

PAUL MUSSELLE

Reflections on
Leadership,
Governance
& Growth

*Personal Reflections from More Than
Forty Years of Executive Leadership*



Building organisations.

Developing leaders.

Strengthening Boards.

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A CAREER BUILT AROUND LEADERSHIP

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For more than four decades I have led organisations, built businesses and supported leaders through periods of growth, transformation and change. While the sectors have varied, the principles have remained constant: clear strategy, strong governance, commercial discipline and a belief that people perform best when they are trusted, challenged and inspired.

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LEADING ORGANISATIONS

Building and leading a multi-million-pound business taught me that sustainable success comes from balancing commercial ambition with strong governance, financial discipline and a relentless focus on delivering value for customers, colleagues and stakeholders.



DEVELOPING LEADERS

Throughout my career I have found the greatest satisfaction not simply in achieving results, but in helping others achieve theirs. Whether working alongside executive teams, coaching senior leaders or supporting Boards, my approach is collaborative, challenging and rooted in trust.



STRENGTHENING BOARDS

Board leadership is about creating the environment in which good decisions can be made. I believe the role of a Chair and Non-Executive Director is to encourage constructive challenge, ask thoughtful questions and help executive teams see opportunities and risks from different perspectives.



CREATING LASTING IMPACT

My career has taken me from financial services to media, broadcasting, sport, commercial leadership and international events. While the industries have changed, the objective has not: helping organisations grow stronger, adapt confidently and create lasting value for the people and communities they serve.



40+

YEARS OF LEADERSHIP

*Leadership isn't about being the loudest voice in the room.
It's about helping others make the best decisions.*

AROUND THE BOARD TABLE

WHAT I BRING TO THE BOARDROOM

Every Board is unique, but the fundamentals remain the same. I bring a blend of independent judgement, commercial expertise and leadership experience that helps Boards make better decisions, support executive teams and create long-term value.



STRATEGIC CLARITY

I help Boards focus on what matters most – long-term strategy, sustainable growth and the decisions that shape future success.



INDEPENDENT JUDGEMENT

I bring objective, evidence-based perspective and the confidence to challenge constructively – always in the best interests of the organisation.



CONSTRUCTIVE CHALLENGE

I ask the right questions, probe assumptions and encourage debate to ensure better decisions are made around the table.



COMMERCIAL PERSPECTIVE

Decades of building and leading businesses give me a deep understanding of commercial drivers, risk, opportunity and value creation.



CEO SUPPORT

I work alongside CEOs, providing support, sounding board and challenge – helping them lead with confidence and clarity.



GOVERNANCE

I champion high standards of governance, transparency and accountability that build trust, strengthen resilience and protect reputation.



STAKEHOLDER CONFIDENCE

I understand the importance of credibility with investors, customers, regulators and communities – and how to earn and maintain it.



CALM UNDER PRESSURE

Experience in high-stakes, fast-moving environments has taught me to stay calm, think clearly and help others do the same.

“ Great Boards don’t create all the answers.
They create the conditions for better decisions. ”

LEADERSHIP PHILOSOPHY

My approach to leadership is grounded in clarity of purpose, a commitment to people and an unwavering focus on outcomes. These principles guide how I think, decide and contribute at every level.

“ Leadership is measured not by the decisions we make ourselves, but by the decisions we help others make with confidence. ”



PURPOSE BEFORE POSITION

I lead with purpose, not authority. Clarity of direction aligns people, energises teams and creates the conditions for sustainable success.



PEOPLE FIRST

Great organisations are built on trust, respect and empowerment. I believe people perform at their best when they feel valued and challenged.



DECISIVE AND CONSIDERED

I believe in making informed decisions and having the courage to act. Decisiveness, balanced with judgement, drives momentum and results.



CHALLENGE WITH RESPECT

Constructive challenge is one of the most valuable contributions a NED can make. I ask the questions that matter and listen to the answers.



FOCUS ON VALUE

From strategy to execution, I focus on creating and protecting long-term value for customers, stakeholders and the wider community.



INTEGRITY ALWAYS

Trust is earned through, honesty, consistency and accountability. I act with integrity, even when the decisions are difficult.



OPEN TO BETTER IDEAS

The best ideas win, not the loudest voices. I encourage diverse thinking and remain open to new perspectives that drive innovation and improvement.



