



Druid

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CANDIDATE BRIEF FOR THE POSITION OF

EXECUTIVE DIRECTOR: DRUID

SEPTEMBER 2023



ODGERS BERNDTSON
Executive Search

CONTENTS

<u>ABOUT DRUID</u>	<u>1</u>
<u>OPPORTUNITY</u>	<u>7</u>
<u>THE INDIVIDUAL</u>	<u>10</u>
<u>CANDIDATE CHARTER</u>	<u>11</u>
<u>CONTACT DETAILS</u>	<u>12</u>

ABOUT DRUID

'Ireland's most prestigious theatre company'

Irish Independent

'A world-class company rooted in the cultural fabric of Galway'

The Irish Times

Founded in 1975, Druid is an internationally touring theatre company based in Galway.

Its mission is to be a touring theatre without peer, anchored in the West of Ireland and looking to the world, producing and presenting the best work, both new and old, with boldness, agility, passion and flair.

Druid is a writer's theatre, exploring ambitious projects, reimagining classics and premiering new work annually. The company continues to nurture playwrights through its New Writing programme while also presenting classics from both the Irish and international canons. At the heart of their artistic programme is the Druid Ensemble who work closely with the Artistic Director, Garry Hynes and the Druid team to deliver a varied and ambitious body of work.

Druid passionately believes that audiences have the right to see first class professional theatre in their own communities. The company has toured the length and breadth of Ireland as well as touring internationally to the UK, USA, Canada, Australia, New Zealand, Japan and Hong Kong.

DRUID'S VALUES:

Originality: We will be leaders, offer new perspectives and be original in our thinking and our practice

Community: We work in the community, for the community and as a community

Respect: We value and respect the individual performer, audience member and staff, recognising all to be essential in the making of good theatre

Boldness: We will be confident and courageous, always willing to take artistic risk



DRUID'S 2022-2024 STRATEGY

In the next three years, Druid will: engage, challenge and inspire audiences; bring ambitious theatre to them in whatever way Druid can; and respect and remain committed to Druid's sense of place in the West of Ireland.

Druid's Strategy can be found here: [Druid | Strategy 2022-2024](#)

PRODUCTION HIGHLIGHTS

- **The Beauty Queen of Leenane by Martin McDonagh (1996)**, in a co-production with the Royal Court Theatre, which went on to win four Tony Awards, including Best Director for Garry Hynes, the first woman to win an award for directing in the history of the Tony Awards
- **The Leenane Trilogy by Martin McDonagh**, in a co-production with Royal Court Theatre, London (1996-2000)
- **DruidSynge**, all six John Millington Synge plays in a single day (2005)
- **DruidMurphy** – Plays by Tom Murphy (2012), a trilogy of Conversations on a Homecoming, A Whistle in the Dark and Famine
- **DruidShakespeare: Richard II, Henry IV (Pts. 1&2), Henry V (2015)**, a new adaptation by Mark O'Rowe in a co-production with Lincoln Center, New York
- **DruidShakespeare**, Richard III in a co-production with the Abbey Theatre (2018)
- **Waiting for Godot by Samuel Beckett (2016-2018)**, which opened at Galway International Arts Festival and by the end of 2018 had toured Ireland twice, played at the Abbey Theatre, Edinburgh International Festival and several US cities and prestigious venues
- **Anton Chekhov's The Cherry Orchard**, in a version by Tom Murphy (2020) which opened at the Black Box Theatre, Galway and became the first Irish theatre production to be live streamed to cinemas across Ireland and the UK
- **DruidGregory – five of Lady Gregory's one-act plays**, performed by a company of 12 actors and musicians in 2020, and directed by Garry Hynes, on a 13-venue, 4-week tour of Gregory's beloved county Galway
- **The Last Return by Sonya Kelly (2021-2022)**, Edinburgh Fringe First award winning world premiere, building upon the successful multi-production relationship with Sonya Kelly
- **DruidO'Casey – Sean O'Casey's Dublin Trilogy**, performed by a company of 18-actors, audiences got the chance to see the trilogy for the first time in one day. Opening in Galway and touring to Belfast, Dublin, New York and Michigan.



