first thing is attitude and I divide that into three categories. A can-do attitude – switched on and believe in a can-do basis. Openness to change – we are moving in an environment where change is more and more relevant and important. And an ability to work through others – inspire them and enable them to handle situations through other people."

— Oscar Creixell, Managing Director

"A leader creates and understands the business purpose – and from that successfully motivates his organisation to fulfil its purpose. A vision of what that means for the business going forward must be crafted and effectively communicated to all employees and should underpin everything that employees do. That purpose and vision drives the ethics and culture of the business. Anything you do in business is about change and part of successful change is self-belief. Having a clear purpose instils motivation and the belief into an organisation that things can be changed for the better. It drives the desire and determination to implement the necessary changes."

— Rob Glen, Group Managing Director

"Somebody who is prepared to be flexible, who will look around and understand their market and where they are. They have got to be prepared to employ the best people they can. I used to employ people who are better than me because a world-class leader isn't afraid of people being better than them, they see the benefit of the whole together. You have got to lead by example. If you have a poor leader – and a leader defines an organisation – the impact goes down through the whole organisation."

— Julie Kenny, Former Chair and CEO

"Far too many companies describe themselves as world class and as world leaders, but the vast majority of businesses are either small, medium or large without being world class or multinational or international. Leadership is about determining the circumstances in which you are being asked to perform and looking at using the best available resources for that particular set of circumstances. I think far too many people pretend that they are world class leaders but I say, be realistic. It can sometimes be a mistake to pretend to be something you are not capable of being. Very few companies are capable of being world class, those that are, seem to have an entirely different type of leadership and governance structure from the vast majority of businesses. All businesses require good leadership and management."

— Joe Grimmond, Chairman

"I always look at it in terms of results and respect. The attributes most have in common, are a clarity of purpose and a consistency, so people know where they stand. I don't think leadership is about always being right – it helps – but it isn't always the determining factor. It is about people being able to trust that person and know the direction of travel. The feeling of people getting support is part of the mix."

— Bruce Margetts, Managing Director and President

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“**FIRST AND FOREMOST A WORLD CLASS LEADER IS SOMEBODY WHO INSPIRES...**

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# UK TECH INNOVATION INDEX: TECH USAGE IN MANUFACTURING

Location	Score	Location	Score	Location	Score
London	17.2	York	2.4	Swindon	1.3
Aberdeen	7.9	Derby	2.3	Hull	1.3
Cambridge	5.3	Oxford	2.1	Bournemouth	1.3
Bristol	5.0	Liverpool	2.0	Blackpool	1.2
Birmingham	4.5	Southampton	2.0	Exeter	1.2
Glasgow	3.8	Leeds	1.9	Brighton	0.8
Norwich	3.8	Cardiff	1.8	Milton Keynes	0.8
Coventry	3.7	Wolverhampton	1.8	Newcastle upon Tyne	0.8
Manchester	3.4	Northampton	1.8	Edinburgh	0.7
Sheffield	3.2	Stoke-on-Trent	1.7	Dundee	0.6
Nottingham	3.2	Leicester	1.7	Portsmouth	0.6
Reading	2.7	Doncaster	1.3	Belfast	0.5

Source: <https://odileeds.org/projects/uk-tech-innovation-index/>



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## 02 / WHAT WILL WORLD CLASS LEADERS NEED TO BE IN THE NEXT DECADE?

The emotional side of leadership will continue to grow in importance. The most powerful message for us was that ideas are coming from the bottom up and that requires new skills to capitalise them. Leaders need to listen and value the ideas, add their own experience to commercialise them and create an environment that genuinely encourages challenge and innovation. As one interviewee said, this will also require more risk-taking.

This risk-taking is a big issue. Over the years, when market conditions are particularly tough, we have seen chairs and chief executives tending to recruit people who feel familiar – just at the time when they need new ways and new ideas. As well as people who may not look like them.

