

Alumni News

Autumn 2011 Windsor Leadership Trust

Annual Lecture - 2011

CONFIRM YOUR PLACE

The Annual Lecture will be taking place on Thursday 6 October 2011 at the British Library in London from 6pm.

The deadline to attend the Annual Lecture this year was on the 9 September 2011, so if you have not confirmed your place, then please contact the office as soon as possible. There are only a limited number of spaces left available to attend, so do reserve your place as soon as possible.



We currently have over 250 people attending the Lecture taking place on the 6 October, with Cynthia Carroll, Chief Executive of Anglo-American speaking for us. It is also a great opportunity for all our alumni to meet up with their syndicate groups, or introduce new contacts to the Trust.

If you would like to attend, please contact the Trust team on 01753 830202 or email rsvp@windsorleadershiptrust.org.uk

Trust News

TRUST MOVES OFFICES

The Windsor Leadership Trust are now in new offices. After eight years at the Regus offices in Windsor near Eton Bridge, we are now bursting at the seams with our new staff and need to move on.

We will still be in a location very near to the Castle, but we will now be spread over two floors, have our own meeting room, enjoy a small garden and be able to offer you a coffee or glass of wine in the comfort of our own space.

To contact any staff via email, use their first name, followed by a full stop, and then their surname@windsorleadershiptrust.org.uk

For your records, our new contact details are:

Windsor Leadership Trust
Adair House, Unit B
Madeira Walk,
Windsor,
Berkshire,
SL4 1EU

Email: enquiries@windsorleadershiptrust.org.uk

Our telephone number for now remains the same: **01753 272056**. We will update this on our website and next edition once we have a new number.

STAFF NEWS

There are exciting changes happening to the team at the Windsor offices over the next month. Lucy Nicholson will leave the Trust to have a baby, we are moving offices and we are about to be joined by three new staff members.

We would also like to welcome Fiona Dawe, former Chief Executive of YouthNet, as our new Trustee to the Windsor Leadership Trust. Fiona comes with a wealth of charitable and marketing experience, and in 2010 she was shortlisted for the Alternative Rich List and won the Charity Times Outstanding Individual Achievement Award.

Lucy will be taking her maternity leave from 14 October and will be returning to us in the middle of August 2012. Carolyn Hendey will be Lucy's maternity cover and starts with us in the middle of October. Carolyn brings years of experience in the event industry, including marketing, networking and event organising. She will be using all of these skills to continue the development of our marketing and Alumni engagement programme.

Matt Davenport will be joining the Trust at the start of October as our new Programme Manager. Matt has extensive experience in organising

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events and is looking to use those skills to support Sarah Pummell and Jo Davey within the programme manager team, as well as develop those existing contacts previously managed by Lucy.

Lisa Robinson has recently joined us as our first dedicated Business Development Manager, looking to develop new and existing sponsorship partners, as well as develop our existing contacts with a view to provide more participants on our current courses. She joins us from Starehe Future, a charity providing free education in Kenya for bright children from impoverished backgrounds, who would not normally have a chance to join schools for exceptional pupils. Lisa starts part time in September and will be with us full time in November.

It is a very positive time for the Trust. We wish Lucy the best of luck and we wish all the very best to our new staff, and hope that you will be able to meet or engage with them all very soon.

TRUST SURVEY 2011

Nearly 400 Alumni have taken part in our first ever Alumni Survey. Thank you so much for taking part and supporting the Trust in communicating with us in this process.

The Alumni Survey will be sent out to all alumni on an annual basis, and will help to shape the strategic direction of the charity – so your input is invaluable.

We have sent the Survey twice to all our alumni before and after the summer to offer the opportunity to take part, and the results will be published in a full report in December 2011.

Thank you to all those who have taken part, and we do hope you can take part in future surveys.

Breakfast Briefing: September 2011

Derek Twine, The Scout Association

On Wednesday 7 September, the Trust held one of

its Friends and Associates Breakfast seminars at Baden-Powell House. Derek Twine, Chief Executive of the Scout



Association, hosted the briefing and spoke on the Scout Associations' strategic rise over the past decade.

Being an organisation with nearly 600 000 volunteers and over 240 staff, the challenges of managing and ensuring the strategic vision is believed in and followed, was clearly difficult. Derek discussed the challenges of working with a volunteer led organisation, of creating a strategy that could be followed, and by turning around a declining organisation in to one of growth.

