

## Alumni News Autumn 2008

### News from the Trust

#### ANNUAL LECTURE 2008 NEWS



#### Closing date is drawing near

You should now have received your invitation to this year's Annual Lecture on 6 November at Savoy Place, London. If you haven't received it please do let us know by contacting our Enquiry Line on 01753 272051 or via email ([pam.ansell@windsorleadershiptrust.org.uk](mailto:pam.ansell@windsorleadershiptrust.org.uk)). This is a gentle reminder to all of you that have received your invitation and haven't got around to replying and those of you who are not sure if you have replied. The closing date for responses is **30 September** – only two weeks away so please reply as soon as possible. We have had an extremely positive response so far and are expecting

a full house on the night.

#### A topical interview with Sir Stuart Rose

The date of the Annual Lecture this year is perfectly placed as Marks & Spencer is due to announce its first-half figures early in November. Marks & Spencer, just like all other retailers and businesses, is functioning in a very tough financial climate. Martyn Lewis CBE will interview Sir Stuart on the evening and will use his 30 years of broadcasting experience to make it a very stimulating interview. Sir Stuart will be encouraged to talk about his leadership journey and experiences both in the past and in today's challenging climate. Members of the audience will be encouraged to put their questions to Sir Stuart during the lecture.

#### Change of format for the Annual Lecture 2008

We have a slightly different format this year. Participants will be asked to head straight to the lecture theatre after registering. Registration is from 6pm and the interview will start promptly at 7pm. The drinks reception will start after the lecture at 8.30pm and will be held in the Riverside room on the top floor of Savoy Place. It gives all participants the opportunity to meet with fellow Alumni, programme members, previous speakers and team members of the Trust. We know that many Alumni like to organise meetings with their syndicate group members from previous Windsor Leadership Trust programmes before, during and after the Annual Lecture. It does provide a great 'universal' date for all Alumni so we encourage you to take advantage of it.

## New members of the Team



The Trust is pleased to welcome two new members to the team. My name is Jo Horler and I am your new Editor. I joined in August as Programme and Publicity Manager, my responsibilities involve running a number of programmes throughout the year and the publicity of the Trust which includes the Alumni Newsletter and the website.

Samantha Ling is the new Office Administrator. Samantha is on a one year's placement with the Trust from Brunel University as part of her Business and Management (Marketing) degree. Her role is to work with the Programme Managers in the preparation for programmes as well as supporting James and being frontline support in the office. She is also using elements of her role such as customer relations to contribute to her dissertation.

## Programme Updates

### SUMMER PROGRAMMES



**Left to right:** Warren White III (Rolls-Royce North America), Air Commodore Julian Young (Royal Air Force), Mathew Shepherd (British Gas Services), Wing Commander Greg Cook (Ministry of Defence), Shaun Cove (Government Olympic Executive), Nick Dodd (DSG International plc), Sean Kitchingham (Motorola Ltd), Jules Mason (British Red Cross Society), Andy Mills (DCSF), Tim Mills (ITV), Rev Dr. James Grenfell (Church of England), Jim Mowatt, Unite the Union – T&G Section), Ann Foley (Tearfund), Peter Leeming (Heathrow Airport Ltd), Chief Superintendent Wendy Yeadon (Leicester Constabulary), Commander Hamish Tetlow (Royal Navy), Kimberley Loutzenhiser (BP), Liz Cameron (Scottish Widows), Dr Rose Marie Parr (NHS Education), Chief Superintendent Diane Lowe (National Policing Improvement Agency) and Su Turney (Consultant).

### June/July Windsor Leadership Programme

Richard Bobbett, Chief Executive Officer, Airwave Solutions Ltd and Jonathan Evans, Director-General, Securities Service shared their leadership insights and what they have learnt from their personal experiences with the participants on the June/July Windsor Leadership Programme.

The speakers for the Spotlight On session were Ruby McGregor-Smith, Chief Executive Officer from the MITIE Group Plc and Mark Camley, Chief Executive, The Royal Parks a double Alumnus of the Trust.