In this report, we look at the views around technology in more detail later, but there was an acceptance that leaders aged over 50 (or thereabouts) have not owned technology. This has to change in the future. The issue is about mindset and being prepared to continue learning – it is no longer good enough to say ‘I have a tech team who does these things’. Tech needs direction and input from leaders, just as finance, HR, sales and operations do.

Emotional resilience and good communication skills will continue to become more important.

To sum up, we believe the key criteria for world class leaders of the future will be:

- Emotional intelligence
- Understanding existing and future generations
- Values social responsibility
- Clarity in execution of vision
- Self awareness
- Absorption and commercialisation of ideas
- Invested in openness and the modern day - a real understanding of what the future looks like and an ability to future-proof their business
- Widely networked and constant learning from other sectors, countries, products and applying this to their own business

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“I am not convinced that the fundamentals change. There will be more of the same, just more choice. This business has people who have been here for 20 or 25 years and that is something that we are quite proud of. We are in a rural area and there is quality of life. We have been sheltered to some extent from the next generation’s six-months-here-six-months-there experience and we would like to continue that. We need to make sure they have the right toolkit and get clever in terms of leadership and management training to allow people to make the step up.”

— Edward Naylor, CEO

### “ AN UNDERSTANDING OF TECHNOLOGY AND THE IMPACT ON BUSINESS, PEOPLE AND THE WIDER ENVIRONMENT... ”

“In ten years...values. An understanding of technology and the impact on business, people and the wider environment. The inspiration part will need to come through even more in terms of working at several levels. Balance too – a need to balance the objectives of a company. It may not all be about profit but something more that adds value to shareholders and the environment... You need to add in agility with the pace at which industry and business will accelerate. Technology also means people expect their leaders to be available more. And there will be a need for more empathy. With all the technology you are going to see a real change in the workforce environment – negative and positive – and leadership will need to show empathy towards people.”

— Malcolm Waugh, CEO

“I think there will be a slight change on the basis that technology is evolving so quickly that there has got to be more understanding of having experts who will tell you what you don’t know – but you still have to know enough to own it and the decision-making has to be yours. Knowing that is harder than people think. People can always say, ‘I’ve got an IT expert’ but that isn’t enough.”

— Nitin Patel, CEO

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## 03 / HOW WELL ARE LEADERS EMBRACING TECHNOLOGY?

The over-riding theme from these interviews was that very few leaders have embraced technology – whether that is basic automation, artificial intelligence or digital marketing. People are happy to say that a generation aged over 50 should not or cannot be expected to be good at ‘tech’ or IT. They deal with this by appointing younger people or specialists to look after it.

“ I THINK THERE IS A HUGE DISPARITY. I SEE LEADERS OF QUITE SUCCESSFUL COMPANIES SHYING AWAY BECAUSE THEY DON’T HAVE AN UNDERSTANDING OF IT...”

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The challenge is that technology is now a part of everyday life – new recruits expect to see efficiencies from technology, they expect their leaders to be visible (on social media) and they know that everything a business does is now being scrutinised by the outside world, whether you want it or not.

Some leaders understand this and are looking at how they use digital to attract and engage employees, and be more efficient in how they work.

It was striking that smaller businesses tend to be more tech savvy. Leaders are more connected across the business and can pick up and absorb new ideas from ground level. Although the same still applies as with larger businesses – implementing new ideas depends on having leaders with open minds to commercialise them.

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“The data I have used for years hasn’t changed that much – what has changed is the IT and the speed. The ease at which you can pull the data out if you are good at this. But if you don’t know what you are looking for it is like giving a kid a calculator and he doesn’t know how to do the sums first. For me, a KPI allows management to take early corrective action before a disaster occurs and it is therefore paramount that they understand the trends that KPIs are telling them.”

— Joe Anwyll, CEO

“I think there is a huge disparity. I see leaders of quite successful companies shying away because they don’t have an understanding of it - are quite intimidated by changing technology – and there are some leaders who do embrace and encourage it. To me it is all-encompassing. I look at Industry 4.0 and the factory of the future and that is never really going to come into my world but how do I embrace that into my business? It is knowing what technology is out there and how it can be incorporated into the business, whether through manufacturing, data analysis and the processes within new business. It encompasses everything that we do.”