LONG-TERM THINKING

I take a long-term view, ensuring that decisions today strengthen the organisation for tomorrow and create opportunity for future generations.

“ Good leadership isn’t about having all the answers. It’s about creating the clarity and confidence for others to find the best ones. ”

COMMERCIAL IMPACT

Building, growing and transforming businesses to deliver sustainable growth and long-term value. Through strategy, commercial discipline and the relentless focus on what matters.



BUILT & LED A
MULTI-MILLION-POUND
BUSINESS

FROM START-UP TO
RECOGNISED MARKET LEADER

“ Commercial success is measured by the *value created*, not simply the revenue generated. ”

CREATING VALUE ACROSS THE BUSINESS



ORGANISATIONS I HAVE HAD THE PRIVILEGE TO SUPPORT



“ Boards are not looking for someone who has had success once, but someone who can create it again – in different circumstances and at a higher level. ”

CAREER JOURNEY

A career defined by progression, bold decisions and a relentless drive to build, lead and create value across business, media and sport.

“It’s not the path that defines you, it’s how you lead along the way.”



1979 – 1982

EARLY BEGINNINGS

PICCADILLY RADIO

From club DJ to Temporary OB Operator, Caretaker and Technical Operator – learning the foundations of broadcasting and live production.



1982 – 1998

FINANCIAL SERVICES LEADERSHIP

FROM ADVISER TO REGIONAL DIRECTOR

Progressed to Regional Director by the age of 29, leading 6 offices across the UK and NI, managing 75 advisers and 6 managers.



1998 – 2004

MOTORSPORT & BROADCASTING

ENTREPRENEURIAL LEAP

Resigned as Regional Director to follow my passion for motorsport. Built and led successful media and broadcast operations in a fast-paced, high-pressure world.



1999 – 2010

MEDIA & BROADCASTING LEADERSHIP

CREATING, PRESENTING, DELIVERING

Co-created and developed BBC series Bare Necessities, presented BBC Top Gear Motorsport and anchored over 1,000 hours of live television.



2016 – 2024

ENTREPRENEUR & CEO

BUILDING A MULTI-MILLION-POUND BUSINESS

Founded Giggabox (2016) and scaled it into a respected live events and broadcast production company, delivering growth, innovation and exceptional results.



2024 – FUTURE

BOARD LEADERSHIP & STRATEGIC IMPACT

EXPERIENCE. PERSPECTIVE. IMPACT.

Bringing decades of leadership, commercial expertise and governance experience to Boards, helping organisations navigate change and achieve sustainable success.

DEFINED BY



COURAGE

Bold decisions that opened doors to new opportunities.



LEADERSHIP

Building and inspiring teams to achieve extraordinary results.



INNOVATION

Embracing change and creating better ways to deliver value.



INTEGRITY

Earning trust through honesty, accountability and consistency.



IMPACT

Focusing on what matters and leaving a lasting legacy.

“A career is built one decision at a time. The impact is built in the lives and organisations you help shape.”

GOVERNANCE & VALUES

Strong governance is the foundation of sustainable success. I champion high standards, robust frameworks and ethical leadership to build trust, protect reputation and create long-term value.

MY GOVERNANCE PILLARS



ACCOUNTABILITY

Clear responsibility and ownership at every level.



TRANSPARENCY

Open communication and reporting that builds trust.



INDEPENDENCE

Objective challenge and unbiased decision making.



RISK AWARENESS

Proactive identification and management of key risks.



ETHICAL LEADERSHIP

Leading with integrity to create a strong, values-driven culture.

“

MY APPROACH

I bring a collaborative but challenging approach to the boardroom. I ask the right questions, ensure diverse perspectives are heard and focus on decisions that are in the best interests of the organisation and its stakeholders.

- ✓ Robust governance frameworks
- ✓ Effective Board dynamics
- ✓ Regulatory awareness
- ✓ Stakeholder engagement
- ✓ Sustainable value creation

GOVERNANCE EXPERIENCE SNAPSHOT



10+
YEARS

Board and advisory experience across multiple sectors



7
YEARS

On the board of Milton Keynes Chamber of Commerce, including 2 years as Chair



3+
YEARS

Board advisory member with SEMLEP, advising on strategy, investment and business support



DECISIVE
LEADERSHIP

Proven track record of constructive challenge and sound judgement



STRONG
GOVERNANCE

Championing best practice, compliance and continuous improvement

“ Good governance isn't about control. It's about creating the environment where great decisions can be made. ”

PUBLIC LEADERSHIP

Representing organisations with clarity, credibility and confidence.