Derek's vision of being an organisation that worked 'for' youth, to working 'with' youth began, and the new vision for 2018 is to run an organisation that will be 'shaped by' young people.

The briefing opened many questions from Friends and Associates, around Derek's leadership style, the recent riots and youth, working with volunteers and transferring a vision, as well as the challenges of turning around to a growth strategy along with how Derek and the Association use communications. It was a very successful briefing, and for more information on the Scout Association, visit <http://scouts.org.uk/> and for a full account of the Briefing, please visit the [Alumni section](#) of the Trust website.



The next Breakfast Briefing will be held at the Tower of London on the **6 December 2011**, and will be hosted by Sir Richard Dannatt. If you would like to attend and are a Friend or Associate, please contact [Lucy Nicholson](#) to reserve your place.

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Alumni News Articles

**Trust announces
2 new sponsored
Bursary places
funded by Gompels
Healthcare.**



Gompels Healthcare Ltd has very kindly agreed to sponsor two full-fee places for Healthcare or NHS leaders on the Windsor Leadership and Developing Strategic Leadership Programmes in 2011/12.

Gompels Healthcare Ltd is a leading supplier of everyday consumable products to care homes and nurseries in the UK. The business thrives on its unsurpassed service levels, fast delivery and competitive pricing. Core products include: gloves, aprons, wipes and cleaning products. By combining careful operations cost control with excellence in service, Gompels Healthcare has added £2million annually over the last five years to a turnover which now totals £11m. This year a new warehouse facility was built which double the stock storage capability and a new logistics hub created to assist product advisors in their work. The company is based in Melksham, Wiltshire.

As a responsible business and a supplier of services to the NHS and other healthcare organisations, the company has developed a comprehensive portfolio of policies and procedures that ensure the business stands out from the crowd. The funding of the Windsor Leadership Bursaries are further evidence of Gompels commitment to the sector. Sam Gompels, the company's Managing Director commented that, *"There is a significant amount of change within healthcare organisations which, as suppliers, we see every day. There is no question it will require skilled leaders to drive it forward into the future successfully. We wanted to acknowledge our awareness and create opportunities within the sector for personal leadership development of the highest quality, hence why we were delighted to sponsor the Windsor Leadership Trust. in this way."*

Nominations sought:

We would like to hear from medical and health charities that would like to nominate one of their own staff to attend either the Windsor Leadership Programme or the Developing Strategic Leadership Programme. This will be a first come, first serve basis. The two bursaries will be funded at 100%. For further information please contact the Trust team on

enquiries@windsorleadershiptrust.org.uk



Full Speed Ahead:

0 – 100 in 60 days (Nicola Andrews)

Congratulations on your appointment as the new CEO.... You arrived in the office this morning at 7:30 and found the security guard and the cat waiting to meet you. You were hugely impressed by how tidy the office looks, and will shortly be blinded by the glare from all those crisply ironed, white shirts and blouses as a long train of hopefuls line up to impress you.

What are they hoping for? Depending on why you have been brought in – it might be saving the company, repairing a damaged reputation, changing the business strategy, improving profitability, managing the post deal integration – or possibly, all the above. But these days, it is unlikely to be to run a steady state organisation; you have been brought in to make changes.

We know you are bright, you made a great success of your last role, but have you got what it takes to deliver the expectations of your new Board, fellow executives, shareholders, employees and customers? Before accepting the job you will have done your homework, and have built up a pretty shrewd picture of the company, its markets, culture and a number of the key players. Five years ago you had the classic 100 days to test ideas, refine plans, work out what needs to change and who to keep, and to put your plans to the Board. No longer, you probably have a maximum of two Board meetings

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meetings – typically 60 days, before the jury starts its deliberations.

When do you start sharing your vision? You have to balance the need to take time to test your assumptions and ensure you have the right strategy, the time to brief the right people and get the key players onside, against the fact that the clock started ticking in most people's minds on the day your appointment was announced. By day 60, the Board will want to know not only the direction, but to have an action plan to tackle the priority issues.

0-100 in 60 days. It is a lot to ask of anyone, but you know that you can do it, just don't kick the cat on the way home.