— Managing Director, Listed Business

“Some of us aren’t visionary of where technology could move to – I am an enthusiastic, but quite a late follower of technology and probably no worse, certainly no better, than many people in their 50s. When you look at artificial intelligence – I think there is incredible potential but we need people with the right understanding to realise business models which are completely different today, serving a new generation of companies and consumers. My generation needs to watch out for this. We are not necessarily as good in the virtual world as we are in the physical world.”

— Richard Whall, Managing Director

“Probably not as much as they should. You can see the companies – the really good ones – where they have embraced technology; it’s where the CEOs are younger than the norm, in their late 30s, early 40s. You see MDs in their late 50s who rely on how they used to do it in the good old days. If the CEO hasn’t got it, they need somebody in the organisation who has got it. I understand that you will never make a 50+ CEO into a tech wizard but if he is smart, he will say I need someone in my organisation and I will learn from them.”

— Martyn Cray, VP Global Operations

“I don’t think you can separate the financial and technological information now – they are one and the same thing. The finance department used to gather all the information but now IT departments gather information – a change that has happened in the last ten years. Your database is your business and you can detect trends from it. Interpreting and using that data is so important.”

— Stephen Rutherford, Non Executive Director



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## 04 / IS THE ISSUE OF GETTING MORE WOMEN INTO LEADERSHIP ROLES A TICK BOX EXERCISE OR ARE THEY THE LEADERS OF THE FUTURE? WHAT DO THEY BRING TO LEADERSHIP ROLES?

Everyone we spoke to recognises that women can have different attributes and there was a strong sense of business being better for having different views around the table.

However, many went further and felt passionately that having more women in leadership roles is about commerciality and profitability – you need breadth of views, skills and experience to ensure business success.

Many talked about how women listen more, think about what they are hearing and engage with employees better. There were a number of discussions around listening – a typical comment was that too often male leaders say they want to listen more but don't have the time. Are they seeing the long-term value of really engaging with their employees?

While it is encouraging that businesses see the need to appoint more female leaders, the challenge is still to improve gender balance throughout an organisation, so that there are more candidates from which to appoint women to the top roles.

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I THINK THERE IS A DANGER THAT IT IS CONSIDERED TO BE A TICK BOX. BUT ANY KIND OF DIVERSITY IS A HUGE STRENGTH...

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“If you have a diverse workforce then you are more likely to come up with better decisions. Different backgrounds bring something different to the workplace. Personally, I think that where we have women in management teams, then men probably behave better. And that is a good thing. It's a positive. Should women be in leadership positions? Yes. The challenge is to get people coming through from the bottom. You can't have half the leadership team being women, if 95% of people below them are men. It comes back to culture – all the shouting and swearing – if people aren't comfortable with that, it puts them off.”

— Managing Director, Listed Business

“I think there is a danger that it is considered to be a tick box. But any kind of diversity is a huge strength. You don't want a uniform team where everyone says yes. If you want to have the to and fro, the noisy management team that creates stuff then you need to have diversity. The most creative management team I have been part of was in Mexico with a Mexican operations director, German CFO, British commercial director and British engineering project director and Mexican CEO. We were operating in Mexico and selling to the US, Australia and Germany with engineering teams in Germany, Austria and the UK. We had ideas coming in that we could execute and that really taught me a lesson about diversity being a benefit and not something to be scared of.”

— Kevin Still, Managing Director

“Women in engineering are much more competent than men, but they don't think they are. I think they are more conscientious and have to try harder to succeed in a man's world. They are empathetic and that translates into thoroughness and an ability to interpret signals. They are more able to interpret signals of a meeting than a male who will just plough on.”