Jim Mowatt, Director of Education at Unite the Union – T&G Section chaired the programme having previously facilitated before. Jim was joined by three other Alumni as the facilitators, Su Turney, consultant, a regular facilitator on the Windsor Leadership Programmes and Chief Superintendent Diane Lowe, Interim Head of Bramshill, National Policing Improvement Agency who has also facilitated several times before. Air Commodore Julian Young, Royal Air Force was welcomed to the facilitator role for the first time.



Participants learned a lot from the speakers and the team during the programme - here is a sample of some comments regarding their input:

“The speakers provided a broad representation of management styles and approaches, which was insightful – both as a benchmark of styles not to adopt, as well as good examples of leadership. In particular, I did focus on the messages from all speakers on the importance of personal touches with staff, and the need to stay in touch with all areas of their organisations.”

“It was very helpful to have had four such diverse characters. Those speakers that created more contentious debate in terms of their leadership style were useful in terms of stimulating debate on what were good and bad examples of leadership.”

“Richard (Bobbett) set the tone well. When discussing the speakers, it was useful analysing their leadership qualities. I took away the need to lead a team, but having the awareness that the individuals within it may need different leadership styles.”

“The range of experiences shared by the speakers, and within the Insight sessions, has really helped me see that integrity and values are actually a key requirement of a truly great leader,”

“Jonathan (Evans) was a fascinating choice for a speaker. His supportive and inclusive style across the company shone out, despite the difficult and serious nature of the work.”

“... some of what was said will stay with me for the rest of my life.”

## Alumni Reunion

### NEWLY APPOINTED STRATEGIC LEADERS FROM APRIL 2007 REUNITE

Six 'graduates' from the April 2007's Newly Appointed Strategic Leaders Programme organised a reunion in July this year to continue the learning and sharing to enhance their leadership skills. The meeting in a hotel in Windsor, on one of the few nights this summer it was possible to have supper outside by the river, focused on critical learning experiences and moments.

They facilitated themselves through a process which started by asking what they would tell their 16 year old selves - more risk, less risk, be brave, take it slow - it gave them all designated time and space to reflect on their experiences and consider how to take this learning forward into the future. They concluded by imagining themselves one year from now - where would they be, what would they have achieved. The link between their advice to the 16 year old, and the hope, aspiration and block they would have overcome was tenable.

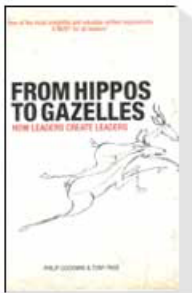
The group felt that the opportunity to participate in this type of programme was a privilege beyond the life of the group organised by the Windsor Leadership Trust (WLT) - not least because the time out gives an opportunity to reflect. The depth of sharing, the richness of learning, the ability to give and receive honest feedback, and the pleasure of a sunny evening by the river in Windsor the group felt were amongst many reasons to nominate someone for the Windsor experience. They felt that fellow 'graduates' benefit greatly by meeting after the WLT programme ends.

They are planning to meet again, and this time they are going to be even bolder about doing it for themselves - every good teacher knows they are the best text book. Every good Chief Executive has plenty of stories to share and lessons to learn.

*Submitted by Simon Blake, Chief Executive, Brook*

We are very grateful for all the reviews of Alumni reunions that we receive. If you would like to submit a review for the next Alumni newsletter or for inclusion on our website please send your copy to [joh@windsorleadershiptrust.org.uk](mailto:joh@windsorleadershiptrust.org.uk).

## Book Reviews



### **From Hippos to Gazelles: How leaders create leaders**

Philip Goodwin & Tony Page, British Council, ISBN 978 1 904235 45 3

Philip Goodwin is an alumnus of the Windsor Leadership Trust and works for the British Council.

