



Position Specification

Royal United Services Institute
Director-General



This specification should be read in conjunction with information found on RUSI's website here: <https://rusi.org/>

The Royal United Services Institute (RUSI)

As an independent institution, RUSI produces evidence-based research, publications and events on defence, security and international affairs to help build a safer UK and a more secure, equitable and stable world.

History

RUSI has been at the heart of military and security thinking for over 190 years. The Duke of Wellington and other senior military commanders established the Institute in 1831, and some of the most influential thinkers in the 19th and 20th centuries worked or spoke at RUSI. RUSI has been at the centre of policymaking and thinking on defence and security from the rise of the British Empire to its transformation and dissolution, through both World Wars and the Cold War and into today's unsettled world.

In the 21st Century, RUSI re-orientated itself to become a fully-fledged think tank, with independent research at the heart of its activities and income base. The Institute's research agenda has diversified further, analysing the urgent security questions of our age. In 2015, RUSI took the historic step of appointing its first woman and first non-British Director-General, Dr Karin von Hippel. In addition to its long-standing focus on military science, nuclear deterrence and international security, RUSI's research portfolio now includes financial crime, terrorism, defence industry, organised crime and cyber security. The Institute has a key role in providing evidence-based understanding of the 'new disorder' of the contemporary world, and it remains an intrinsic part of the research and debate that surrounds military and security thinking.



Throughout its over 190 years of existence, the Institute has remained faithful to its heritage and founding principles, continuing in its mission to generate evidence-based and independent debate on issues of security and defence.

RUSI Today

RUSI is recognised as one of the top global think tanks on security, and in 2020 it was named 'Think Tank of the Year' by Prospect magazine. It undertakes research, encourages debate, and provides options on critical issues in national and international defence and security. The Institute is proud of its history, traditions and Royal patronage. At the same time, it remains resolutely independent, offering robust scrutiny of policy from government and other institutions.

RUSI's primary focus is on UK defence, security and international affairs, and how to improve the safety of the UK and that of its partners in NATO and the European Union. RUSI also highlights the importance of building global security and stability. Its main activities are research, publications and events. It uses these to develop and disseminate practical policy solutions to thorny challenges.



RUSI's Values

Continuity - Fulfilling our Charter and Mission

- We abide by our charitable status and provide a public benefit.
- We are respectful of our historical legacy while also looking to the future.

Thought Leadership and Independence - Staying ahead of change

- We conduct original, evidence-based research on critical national and international defence and security issues.
- We disseminate the results of our research to enhance the public debate and promote constructive policy options.
- We are innovative, entrepreneurial, and agile in response to a fluid and evolving security environment.
- We ensure financial and intellectual independence, as well as accountability and transparency of funding and activities.

Trust and Collaboration - Promoting an inclusive, trusted community

- We maintain a reputation as an honest broker and trusted partner and engage a diverse network of people and ideas.
- We honour our founding as a members' institute, while also convening a wider network to encourage fresh thinking and inter-disciplinary approaches.
- We develop young talent in the full range of our activities to ensure continuity of purpose.
- We ensure a culture of respect, collaboration, professionalism, and compassion, inside and outside the Institute.
- We demonstrate self-discipline in adherence to these values, while maintaining a sense of humility and humour.

Governance

RUSI is a UK registered charity, and the governing document is a Royal Charter dated 22 February 1860. Some amendments to the Royal Charter of the Institute were approved at the Annual General Meeting held in July 2016.

RUSI recognises that good governance in a charity is fundamental to its success. The Institute and its trustees are continually working towards achieving the highest standards of governance, by reference to the principles and recommended practice of the Charity Governance Code (July 2017).

The Council of Trustees is accountable to the membership of the Institute, and all its members are elected at the Annual General Meeting or at a Special General Meeting. The Council of Trustees is responsible for appointing a Nominating Committee in order to provide advice on its nominations and co-options for the position of Chair, Vice-Chair and elected members. The Council meets at least four times a year and bears the legal responsibility for the oversight of the Institute and its finances as defined in UK Law and the Institute's Charter of Incorporation and Byelaws and resolutions. The Trustees advise the Director-General on matters relevant to the management of the business of the Institute and are responsible for the appointment of the Director-General and Chief Finance Officer. One of the Institute's four Standing Committees is the Finance and Performance Committee which reviews finances, performance, risk management, audit and reporting of the Institute and its subsidiaries.

The Director-General is the Chief Executive of the Institute and Secretary to the Council of Trustees. They are responsible for the day-to-day activities and current business of the Institute, including the management of the staff, to whom the Director-General may delegate duties. The remuneration and benefits of the Director-General are set by the Trustees, acting on the advice of the Nominating Committee.

The Institute's Advisory Board provides advice to the Director-General on the development of the Institute's programmes and agenda, including fundraising for the long-term benefit of the Institute. Members of the Advisory Board may be called upon from time-to-time to contribute in other ways, relevant to their expertise and experience.

Further information on governance can be found [here](#).

The Role

The role of the new Director-General will be to provide leadership and drive the strategy for the next successful evolution and growth of RUSI as a world-leading provider of facts, analysis and influence on defence, security and international affairs.

The successful candidate will build on the considerable success of recent years, sustain RUSI's culture of respect, and identify new opportunities to apply its insights in a fluid and evolving external environment. This is a rare opportunity to lead an organisation which informs policy and public debate at the highest levels.