THE BOARD

Tom Joyce (Chair) – Appointed as Chair of the Board of Directors: July 2019

Tom joined Galway University Foundation in September 2005 as CEO and is a director of New York-based US subsidiary GUF Inc. Tom previously spent over 25 years in business, 14 of which as Managing Director of Connacht Court Group Ltd. He is currently Chair of Celtic Linen Board, a former Chair of NBCRI (National Breast Cancer Research Institute), and former President of Textile Services Association UK.

Tom is a native of Mulranny, Mayo, a fellow of the Marketing Institute of Ireland and a Freeman of the City of London. Tom and his wife Éilis have lived in Galway since the mid 70s.

Mary Apied – Appointed to the Druid Board of Directors: December 2018

Mary is the Founding Director and former President of the Trinity Foundation, the fundraising arm of Trinity College Dublin. She is currently a member of the Board of the Landmark Trust and the Irish Museum of Modern Art (IMMA). Mary has over thirty years' experience in fundraising for third-level and non-profit organisations.

Cilian Fennell – Appointed to the Druid Board of Directors: May 2018

Cilian grew up in Connemara and graduated from NUIG in 1988 with a BSc Hons in Marine Zoology. After a career at sea, he joined RTÉ and was appointed Producer of The Late Late Show with Gay Byrne. He then served as Head of Programmes in TG4 before co-founding his own communications company, Stillwater Communications.

He is a strategic advisor to a host of national and international organisations and spends much of the year in San Francisco working with technology companies. In 2016 he created and produced the award-winning Centenary show on RTÉ, which was one of highlights of the 100th anniversary of the Rising.

Padraic Ferry – Appointed to Druid Board of Directors: May 2018

Padraic is from Mountbellew, Galway and graduated from University College Galway with a Law and Politics Degree. Padraic qualified as a solicitor in 1989 and spent his early years working in Galway. Upon moving to Dublin, he founded his own firm Ferrys Solicitors where he remains as joint managing partner.

While in Galway he chaired the boards of both the Galway Arts Festival and Macnas Theatre Company. In Dublin he has served on a number of boards and has co-founded Ranelagh Arts Festival.

Caroline Loughnane – Appointed to Druid Board of Directors: December 2021

Caroline is Secretary for Governance & Academic Affairs at the University of Galway. She has responsibility for all matters relating to the implementation of good governance practice across the University, and is responsible for advising the University's Governing Board on all governance matters, including statutory obligations and regulation.

As a member of the University Management Team at University of Galway she contributes to the strategic leadership of the University and is the principal officer in respect of the academic administration of the University.

Prior to this, Caroline was the Director of Marketing and Communications at the University of Galway, managing the University's marketing, communications and student recruitment functions, and before that, the Head of Marketing at the University of Birmingham in the UK. In both universities she led major brand development projects to successfully reposition the institutions in competitive higher education market places.

Caroline holds a degree in English and History, and a Research Masters in English Literature, as well as Postgraduate Diplomas in Education and in Marketing, and she is currently completing a Doctorate in Governance.

Caroline is currently the Chairperson and non-Executive Director of the National Breast Cancer Research Institute, a charity which fundraises for breast cancer research. She has also served as a non-Executive Board Member of the Galway Cultural Development and Activity Company, established to oversee Galway's European Capital of Culture designation for 2020.

Caroline has a keen interest in contributing to the cultural and socio-economic development of Galway City and County, and the wider West of Ireland region.

Derek Diviney – Appointed to the Druid Board of Directors: February 2023

Derek Diviney joined Indeed in September 2019 as the Europe Middle East & Africa (EMEA) & Asia Pacific (APAC) Vice President of Sales & Client Success. Derek is also a member of the Indeed International Board of Directors, which oversees all international markets outside the United States.