— Stephen Rutherford, Non Executive Director

“Women bring something fresh to the table. I think it is about change, about being open-minded and a good leader is always open to learning and understanding and not saying: I know. I think women are more likely to do that, more open to new ideas and listening. Men report; women rapport. That rapport brings confidence out in the person they are talking to, whereas when a man tells someone to go and do something, they go away and only do that – even if it is detrimental to profits or the company. The boss said do, so they do. It can cause problems for women, when they are climbing the tree, if they contest decisions because the guy at the top doesn't like somebody arguing with him about what they have said to do. It is different being a woman to a man in any of these situations.”

— Pauline Dawes, Founder and Managing Director

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## 05 / DO PEOPLE WANT LEADERSHIP ROLES AS MUCH AS THEY USED TO?

**There were mixed views about whether a younger generation still wants to take on leadership roles.**

Our view is that it is in people's nature for some to want leadership roles – and we don't see this changing. What is changing is the expectation of what leadership roles should look like. Increasingly it is normal for leaders to put an 'on annual leave' response on emails and this is seen as good leadership to take proper breaks. The younger generation believe that leadership roles can and should be different and we see this as a significant culture change that will continue.

"Leadership roles are changing. When you think about tech-enabled companies, their organisations are quite different to the typical hierarchical organisations. Types of leadership roles are changing and as people come up they change their views on what they want. There becomes a balance point – I don't want to ruin my family life and suffer that much because the prize is not that fantastic. There is a change in attitude and it will lead to the pyramid at the top becoming narrower because not many people want it."

— Matthew Scoffield, CEO

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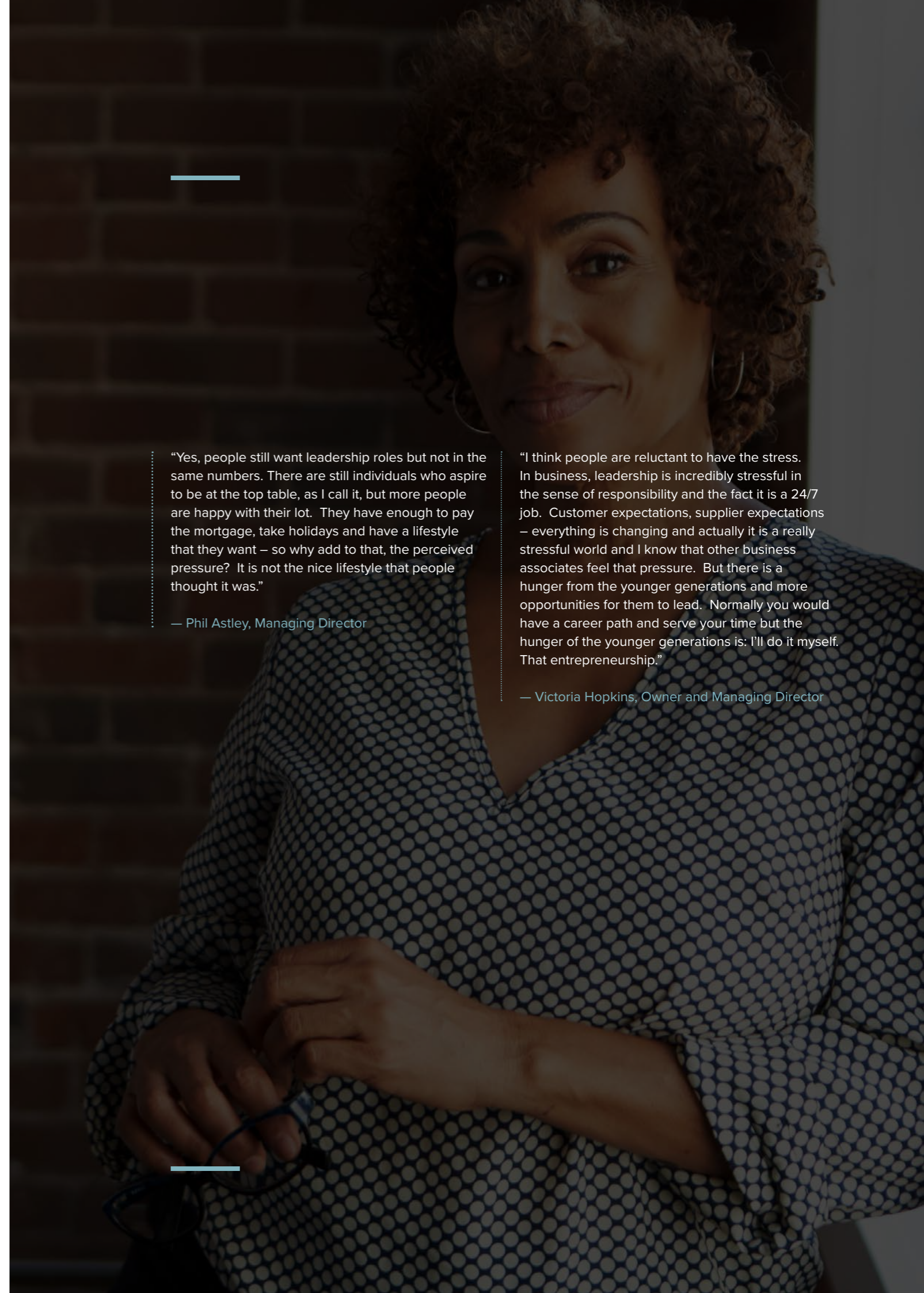
**THERE ARE STILL INDIVIDUALS WHO ASPIRE TO BE AT THE TOP TABLE, AS I CALL IT, BUT MORE PEOPLE ARE HAPPY WITH THEIR LOT...**

