



## Windsor Leadership Trust programme summaries

### The Trust's Chairs and Facilitators – September - December 2011

The Trust is as ever grateful to our chairs and facilitators who voluntarily gave their time to contribute to the success of our Autumn and Winter programmes in 2011. These included:

**Julie Banbury**, Leadership Development Consultant  
**Nigel Benwell**, Partner, Moloney Advisory  
**Louise Blythe**, Louise Blythe Consulting/BBC Academy  
**Peter Buckley**, Chief Executive, Peter Buckley Partnership Ltd  
**Dr Anna Casburn-Jones**, Gastroenterology Dept, Imperial NHS Trust  
**Malcolm Farrar**, Chairman & Coach, Malcolm Farrar Ltd  
**Anita Ferrari**, Change Management Consultant and Coach, Coaching Frameworks  
**Catherine Guelbert**, Managing Director, Acquity Ltd  
**Wing Commander Martin Horton**, SO1 Leadership and Management Strategy  
Defence Academy-College of Management & Technology  
**Suzanne Lines**, Director, abamentis ltd  
**Francis MacLeod**, Chief Executive, LWG Ltd  
**Dena Michelli**, Executive Coach, Dena Michelli Associates Ltd  
**Peter Molyneux**, Chairman, South West London and St Georges Mental Health Trust  
**Sharon Moore**, Facilitator  
**Vijaya Nath**, Senior Faculty/Programme Director, The King's Fund & Independent Coach  
**Julie Perigo**, Chief Executive Officer, The Career Gateway Academy  
**Jonathan Stanley**, Associate Consultant, JMW Worldwide UK Limited  
**David Stead**, Finance Director, Dunelm Group plc  
**Karen Szulakowska**, Life Coach, Facilitator, Light on Leadership  
**Simon Tiller**, Head of Eurasia Programme, International Alert  
**Su Turney**, Independent Leadership and Organisational Development Coach  
Su Turney Consulting  
**Air Vice Marshal Julian Young OBE MDA MA BSc CEng FIET FRAeS RAF**  
COS Spt and Head of Engineer Branch, Royal Air Force



### Experienced Strategic Leaders Programme – September 2011

Speakers included:

- Martyn Lewis CBE, Chairman, Teliris Ltd
- Oliver Stocken, Chairman, Natural History Museum

Some key leadership points from the speakers included:

- Being prepared puts you ahead.
- The best leaders are those that empower and do not micro-manage.
- Everyone should have a responsibility to the community, no matter what they are doing.
- If the Trustees will not change, change the Trustees.
- “There is no achievement without error and shortcomings” – Theodore Roosevelt 1910.
- “The future is not some place we are going to, but one we are creating. The paths to it are made, not found; and the process of making them changes both the maker and the destinations” – Philip Adam.

*“The fact that it is easier to solve other’s problems than ones own was starkly revealed. To find yourself realizing that you are confidently telling someone how to solve a problem that is virtually the same as yours, is an interesting revelation” (Manufacturing)*

### Leadership Development Consultation – September 2011

Speakers included:

- Jackie Ballard, Chief Executive, Action on Hearing Loss
- Paul McCann, Group HR Director, ISG (Interior Services Group)

Some key leadership points from the speakers included:

- Those that need leadership the most at the top are often those who do not get it.
- You lose credibility if you over promise or do not deliver.
- Culture is the most difficult thing to change in an organisation.
- It is important to face people as it can diffuse the issue(s).

*“I gained valuable insights from others through the questions I would not necessarily have thought to ask and learnt from their responses regarding how other individuals and organisations might deal with a particular issue.” (Police)*



## Windsor Leadership Programme – September 2011

### Speakers included:

- Juraid Anwer, CEO, ZangBeZang
- Fiona Dawe OBE, Former Chief Executive, YouthNet UK
- Professor Keith Grint, Professor of Public Leadership & Management Warwick University
- Chief Constable Stephen Otter, Devon and Cornwall Constabulary
- Barbara Stuttle CBE, Deputy CEO / Chief Nurse and Director of Quality Clinical Development and Innovation, NHS South West Sussex

### Some key leadership points from the speakers included:

- Take things on, it gives you the opportunity to make changes.
- Do not be controlled by policy.
- Do not change yourself for an organisation.
- It is untrue that people do not like change; they just do not like not feeling in control.
- Prioritise relationships over processes.