Nicola Andrews is Consulting Partner at Altaia Partners and is an alumnus of the Newly Appointed Strategic Leaders Programme, and the Leadership Development Consultation. Nicola was the HR Director for Tate and Lyle.

To read the full article on 0-100 in 60 Days, please visit our [Alumni section](#) of the website.



What exactly is Global Leadership? (William Wong)

2011 has begun with two great disruptions – the Arab World uprising and the systemic impact of the natural catastrophe that hit Japan.

The sweeping changes in North Africa and the Middle East not only sent the price of crude oil well above \$100 a barrel, fuelling further inflationary pressures from across Europe to China, but will have longer term implications on the balance of power between Israel and the rest of the region. The uncertain equilibrium in governance ahead poses a direct threat to global energy security, whilst the upheaval unfolding moment by moment is rewriting an entrenched social order in a

manner that was hitherto unimaginable.

Challenges in our global village demand global solutions, calling upon global leadership. Right?

Self-Leadership

Talent is over-rated. Intellectual firepower aplenty. Spatial awareness is in short supply but emotional intelligence could be developed. Before embarking on grand visions, mission, strategic, policies and processes – knowing yourself is key. Isn't this common sense? But common sense is far from being common.

Community Leadership

Feel free to swap 'community' with business, cultural, organisational, social or political. Increasingly, you need to be able to navigate complexity and embrace diversity. Economic cycles and public sector reforms have led to the conventional boundaries separating the public, private, and third sectors becoming more blurred.

Global Leadership

There is an important distinction to be made between global and international leadership. The latter infers a domestic counterpoint, as one sees at any major international airport. Increasing physical and social mobility challenges the concept of home and abroad. Global indicates a state of mind, where the world is indeed one village, despite all its diversity.

What would be your global leadership legacy?

William Wong is Chief Executive of 3become1, a brand strategy firm that brokers cross-border investments in arts and culture. He is Founder and Chair of an innovation lab in public service reform, 2007/2008 Clore Leadership Fellow and 2009 Visiting Research Fellow at the London School of Economics. He is an MBA alumnus and current member of the Business School Alumni Advisory Board and attended the 2009 Windsor Leadership Programme. For the full article, please go to <http://aglobalvillage.org/issues/issue4.pdf> or visit the [Alumni section](#) of our website.

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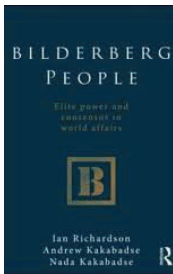
Programme Summaries

The Trust's programmes begin this month with our Experienced Strategic Leaders programme (15-16 September), our Leadership Development Consultation (22-23), and our Windsor Leadership Programme (26-30).

A full programme summaries section of all our Autumn and Winter programmes will be included in our December edition.

Recommended Reading

Bilderberg people: Elite power and Consensus in World Affairs by Ian N. Richardson, Andrew P. Kakabadse and Nada K. Kakabadse.



Each year the rich and powerful meet. Not at the World Economic Forum nor at Windsor Castle but at the Bilderberg Forum where secrecy is the watchword. The 120 participants attend in a private capacity and, officially, they do not forge agreements over global economic policy.

Bilderberg people is an excellent study into how elite power groups are formed and operate. It doesn't fall into any simplistic conspiracy theory trap but instead looks seriously at how elite groups are formed, how they reach consensus and what impacts such groups have for a wider society.

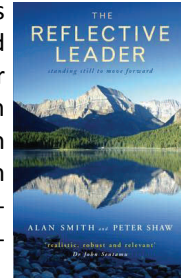
Author Andrew Kakabadse is a Windsor Leadership Trust Fellow and has spoken on many programmes, mainly on the Newly Appointed Strategic Leaders Programme (2009, 2010 and 2011).

For a full recommended reading article on this book, please visit the [Alumni section](#) of the Trust website.

The Reflective Leader: Standing Still to Move Forward

by Alan Smith and Peter Shaw.

By complete contrast this book is about you and me. Smith and Shaw challenge us to focus on our abilities to reflect - on one's own strengths and weaknesses, and on human nature and behaviour in order to bring out the best in others and build team spirit and morale.



The insights of a Bishop and an internationally engaged coach, the book articulates key themes in manageable chapters prefaced by appropriate stories and concluded with pertinent questions. The 31 chapters are arranged around the themes of Know Yourself, Understand Others, Create a Flourishing Team, Read the Context and Next Steps.