"Yes, people still want leadership roles but not in the same numbers. There are still individuals who aspire to be at the top table, as I call it, but more people are happy with their lot. They have enough to pay the mortgage, take holidays and have a lifestyle that they want – so why add to that, the perceived pressure? It is not the nice lifestyle that people thought it was."

— Phil Astley, Managing Director

"I think people are reluctant to have the stress. In business, leadership is incredibly stressful in the sense of responsibility and the fact it is a 24/7 job. Customer expectations, supplier expectations – everything is changing and actually it is a really stressful world and I know that other business associates feel that pressure. But there is a hunger from the younger generations and more opportunities for them to lead. Normally you would have a career path and serve your time but the hunger of the younger generations is: I'll do it myself. That entrepreneurship."

— Victoria Hopkins, Owner and Managing Director



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## 06 / HOW WELL ARE BUSINESSES MANAGING DIFFERENT GENERATIONS?

Just about everyone we interviewed had stories about how different the millennial generation is – in terms of expectations, wanting everything now, expecting better communications, moving around more and wanting a better work-life balance. A company's values and ethics are increasingly important to younger generations.

Some saw this as a problem, others as an opportunity.

The younger generation needs more communications – they need to know they have been listened to, their ideas have been tried and given feedback. They expect their leaders to be more visible, want to know what is going on and be part of the decision-making process.

Many said that future innovation and maximising technology would come from the younger generation = the leadership challenge is how they listen to and add their own experience in the mix.

Millennials want to see a career path mapped out and quick progression. Rather than seeing this as a problem, companies are now seeing the opportunities – finding ways to keep young people motivated and constantly progressing. Careers may not be so linear in future – perhaps secondments to other organisations or more involvement with local communities will maintain their enthusiasm and energy but also bring new ideas into a business.

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"I worry that in manufacturing we have this massive gap because people haven't been trained properly in the last ten to 20 years. This makes them suspicious of change and sceptical of everything. We need individuals of my age to take young people under their wing and show them how you really do it. They've completed university degrees but this experience is what really matters. And when you start to train them, it is remarkable because they are like a sponge with 99% embracing change."

— Joe Anwyll, CEO

"I think setting out a career path with objectives is hugely important, both for attracting talent and keeping them motivated. I see a lot of leaders who struggle with how impatient young people are but you've got to embrace this and present opportunities to young, career-focused individuals – their resilience levels are already up there.... They are very self-aware and, in many ways, not willing to compromise. The challenge is to make sure you have an environment which feeds that challenge and hunger and engages with younger talent. We have to adapt our organisations rather than adapt them to our culture. Ten years ago we would bring in talent and it was almost the organisation setting the career timeline. But that has changed."