Throughout my career I have been trusted to communicate on behalf of businesses, governing bodies and international organisations.

Whether moderating discussions, presenting live television, hosting conferences or leading stakeholder conversations, my role has always been to build understanding, confidence and trust.

LIVE BROADCASTING



More than 1,000 hours of live television and radio presentation, communicating under pressure to national audiences.

INTERNATIONAL CONFERENCES



Hosting, moderating and speaking at conferences, corporate events and global forums across multiple sectors and countries.

STAKEHOLDER ENGAGEMENT



Building strong relationships with Boards, regulators, commercial partners, investors and government representatives.

REPRESENTING ORGANISATIONS



Serving as a trusted public ambassador, ensuring organisations are represented with professionalism, credibility and integrity.

REPRESENTATIVE ENGAGEMENTS HAVE INCLUDED:

Ofcom

COP26
Glasgow

COP27
Sharm El Sheikh

COP28
Dubai

COP29
Baku

Sky
Sports

British
Superbikes

Surrey
County Cricket
Club

Pfizer

CDRI (Coalition for Disaster Resilient Infrastructure)

Plus many other national and international events

“Leadership is not only about the decisions made in the boardroom. It’s also about the confidence to represent those decisions beyond it.”

WHAT OTHERS SAY

Trusted by colleagues, clients and partners across sectors and over many years. Here is what they say.

“

*I had the privilege of providing guidance and mentoring to Paul for several years as he began to build his businesses. He is **one of the good guys** in business.*

*Paul was always positive and enthusiastic for the development of the Chamber and, as appropriate, **challenging** of the executive team in terms of their ambitions and strategy execution.*

ANDREW HALL

Former President
Milton Keynes Chamber
of Commerce

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*I had the pleasure of working with Paul as a freelance producer across a range of projects. During that time, I saw the impact of his clear direction and **calm, confident leadership**.*

*He consistently delivered high-quality outcomes while creating a **collaborative** and solutions-focused environment.*

MEG ROBINS

Producer

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*I have been involved with numerous launch events over my long career, but Paul Musselle is in the **higher stratosphere of competency**.*

Given his skills and knowledge, linked to the requirements of the event, he always exceeds expectations!

PAUL COPPER FIMI

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At Eurosport we commission a great many projects and programmes from independent film makers and production companies including Pauls Media businesses.

*The great thing about the tapes we receive from Paul is that we almost don't need to quality check them because we already know that Paul's **very high standards** match our own.*

TIM UFTON

Senior Producer / Director
Eurosport

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I have worked with Paul for more than 20 years during which time we have been colleagues, one another's manager, and business partners.

*Paul is an **inspirational leader**, a very strong communicator, and is very **commercially astute**.*

MARK EHLINGER

Independent Financial
Services Regulatory
Specialist

CLOSING REFLECTION

Leadership isn't about having all the answers.
It's about asking the right questions, creating the
conditions for great people to thrive and building
organisations that make a lasting difference.

Over the past four decades I've been privileged
to work with remarkable teams, support
ambitious leaders and help organisations
navigate challenge and change.

The lessons I've learned are simple: clarity,
integrity and people come first.

When Boards focus on these fundamentals,
everything else becomes possible.

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*Better Boards.
Better Decisions.
Better Futures.*

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*I look forward to the future opportunities
and conversations that lie ahead.*



PAUL MUSSELLE

INDEPENDENT LEADER. LASTING IMPACT.

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INDEPENDENT
LEADERSHIP.
LASTING IMPACT.

FUTURE CONVERSATIONS

I am always open to exploring
how my experience and
perspective can support
Boards and leadership teams
in achieving their ambitions.

If you believe we could
create value together,
I would welcome a
conversation.



Independent Chair
& Non-Executive
Director



Strategic Advisor
& Board Mentor



Governance,
Growth &
Transformation



Collaborative.
Constructive.
Commercial.

*Better Boards.
Better Decisions.
Better Futures.*