The book is very simply written, short but asks searching questions of you. It's on the self-help shelf but it will make you think about that key ingredient of leadership – yourself.

Whereas Richardson and the Kakabadse's deal with how the powerful elites interact, Smith and Shaw ask us, as individual leaders the searching questions of ourselves in an attempt to get us to reflect on how and for what purpose we choose to lead. In essence it is nearer to the ethos of the Trust's role as developer of leaders where Bilderberg people reflects the Trust's attention to the wider societal questions we should be asking.

Two recommended reads but perhaps for different audiences, times and definitely purposes. Author Alan Smith is an Alumnus of the Newly Appointed Strategic Leaders Programme (2009).

For a full recommended reading article on this book, please visit the [Alumni section](#) of the Trust website.

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Alumni Stories

The Importance of Personal Development

Andy Rhodes is Assistant Chief Constable for the Lancashire Constabulary, and attended the Windsor Leadership Programme in September 2003. Andy attributes his successful career and interest in personal development to his time in Windsor.



As a Superintendent, he attended a Windsor Leadership Programme, a week that continues to significantly influence his personal and professional development.

'On reflection' he says, 'My success at the time was based more on the transactional element of leadership within such activities as performance delivery and operational command, whilst the emotional side remained intuitive.'

'For me, Windsor's most powerful ingredients are the focus on conversations and facilitated reflection within a unique physical space. It created for me a real opportunity to listen to leaders from vastly different backgrounds and for the first time question my own assumptions about the essence of leadership and my own journey.'

From this, Andy began to realise that professional development and personal development went hand in hand with the later holding the key to his potential. This realisation kick started his lifelong commitment to personal development, and has led him to study at Masters Level and beyond, including a coaching qualification. Andy also recently went through an 18 month process to gain access to the ACPO level, and this effort, initiated by the Trust, enabled Andy to perform at the highest level. *'Ultimately, I believe it is not technical knowledge that has lifted me to the next level (essential though it is), but self-knowledge inspired by my time at Windsor.'*

Trust inspires a real difference to Society and the Environment



Free Green Electricity

After more than 20 years working within large organisations in the consulting, engineering, management consultancy and telecoms sectors, Gordon Wylie, Director of Free Green Electricity, wanted a new challenge as an entrepreneur.

Gordon attended the Windsor Leadership Programme in April 1999 and it had a very significant impact upon him. The programme enabled Gordon to share interesting experiences and insights with leaders from a wide range of sectors. Following the programme, he believed that he could make a difference in society at some time in his career.

In 2010, Gordon decided to create a new company in the renewable energy sector to help the environment and wider society – he just needed a vision!



The seeds of this vision came to him when the Department of Energy and Climate Change introduced Feed-In Tarriffs (FITs) in April 2010 to encourage investment in microgeneration of renewable energy. This provided the opportunity for Gordon's new venture, and he began researching the sector. Solar photovoltaic (PV) electricity generation seemed to be the most attractive option in the short term. As a member of the UK Energy Policy Working Group over the last two years, Gordon gained a number of key insights into this sector.

In 2010, Gordon and his business partner set up the Free Green Electricity Corporation (FGEC: www.freegreenelectricity.co.uk), a company which installs free solar PV systems on the roofs of domestic and commercial properties, generating electricity to be used free of charge by the property owners. In the longer term, FGEC may diversify into other forms of renewable energy.

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After attending the Windsor Leadership Programme, Gordon felt empowered that the entrepreneurial life is the one for him, and his aim is to lead FGEC in making a real difference to society and the environment over the coming years.

You can contact Gordon for more information at gordonwylie@freegreenelectricity.co.uk

Trust challenges personal expectations

Mark Wilkinson, Co-Founder and Executive Director of TreatTicket and Managing Director of Gap Business Solutions, joined the Trust in February 2010 for the Windsor Leadership Programme.



'The Trust programme really made me think about what I wanted to do,' says Mark, 'rather than what others expected of me'.

In early summer of 2010, after attending the programme, and a long period of planning Mark decided to take his business experience into teaching, where he could make a difference motivating young people to develop and value their education and training, and prepare them for what is becoming an increasingly difficult employment market.