Prior to this, Derek spent 12 years at Google and was a member of Google EMEA's leadership team. A key highlight at Google

was doubling their EMEA revenue from \$20 billion to \$40 billion in 3 years. Derek has also helped to more than double Indeed's international revenues in the past 3 years.

Derek has a passion for Diversity and Inclusion and acted as the Executive Sponsor for Google Dublin's Inclusion resource groups. Derek is currently the Global Executive Sponsor for Indeed's Parent & Caregivers resource group.

Over the past 20 years Derek has led Indeed, Google and Microsoft teams to high levels of business growth. Derek is also an investor and operating executive with FrontlineX, a growth fund for fast growing US companies expanding to Europe.

Derek has strong finance and analytical experience with a Bachelor of Commerce degree from University of Galway. He is a Chartered Accountant with the Institute of Chartered Accountants in Ireland, following 5 years of business advisory, mergers and acquisition experience with Ernst & Young and Arthur Andersen.



Sean O'Rouke – Appointed to Druid Board of Directors: December 2020

Born in Portlaoise, reared and educated in Galway, Sean has been a journalist and broadcaster for 48 years, initially in print with the Connacht Tribune and the Irish Press group, where he worked in sub-editing, sport and feature-writing, before specialising in politics.

For 25 years up to 2020, Sean was a presenter in the RTÉ Radio 1 daily schedule, on the News at One and, from 2013, on the mid-morning Today With Sean O'Rourke, a mix of current affairs, culture, health and human interest items.

For 10 years, Sean was the presenter of The Week in Politics on RTÉ One. He is a three-time winner of the PPI Radio Award of News Broadcaster of the Year and was awarded an honorary doctorate by NUI Galway in 2011. He is an Honorary Professor of Journalism at NUI Galway.

Helen Ryan – Appointed to Druid Board of Directors: December 2017

Helen has a Bachelor of Engineering from NUI Galway, a Masters in Project Management

from UL, and has completed a Senior Executive Programme at Stanford University. Helen has received an Honorary Doctorate from NUI Galway and is a fellow of the Institute of Engineers of Ireland, and a member of the Irish Academy of Engineers.

Helen currently holds a number of board positions including Enterprise Ireland, Dia Nia Technologies and Galway University Foundation, and acts as a strategic advisor to a number of indigenous companies.

Helen was the Chief Executive Officer of Creganna Medical, ranked among the world's top 10 medical device outsource providers, from 2005 to 2013. During Helen's time as CEO, the company grew five-fold to become the largest indigenous medical device company. The expansion included three company acquisitions, a strategic joint venture in Asia, and the raising of significant debt and equity financing.

Prior to joining Creganna Medical in 2003, Helen worked with Medtronic and Covidien in Product Development and Research & Development roles.



Anne Anderson – Appointed to Druid Board of Directors: November 2017

Anne was a member of the Irish diplomatic service from 1972 to 2017. She served as Ireland’s Ambassador to the United States (2013 to 2017), to the United Nations, New York (2009 to 2013), to France (2005 to 2009), to the European Union (2001 to 2005), and to the United Nations, Geneva (1995 to 2001).

Her extensive multilateral experience includes chairing the UN Commission on Human Rights (1999 to 2000) and the WTO Trade Policy Review Body; in New York, she oversaw a Review of the UN peace-building machinery and co-facilitated work on Review of the UN Millennium Development Goals. During her EU assignment, she led the Brussels team for Ireland’s EU Presidency in 2004.

Her bilateral assignments as Ambassador in France and the US, focusing on economic and political issues, included a strong cultural component. She was an ex officio member of the Board of the Irish College in Paris, and in 2016 helped to lead the 1916 centenary celebrations in the US – including a three-week festival at the Kennedy Center, DC, the largest festival of Irish culture ever held outside Ireland.