### **British Council's Press Release**

In *From Hippos to Gazelles*, Goodwin and Page give us new insights into the magic of organisational transformation. This is a real-life story, about a leader and facilitator working together to achieve a successful merger and change in the complex reality of a multinational organisation. Through the use of fable, real-life examples, and a set of practical tools, it is an inspirational handbook for those leaders facing the challenges of managing mergers or changing their organisation:

- How does a leader find the spark that ignites a team, transforming their business results?
- How do you deliver improvements in business performance that are sustained over time?
- How do you do that when your team is spread across different locations, even different countries?
- How do you deliver success when your team simply doesn't want to change?
- How do you manage internal change and at the same time satisfy your customers?

Philip and Tony's approach has used the British Council's cultural relations expertise to great effect in delivering internal change. This has meant leading in a particular way: based on the mutuality principle, influencing through seeking to be influenced, listening, call and response. The organisation's improved performance and its increased capacity to adapt, have taken a big leap forward through a kind of leadership which aligns everyone, while turning each person into a leader and a walking, talking example of cultural relations.

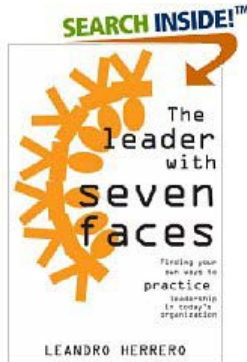
Drawing on research by some of the major organisational and leadership thinkers, this simple but groundbreaking book describes how in the real world, leaders can create leaders who will deliver business success.

“This book tells the truth. It is a great companion for the very personal journey of ups and downs, of persistence and listening... to develop energetic leaders who start to think and behave differently to create better organisations with increased capacity. Read this before you journey any further as a leader!”

--*Ruth Dunlop, Department for Work and Pensions* (an Alumnus of the Windsor Leadership Trust)

“Highly recommended for people leading change. Philip Goodwin and Tony Page take us on a leadership safari through Africa. Through their vibrant stories, they emphasise engagement – ‘the feeling agenda’, weaving patterns and paths for leaders in organisations. Their personal journey and reflections are invaluable, vividly showing the commitment and courage of people – creating new leaders, listening deeply, generating new patterns, leaders transforming themselves.

--Dr Monica Sharma, Director of Leadership and Capacity Development, United Nations



### The Leader with Seven Faces

Leandro Herrero, Meetingminds, ISBN 1 905776 00 4

*The Leader with Seven Faces* encourages the reader to lead in different directions and realise their own potential. The book consists of seven chapters which tackle key aspects or faces of being the leader:

1. What you say
2. Where you go
3. What you build
4. What you care about
5. How you do it
6. What you are
7. What you do

***What you say*** discusses the language of leadership, the meaning that the leader provides, and its intention. There are three themes in this face of leadership. First, the way the leader speaks; the style and rhetoric of how the leader expresses things. Second, meaning; substance, content and making sense. The leader translates for people a vision of the world. Third, Intention; influence and the effects of what is said.

***Where you go*** looks at the journey the leader provides for others, the question of the destinations for the organisation, and the journeys to get there.

***What you build*** is a face of the leader which deals with time and space, homes and legacy. With time and space good leaders build them and bad leaders destroy them. Homes are what leaders build - the ideas, dreams, teams, and futures which produce a sense of belonging. Leaders build these homes within their organisation. Finally, in this chapter, Legacy is the ultimate test of leadership. It is what leaders leave behind that matters. Good leaders are conscious of their legacy because they project and imagine a future.

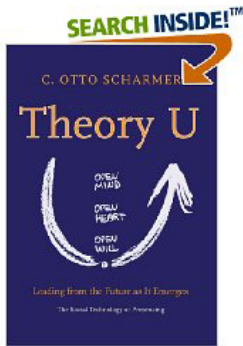
***What you care about*** displays the values and beliefs of leadership.

***How you do it*** focuses on what drives the leader and the organisation, ‘styles of doing’ and degrees of ‘freedom’ in the structure. The three themes in this face of leadership are what drives the leader, the discovery of the leader’s own style and its implications, and structures – ways of doing the how.

***What you are*** examines the notion of self-awareness, responsibility and identity. In terms of awareness, the focus of attention is on how the leader acquires a sense of reality about themselves and others. Awareness of their own strengths and limitations.