For the past twenty five years, Mark has led boards and senior management teams for three international market leading organisations in the security, insurance and construction sectors. Mark's career change was driven by his desire to make a difference to young people's lives, and to provide them with excellent opportunities to learn, develop and achieve the best they can in their time in education.

Lecturing is how Mark chose to make a difference to young people's lives, but he also likes to continually challenge his own business mind and seeks out entrepreneurial ventures. He has started two businesses in the UK, GAP Business Solutions

(GAPBS) and TreatTicket Ltd. *"So when people say the Windsor Leadership Trust changes lives, here is a great example,"* he writes:

GAPBS provides companies who are in need of change or crisis management with a proven executive to manage the transition. The heavyweight executive will support professionals in mergers and acquisitions when they have insufficient time or where a permanent role may be unnecessary. GAP Management and Business Consultants are solely focused on delivering quality outcome for their clients.

TreatTicket is the UK's newest daily deal website. As Co-Founder and Non-Executive Director TreatTicket Ltd adds a bit of 'feel good' to Mark's business portfolio. TreatTicket launched in May this year and is already becoming the fastest growing website in the UK. TreatTicket has launched in Belfast, Glasgow, Manchester and Liverpool and Mark's next focus will be Birmingham. For more information visit their website at www.treatticket.com

Alumni Networks

William Wong, Chief Executive of 3become1, alumnus of the Windsor Leadership Programme (2009) and Clore Fellow (2007/8) and author of our article: Global Leadership, is considering starting a social enterprise in the space of preventative mental health and well being.

'Being a lay person to the NHS' he writes, 'My intention is less clinical but more towards empowering people to be more aware, helping sufferers/carers help themselves.' William would be delighted to hear from fellow alumni who are working in the NHS or mental health field, or are expanding their portfolio to this subject.

You can contact William on 07515 275 413 or will.clore4fellow@googlemail.com

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Alumni News

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Movers and Shakers

You can find the list of movers and shakers on the [Alumni page](#) of our website. If you have changed roles, or are about to, or your contact details have changed recently, please do let us know so we can keep in touch.

Programme Dates 2011

Please see below dates for the Trust's programmes for the Autumn and Winter programmes in 2011. If you would like to nominate yourself or someone else, please contact us on the [enquiries email](#) stating which programme you are interested in.

[Windsor Leadership Programme:](#) for operational leaders who have the ability and ambition to reach senior leadership positions.

26-30 September (Windsor)

10-13 October (Singapore)

21-25 November 2011 (Windsor)

[Developing Strategic Leaders Programme:](#) for leaders who wish to develop their strategic thinking as they move towards more strategic roles.

17-19 October

[Newly Appointed Strategic Leaders Programme:](#) to help newly appointed senior leaders prepare for the challenges they face, or will face, as they take on a new strategic leadership role.

1-4 November 2011; Part II 21-22 May 2012

[Experienced Strategic Leadership Consultation:](#) to enable senior executives to become more effective strategic leaders by exploring the responsibilities and challenges of strategic leadership.

15-16 September—by invitation only.

[Leadership Development Consultation:](#) a consultation for those senior HR personnel who hold the strategic responsibility for developing leaders.

22-23 September—by invitation only.

Programme Dates 2012

The Trust are holding a series of Alumni Programmes in 2012. If you would like to attend any of our programmes, please email the [enquiries email](#) stating which programme you would like to attend.

[23-24 January 2012: Women in Leadership:](#) A topical Alumni programme run for Alumni focusing on the challenges faced by women in leadership positions.

We will hold further reunions and themed events, and will let you know of these in advance.

Our core programmes for 2012 are:

[Windsor Leadership Programme:](#) 20-24 February / 16-20 April / 25-29 June

[Developing Strategic Leaders Programme:](#) 1-3 February

[Newly Appointed Strategic Leaders Programme:](#) 24-26 April

[Experienced Strategic Leadership Consultation:](#) 6-7 February

[Leadership Development Consultation:](#) 12-13 March

[Strategic Financial Leadership Consultation:](#) 14-15 June

[Singapore WLP:](#) 6-9 February

Next Edition

Our next edition will be out in December 2011. If you would like to make a contribution to the next edition, or have any comments on this edition, please send your copy or any other comments to [Lucy Nicholson](#), Marketing and Relationship Manager.

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