Born in Clonmel, Tipperary in 1952, Anne holds a Bachelor of Arts degree from University College Dublin (History and Political Science) and a Diploma in Legal Studies from King’s Inns, Dublin. Her numerous awards include Honorary Doctorates from the National University of Ireland (Doctor of Laws) and from Fordham University, New York (Doctor of Humane Letters).

Bernadette Murtagh – Company Secretary – Appointed as Secretary to the Board: July 2013

Bernadette qualified as a Chartered Accountant in 1999 and as a Tax Consultant in 2002. Having graduated from University College Dublin with a Commerce degree, she joined Duignan Carthy O’Neill, a medium-sized practice in Dublin, where she completed her training.

In 2002, she formed Murtagh & Co, Chartered Accountants and Registered Auditors, which is based in Galway city.

She is currently Treasurer of the Western Society of Chartered Accountants.



OPPORTUNITY

Reporting to the Board, the Executive Director will work in partnership with the Artistic Director to strategically and operationally lead the organisation and help realise Druid's vision of Irish performance for the world.

ORGANISATIONAL STRATEGY, LEADERSHIP AND IMPLEMENTATION

Work alongside the Artistic Director to deliver the company's artistic mission by:

- Developing, maintaining and implementing a sustainable strategic direction for Druid that will take the organisation forward and fulfils the artistic ambition and expectation of the organisation.
- Creating an environment of openness to innovation.
- Producing and delivering on an implementation plan to deliver on the Druid's strategy and the annual operational plan, with regular reporting to the Board.
- Provide inspirational and engaged leadership to the Senior Management Team and staff to ensure that:
 - the decisions of the organisation reflect the organisations' values .
 - a culture of setting challenging goals for ones self and others is established, driving a culture of continuous, improvement and agility.
 - opportunities exist, and can be accessed, to enhance engagement with continuous professional development.
 - very high levels of performance and accountability are maintained and cascaded through the organisation.
 - any necessary organisational change objectives are achieved using an open and inclusive management style.

Work with the Financial Controller to:

- Develop and prepare budgets for approval by the Board and report on same regularly to the Board.
- Monitor the financial management and budgeting processes, taking responsibility for the financial stability and long-term future of Druid.

OPERATIONS

Take full accountability to the Board for operational management, including:

- Ensuring that effective organisational structures are designed and implemented.
- Working with the Financial Controller to establish appropriate operational planning and financial control systems.
- Working with the Producer and wider team to ensure that all production activities are of the highest standard and as per the plan agreed in advance.
- Taking timely remedial actions where necessary and informing the Board of any significant changes required to operational plans and budgets.
- Putting effective reporting mechanisms in place to provide feedback at all levels.

Take responsibility for enhancing ongoing operations by:

- Ensuring that operating objectives and standards of performance are understood and owned by all employees.
- Ensuring that internal communications meet the requirements of the organisation.

GOVERNANCE

- Work with the Artistic Director & Financial Controller in the production of an agreed overall budget for Druid for approval by the Board.
- Take responsibility for managing the Board-approved annual budget.
- Take responsibility for ensuring the quality and balanced coverage of all materials and data related to Druid, as required for internal and external representation, including materials and data for:
 - the Board and Board Committees.
 - the Arts Council
 - key strategic partners including but not limited to University of Galway & Culture Ireland
 - donors and supporters
 - the wider public.
- Work alongside the Artistic Director in dealing with external business relationships.
- Assume responsibility, with the Artistic Director & Financial Controller, for ensuring that Druid conforms to all financial, legal, statutory and contractual obligations.

EXTERNAL COMMUNICATIONS

- Represent the organisation in public in a leadership capacity as agreed with the Artistic Director and as set out in Druid's policy & procedures.
- Build, develop and sustain excellent working relationships with external stakeholders who support the realisation of Druid's vision and mission, in consultation with the Artistic Director and the Board.
- Oversee the implementation of the Druid's communications strategy, in consultation with the Artistic Director and the wider team.
- Work with the Artistic Director and wider team to plan and execute effective press, publicity and marketing campaigns for all productions and artistic activities.