*“The whole week is planned very well and each element contributes to the overall. The openness of the group ensured that the week was a profound experience. THANK YOU”*  
**(Voluntary)**

## Developing Strategic Leaders Programme – October 2011

### Speakers included:

- Sarah Deaves, Managing Director of Private Banking and Advice Royal Bank of Scotland UK Retail
- Simon Gillespie, Chief Executive, MS Society
- Professor Peter Hawkins, Professor of Leadership, Henley Business School, Chairman Bath Consultancy Group

### Some key leadership points from the speakers included:

- Empowerment is essential, make sure you respect the skills of others and encourage them to grow.
- Have a grip of what is going on, you do not always need to know all the details but know enough.
- It is important to move quickly, the longer you leave something, the worse it will get.



- Make sure everyone has 'one version of the truth', keep your message consistent.
- Remember that how you act in a crisis will go into the corporate memory.
- Putting things into context and using analogies can really help people to understand the reality of a situation.

*"Professional, insightful, energising, probably the best three days of my leadership journey so far!" (Health)*

#### Windsor Leadership Programme Singapore – October 2011

Speakers included:

- Mark Hansen, Head of Asia Governance and Strategic Initiatives  
Standard Chartered Bank
- Ho Kwon Ping, President, Banyan Tree Group
- Tina Hung, Deputy CEO, National Council of Social Service
- Aubeck Kam, Chief Executive Officer, Media Development Authority

Some key leadership points from the speakers included:

- Coping mechanisms can re-frame the situation: "I can walk out the door any day".
- If you do not respect your own time, others will not either.
- The realisation that we have choices takes us out of the 'victim' role.
- All constraints are of our own making.

*"The insight sessions were a 'soul-searching' experience for me. It encouraged me to reflect on my journey as a leader. Listening to others' sharing is a great learning experience. It exposed me to different facets of leadership through personal life stories." (Education)*

#### Newly Appointed Strategic Leaders Programme – November 2011

Speakers included:

- Rt Hon Baroness Virginia Bottomley DL, Chair, Board Practice, Odgers Berndtson
- Professor Andrew Kakabadse, Professor of International Management  
Development, Cranfield School of Management
- Air Marshal Chris Nickols CB CBE MA RAF, Assistant Chief of Defence Staff,  
Operations; Chief of Defence Intelligence, Ministry of Defence
- Sangita Shah, Past President, Chartered Institute of Journalists



Some key leadership points from the speakers included:

- Is your strategy achievable? If not, people will not follow it.
- The communication has to come from you, or appear to come from you.
- What some leaders would consider as change, can for some be a total transformation.
- When you describe others you often find those are the things that are important to you.

*"In my life at present, there is little or no "me time" or even "sharing time". It was a privilege for me to spend some professional time with a group where I am not either the boss and/or the person everyone else looks to for the ideas. Our syndicate group was excellent and very supportive of each other" (Building and Construction)*

#### Windsor Leadership Programme –November 2011

Speakers included:

- Chief Officer Mike Bowron QPM, States of Jersey Police
- Mark Camley, Chief Executive, The Royal Parks
- Elizabeth Corley, Global Chief Executive Officer, Allianz Global Investors
- Professor Keith Grint, Professor of Public Leadership & Management Warwick University
- Tom Wright CBE, Chief Executive, Age UK Group

Some key leadership points from the speakers included:

- Be aware that change can often trigger fears.
- Leaders should surround themselves with a team that will push them and set goals.
- Use professionals, you cannot be an expert in all areas.
- "People, people and emotional intelligence", make the small changes e.g. bike racks, free tea and coffee.
- "Resilience, Resilience, Resilience", know that you will be knocked down and have the ability to bounce back.

*"I thoroughly enjoyed the programme and came away feeling refreshed and re-energised. The luxury of having the time to think and explore Leadership was a very valuable and I feel that I have taken a huge amount away with me from this incredible opportunity. The week was very stimulating and it was particularly beneficial to be mixing with people from very different sectors and previous experience." (Retail)*