Finally, ***What you do*** draws attention to the face of the leader as role model and change agent.

The seven faces is a good read with some interesting leadership tests. Ultimately, what it tries to do is encourage the reader to be active in all faces. Somewhat light on research evidence it is nevertheless a good read.



### **Theory U: Leading from the Future as It Emerges**

C. Otto Scharmer, Society for Organizational Learning, 2007

ISBN: 978 0974239057

Peter Drucker believed that, “The leader of the past was a person who knew how to tell. The leader of the future will be a person who knows how to ask” (Drucker 1996, p. 227).

In his new book, *Theory U: Leading from the Future as It Emerges* Scharmer introduces readers to the theory U based on a idea he calls “presencing” - a heightened state of awareness enabling individuals to operate from a future space of possibility that they feel wants to emerge. Facilitating that shift is, according to Scharmer, the essence of leadership today.

Scharmer postulates that we are blind to the deeper dimension of leadership and transformational change. This “blind spot” exists not only in our collective leadership but also in our everyday social interactions. We know what leaders do and how they do it but we know very little about the source from which they operate. At its core, leadership is about shaping and shifting how individuals respond. If Drucker was right then learning to ask then equally important is learning to listen to what is said back. Scharmer argues that learning to recognize the habits of any particular business culture requires a particular kind of listening. He notes that there are four different types of listening:

1. **Downloading**  
reconfirming habitual judgments, where everything confirms what you already know.
2. **Factual**  
paying attention to facts and to novel or disconfirming data. Factual listening is the basic mode of good science.
3. **Empathic**  
a deeper level of listening when we are engaged in real dialogue and paying careful attention and forget about our own agenda. We begin to see how the world appears through someone else’s eyes.
4. **Generative**  
“I can’t express what I experience in words”. This type of listening moves beyond the current field and connects us to an even deeper realm of emergence. Scharmer calls this level of listening “generative listening,” or listening from the emerging field of future possibility.

Scharmer then develops what he refers to as the U process because it can be depicted and understood as a U-shaped journey. This journey also requires two additional movements: an initial phase of building common ground and a concluding phase that focuses on reviewing, sustaining, and advancing the results. The five movements of the U journey are depicted in figure 3 taken from the book.



*Figure 3. The U as One Process with Five Movements:* In order to move from Field 1 or 2 to Field 3 or 4 ways of operating, we need to move first into intimate connection with the world and to a place of inner knowing that emerges from within, followed by bringing forth the new, which entails discovering the future by doing.

This is a much deeper delve into leadership values and behaviours than the seven faces book but it is not without its supporters. For example, Scharmer has developed leadership development programmes based on the U process in institutions around the world, including Daimler, PricewaterhouseCoopers, and Fujitsu. More than 150 leaders from each organisation have participated in these programmes to date, and together they function as an important network for communication and peer coaching on business innovation and transformational change.

<http://www.ottoscharmer.com/>

## Leadership Article



### Leading in our [www.world](http://www.world) - Jonathan Gosling

Leadership almost always involves relating one group or organisation to another – helping those on the inside to orient themselves to the demands and opportunities presented by relations with others on the outside. This makes sense only where the boundaries are relatively clear and commonly agreed: in fact, they are always a fiction of the collective imagination. Take a familiar kind of organisation like a retail store. The differences between ‘staff’ and ‘customers’ is created by the architecture (either side of the counter, the till, the store-room door), and everyone agrees to stay more or less in place. But people who are staff during part of the day might well become customers later on. Knowing how to behave, and what to strive for (profits as staff, bargains as customers) is largely down to managers, who take on a leadership role when they help to affirm the sense of belonging and shared purpose of the community of staff or organisational members.

But this leadership role is much harder to understand in social groupings that are less well defined. Take for example, a region; perhaps several counties, maybe as large as a state, but not limited to recognised political entities. How might we understand leadership in this context?

A region is a very porous sort of organisation, if it is one at all. In fact it probably makes little sense to talk about leadership *of* a region; better to talk about leadership *in* the region. Yet that too seems to miss the point – it is a fine thing to have well-led organisations in a region; but the real challenge is to inform leadership so that it acts *for* the region – for our public services, infrastructure, businesses and culture.