INCOME GENERATION ACTIVITIES

- Lead, alongside the Head of Development, on the implementation of Druid's development strategy to generate revenue which will support the artistic programme and artistic activities.
- Lead, alongside the Head of Development (with the support of the Artistic Director), on the development of supporter relationships to help realise Druid's artistic ambitions.



INSTITUTIONAL PARTNERSHIPS

- Lead, alongside the Artistic Director, in strengthening Druid's strategic relationships with relevant institutions in Ireland and internationally.
- Lead, alongside the Artistic Director, in developing effective and productive working partnerships with Irish and international producing and receiving theatres, venues and any other independent groups of individuals who can support Druid's vision and mission.

OTHER COMPANY ACTIVITIES

Oversee the running and management of company assets and activities including but not limited to:

- The Mick Lally Theatre (alongside the Theatre Manager)
- The Druid Building (alongside the Financial Controller)
- Ballybane Set-building Workshop (alongside the Production Manager)
- Nun's Island Costume Workshop (alongside the Costume Supervisor)



THE INDIVIDUAL

The successful candidate will have:

ESSENTIAL CRITERIA

- A background and strong interest in the performing arts, ideally theatre, together with an understanding of and empathy for Druid and its vision.
- Strategic and business planning ability, strong financial and commercial acumen, entrepreneurial flair, excellent communication skills coupled with an ability to deliver.
- The ability to balance creative risk with sound financial management.
- Knowledge of theatre, experience in contract negotiation, and a network of relevant contacts within the performing arts sector.
- Experience of successfully overseeing complex projects and significant budgets.
- An entrepreneurial approach and track record of securing significant amounts of external funding and of generating income from touring and co-productions.
- An understanding of governance and risk management and their importance in the smooth and effective working of the organisation.
- Excellent people management, leadership and motivational skills and the ability to resolve conflict.
- Flair, creativity and a keen attention to detail
- Highly organised, able to work in a busy work environment, and an effective communicator.
- Excellent time and project management skills, be motivated, energetic and results driven.
- Strong people management skills, a positive attitude and exemplary team skills.
- Strong knowledge of and passion for theatre and the arts in Galway, and Ireland.



CANDIDATE CHARTER

TALENTED PEOPLE ARE OUR LIFEBLOOD

Whether we approach you about a specific opportunity, or you contact us to share your biography and career ambitions, we want you to have a constructive experience of engaging with Odgers Berndtson.

We recognise that we have a commitment to you as well as to our client, and we undertake that our dealings with you will be professional, courteous, rigorous and honest.

We will:

- Approach you after considered analysis and in relation to roles where we think there is a strong match. Your time is valuable; we don't want to waste it.
- Work to make your candidacy as strong as it can be.
- Represent you effectively and discreetly to our client, based on accurate information that you give us in confidence.
- Be inclusive, open and fair-minded.
- Keep you informed, communicating outcomes promptly, and giving fair and honest feedback where we can.
- Celebrate your success in the event of a successful outcome, and share any lessons in the event of disappointment.
- Take a long-term view, recognising that you have a multi-year view of your own career. Where possible, we will help you fulfil your ambitions.
- Embrace continuous improvement, for example by carrying out regular independent audits of those we shortlist for roles.

If at any stage you feel we have not lived up to the letter or spirit of our values, please tell us. We do want to know and invite you to email **Helen Thomas, Research Principal and Head of Candidate Care** at helen.thomas@odgersberndtson.com



CONTACT DETAILS

Closing date for receipt of applications is **Wednesday 20th September 2023.**

Candidates for this role will be sourced through both an advertised and an executive search process.

Druid is an equal opportunities employer.

If you are interested in this role and would like to discuss any aspect of it further, in confidence, please contact:

Helen Thomas
helen.thomas@odgersberndtson.com