— Dave Hill, CEO

"A leader of today has to think about young people. They want different things from when I was their age. Their tolerance of being in a job for a certain period of time with stepping stones has gone – they don't see or want a path going through gradual changes to succeed. They want fast, lots of variety and are prepared to go across different jobs to get that. I had one individual come in and talk about salary as though it is a conversation. It was a bit of a shock at first."

— Martyn Cray, VP Global Operations

"It's often said that the generation coming through the ranks are more inclined to want to move around, less inclined to do overtime, want a better work-life balance and are probably more European in outlook. The culture here is more akin to the European idea of work-life balance because there is so much more they can do with their time now. It feels a different kind of world and a good place to be. The expectation forces you to become more efficient because you aren't going to attract people who want to do 40 – 50 hours a week."

— Indy Rattu, Vice President & GM

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I THINK SETTING OUT A CAREER PATH WITH OBJECTIVES IS HUGEY IMPORTANT, BOTH FOR ATTRACTING TALENT AND KEEPING THEM MOTIVATED.

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## THIS REPORT

In order to compile this report, we spoke with a diverse group of business leaders.

### Turnover:

**23% UNDER £20M**

**23% 20-50M**

**10% 50-100M**

**34% £100M+**

**10% £1BN+**

### Type of business:

**PRIVATE EQUITY: 14%**

**PRIVATE BUSINESS: 48%**

**LISTED BUSINESS: 38%**

### Gender:

**FEMALE: 15%**

**MALE 85%**

## OUR THANKS TO

Joe Anwyll – CEO, Radical Sportscars

Phil Astley – Managing Director, Expanded Metal Company

Martyn Cray – VP Global Operations, Nidec Control Techniques

Oscar Creixell – Managing Director, Tradebe

Pauline Dawes – Founder and Managing Director, SOMI Trailers

Frank Elkins – Divisional CEO, Travis Perkins

Rob Glen – Group Managing Director, Don Bur

Joe Grimmond – Chairman, Coral Products plc

Dave Hill – CEO, Signum Technology

Victoria Hopkins – Owner and Managing Director, Hopkins Catering

Julie Kenny – Former Chair and CEO, Pyronix

Bruce Margetts – Managing Director, Bericap and President, British Plastics Federation

Edward Naylor – CEO, Naylor Industries Plc

Nitin Patel – CEO, Redring Xpelair Group

Nathan Pettitt – Sales & Marketing Director UK, Germany & Austria, Healthcare21

Indy Rattu – Vice President & GM, PCC Aerostructures

Stephen Rutherford – Non Executive Director, 600 Group PLC

Matthew Scoffield – CEO, Masco UK Window Group (all statements and opinions are my own)

Kevin Still – Managing Director, Platinum Stairlifts

Malcolm Waugh – CEO, Frugalpac

Richard Whall – Managing Director, Boots Manufacturing

## TS GRALE

TS Grale is a rapidly expanding executive and leadership search firm focused on Global Manufacturing, Industrial, Built Environment and Consumer markets. With an impressive list of clients we support domestic and internationally headquartered clients in delivering challenging search assignments, interim management placements and complex projects which have led to long-term relationships with some of the biggest names in the industry.

Our values of integrity, trust and innovation ensure our highly skilled team deliver search processes of a consistently high standard whilst ensuring adaptation to diverse scenarios and situations.

Key to our success is a personalised, innovative service that encompasses in-depth research, latest trend analysis, adaptive executive assessment combined with extensive specialist industry knowledge. TS Grale are experts at finding leadership talent across all business sizes from SMEs to Global PLCs.

To learn more, call 0113 487 9300, email [info@tsgrale.com](mailto:info@tsgrale.com) or visit our website at [www.tsgrale.com](http://www.tsgrale.com)



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