So what kind of world are we dealing with? Here are three big things to take account of:

1. It's a **wiki** world. In the old days, knowledge was stored up in banks – called schools, colleges and universities, in planning departments and expert systems. University researchers, for example, would go out into the world to gather information, take it back to their labs and libraries, and some years later publish the general rules and patterns. Meanwhile everyone else got on with life. But now, thanks to the internet, anyone can publish the lessons learned from daily work; we can all comment on each others' ideas, and thus knowledge becomes almost immediately actionable. This has a big impact on power – the most important basis of leadership. If leaders no longer control what people know about, they must exert influence by their ability to make connections, to facilitate the actions and opinions of well-informed knowledge-rich active citizens.

2. It's a **worldly** world. We are getting used to seeing how all the parts interconnect: global warming will create vast diasporas of displaced people, so we will all be faced with radical challenges to our shared identity – Who is to say who belongs *here* if we have collectively destroyed *there*? Equally stimulating will be the opportunities offered by a population with family connections all over the world. Previous diasporas have created hugely valuable networks of trusted clan members, but many of them living in ghettos, taking generations to assimilate and belong in their new-found homes. But with so many more people on the move, how will we sustain communities and shared values and traditions?

Historically, when communities are faced with the twin challenges of asserting a common identity and seizing opportunities for improvement, they have tended to throw up charismatic leaders – and have often resorted to xenophobic scapegoating and military adventure, usually ending badly. Can we prepare and promote a wiser and more caring variety of leader?

3. It's a **wounded** world, socially and environmentally, struggling to deal with the damage we are doing. This is not all new: in many ways, it's the same old world. Most things continue: we need to eat, preferably with savour; to educate ourselves and others, enjoy nature, care for the people we love and deepen our humanity through art, culture and spiritual life. Heaven save us from leaders who champion change if they forget or ignore all that continues and should be preserved! This is where distributed leadership becomes crucial; no central authority or charismatic hero can know enough detail about the particular pleasures and local conditions of our lives; it's down to us to get organised (loosely) and vocal (sonorously), and to take a lead in making things better.

Now for three small things to develop the leaders and types of leadership that we need:

i) The best way to predict who will take initiative and serve as a leader is to see what young people do at school. Participating in sports, school clubs and volunteering in the community are all strongly correlated with activism in later life. Strengthening our youth organisations is a real and proven way of growing leadership for the region. And as many people born and raised here are likely to return in later life, even if they have moved away between, this is a long term investment with several pay-back opportunities.

ii) Travel broadens the mind, and there is nothing like it for giving a sense of proportion to incipient grandiosity. Humility – plain realism to most of us – is an unlikely leadership trait, but vital if we are to remain sane and well balanced. The best way to root it to the core of our attitudes is to discover how very peculiar we are – by looking at ourselves through the eyes of others. We should find low-carbon ways to travel, slowly so we can watch and listen, absorbing worldviews and priorities other than our own. This is an investment in tolerance, but also in cultural conviction, knowing what we really treasure. What all this adds up to is that we want leaders who are wise in their judgements about what really matters to us, and are able to adapt and preserve these through the complex changes ahead.

iii) If everyone is creating their own version of knowledge, who is to say what's right? I suppose there will still be some use for authorities on arcane subjects – we are bound to need some Professors. But much more significantly, we must ensure that we are all sensing, thinking, feeling, and judging as wisely as possible. We must make ourselves as fully human as we can – not merely rich. As John Ruskin famously said, “There is no wealth but life”<sup>1</sup>, by which he meant a life force, the aspiration to beauty and harmony. We are blessed with wonderful nature and vivid arts here in the South West; we should accept no-one into leadership who is not a lover of the arts; we should train our leaders in culture and creativity – and that means all of us, because in the world of *wikipedia*, we are all authors and authorities.