The Director-General reports to the Chair of the Board of Trustees.

Principal Accountabilities

Internal Leadership

Operational Management:

- Recruiting and leading RUSI's Senior Leadership team and fostering a culture of transparency and co-ordination across the staff.
- Supervising the sound financial management of RUSI.
- Supervising its overall human resources policies, including ensuring strong talent-management processes are in place to retain top talent.
- Maintaining a professional and compassionate work environment that facilitates collaboration and is conducive to attracting, retaining, and motivating diverse talent at RUSI.
- Championing knowledge and innovation, including technology, and ensuring the dissemination of effective approaches, drawing on evidence and good practice.
- Ensuring that RUSI's organisational structure, operational policies and other business processes are sound and able to effectively deliver on their strategic direction and objectives.
- Setting the tone and direction for the RUSI's research output, through a broad knowledge of defence, security and international affairs.

Governance:

- Working collaboratively and proactively with the Board of Trustees to set long-term strategies for RUSI.
- Reporting to the Trustees on the operational, administrative, and financial aspects of RUSI at each Board meeting.
- Ensuring that the Trustees are made aware, in a timely way, of key strategic and other material operational challenges the organisation is encountering in the course of its work.
- Communicating Board decisions to RUSI's staff.

External Leadership

Stakeholder Management:

- Managing and deepening RUSI relationships with major stakeholders in government, the private sector, and the intellectual community.
- Representing RUSI at the highest levels worldwide, displaying the gravitas, credibility and knowledge to do so effectively. Act as an ambassador for RUSI initiatives; build and strengthen the organisation's brand and strategic partnerships.

Fundraising:

- Negotiating major revenue contracts with key stakeholders, while maintaining RUSI's financial and intellectual independence.
- Diversifying and strengthening RUSI's major revenue streams in order to finance growth while protecting it from significant risks to its financial stability and reputation.

Strategic Direction:

- Leading RUSI in the formulation of its role to contribute to defence and security policy research and analysis globally.
- Further enhancing the reputation of RUSI and ensuring it has a key role to play in discussions over defence, security, and international affairs policy research and analysis.
- Examining options for harnessing emerging technologies such as AI and online conference capabilities for the future activities of the Institute.



Candidate Profile

The new Director-General will bring vision, intelligence, and interpersonal skills to the role. Qualified candidates will need to demonstrate knowledge of a relevant policy arena and be effective communicators to a wide range of audiences. They will have a track record of international relationship building at the highest levels of government and business. They will be proven managers of organisations and high-performing teams, accustomed to setting direction and providing support. They will combine this with a keen commercial sense, strong fundraising skills, and a sound instinct for where RUSI can continue to make a distinctive contribution.



Candidates for the role will bring the following skills, experience, and competencies:

Leadership

- A proven track record of working with others to set the strategic vision for an organisation and deliver it successfully.
- A commitment to good governance, fiscal integrity, transparency, and operational excellence.
- Demonstrable experience of acting as an empowering, inclusive, supportive and engaging leader, who has inspired and developed others.
- Experience of successfully working with a multi-layered governance structure and building strong relationships with board members.
- Strong evidence of developing and consistently delivering against strategy, operation, budgets and plans.

Operational Management

- Excellent management skills, covering people, finances and systems, with a proven capacity to motivate and lead a multi-disciplinary management team to achieve organisational goals.
- Team-building ability, the capacity to instil a culture that values measurable achievement, mutual support, and compliance with organisational processes.
- An ability to make difficult decisions when required on organisational development, balanced by experience in constructive engagement with staff on change management processes and their value to the organisation as a whole.

External Representation

- Strong public-speaking skills and advocacy at a global level.
- Experience of influencing a broad range of global stakeholders, including government and policymakers, other institutions, academia and public bodies.
- A track record of creative innovation to solve problems and build new income streams. Bring exceptional fundraising skills.
- A first-class networker, able to develop strong, collaborative relationships at the highest political level.
- Credentials in the creation and cultivation of successful partnerships with governments, civil society actors, and the private sector.
- Strong ambassadorial skills, capable of inspiring and connecting with diverse audiences.
- Presence, gravitas, humility and empathy in dealings with partners from a variety of backgrounds.

Personal Attributes

- A stimulating and motivational communicator.
- Have an open and approachable leadership style.
- Be an excellent orator and bring charisma to build durable relationships both internally and externally.
- Strong inter-personal skills and robustness of intellect.
- The capacity to work within a complex environment.
- Sound judgment combined with humility, and an open mindedness for continued learning.
- Fluency in English is essential.

Location and terms and conditions

The Director-General will be based at RUSI in London, and they will be expected to travel widely. An attractive compensation package will be agreed with the successful candidate.



How to Apply

The recruitment process is being undertaken by Russell Reynolds Associates on behalf of RUSI.

Please submit your full application by email to responses@russellreynolds.com. Please quote the role title and assignment code **2406-068L** in the subject heading of the email. All applications will be acknowledged and then considered by RUSI's Nominations Committee.

Your submission should include:

- Your current CV with educational and professional qualifications and full employment history, explaining any gaps in your employment history, giving details where applicable.
- A Supporting Statement of not more than two A4 sized pages succinctly highlighting your motivation, experience and skills against the requirements of the role.

The closing date for applications is 23:59 on 13 August 2024.

2406-068L