So I have pointed to three big things and three small things about leadership *for* a loosely defined social grouping such as a region. All of these place us in the midst of a complex and changing world scene. Ours is indeed a *wiki* world, a worldly world, and in many ways it is a wounded world, in need of care. To produce the wise leaders we need, we should give young people an experience of leadership so they recognise the necessities of collective effort and responsibility; encourage travel and meaningful interaction with people very different to ourselves, so that we come to value our own treasures more realistically; and select only people with a love of beauty and culture to lead our institutions both within and beyond the region.

Readers will have noticed that I am much taken with words beginning with ‘w’ in this article (though I have desisted from mentioning our weather in the West of England – warm, windy and wet!). The most important reference in the forgoing is to *wise* leadership, because the main question underlying everything I have said is ‘*wither the world*’? We seem to be on the edge of crises in both the natural and financial climate, circumstances that all too often prompt calls for strong leadership, the rise of charismatic characters and the appeal of simple solutions. These are good and virtuous things – like most people, I like to be well led; and wise leadership is most likely when we share in its making.

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<sup>1</sup> The opening passage of “Unto this Last”, the book that inspired Mahatma Gandhi and, subsequently, Martin Luther King.

## Programme Dates

Please see below dates for the core programmes to be held over the next year. If you would like to nominate yourself or someone else for these programmes, please call 01753 272056 or e-mail [enquiries@windsorleadershiptrust.org.uk](mailto:enquiries@windsorleadershiptrust.org.uk) stating which programme you are interested in.

### Windsor Leadership Programme

<u>Programme Dates</u>	<u>Contact name</u>	<u>Closing dates for nominations</u>
<b>29 Sept – 3 Oct 2008</b> <b>Part II: 19/20 March 2009</b>	Sarah Pummell	Please contact for availability
<b>24 – 28 Nov 2008</b> <b>Part II: 21/22 May 2009</b>	Jo Horler	Please contact for availability
<b>2 – 6 March 2009</b> <b>Part II: 10/11 Sept 2009</b>	Sarah Pummell	12 Dec 2008

### Newly Appointed Strategic Leaders Programme

<u>Programme Dates</u>	<u>Contact name</u>	<u>Closing dates for nominations</u>
<b>14 – 17 Oct 2008</b> <b>Part II: 2/3 April 2009</b>	Margaret Gordon	Please contact for availability
<b>21 – 24 April 2009</b> <b>Part II: 5/6 Nov 2009</b>	Sarah Pummell	13 Feb 2009

### Developing/Experienced Strategic Leaders Programme

<u>Programme and Dates</u>	<u>Contact name</u>	<u>Closing dates for nominations</u>
<b>Developing Strategic Leaders Programme</b> <b>21 – 23 Oct 2008</b>	Sarah Pummell	Please contact for availability
<b>Developing Strategic Leaders Programme</b> <b>4-6 Feb 2009</b>	Jo Horler	14 Nov 2008
<b>Experienced Strategic Leaders Programme</b> <b>9-10 Feb 2009</b>	Margaret Gordon	21 Nov 2008

## New Contact Information?

The Trust's database is one of its most valuable resources, and wherever possible we update job titles and contact details. 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. Please e-mail [enquiries@windsorleadershiptrust.org.uk](mailto:enquiries@windsorleadershiptrust.org.uk). The Winter 2008 newsletter will include an expanded list of Alumni Movers & Shakers. By advising us of any changes in your role or organisation, we can share this with all of you in the next edition.

## Future Newsletters

Newsletters throughout the rest of 2008 and the first part of 2009 will be sent out quarterly in December, March and June. Please see below for the deadlines of the newsletters.

<u>Quarter</u>	<u>Deadline for news</u>	<u>Date of dispatch</u>
Winter 2008	14 November 2008	12 December 2008
Spring 2009	13 February 2009	13 March 2009
Summer 2009	18 May 2009	15 June 2009

If you have anything to contribute or if you have any comments or suggestions on the content/style of this newsletter, please e-mail [joh@windsorleadershiptrust.org.uk](mailto:joh@windsorleadershiptrust.org.uk)