

Alumni News September 2009

Annual Lecture 2009 – Update



'LEADERSHIP IN TURBULENT TIMES'

On Thursday 8 October, only five weeks after General Dannatt stood down as Chief of the General Staff, he will share his perspectives on 'Leadership in Turbulent Times', on the record. Given the timing of the event, it should stimulate some very interesting discussion.

Registration is from 6pm and soft drinks will be available up until the Lecture starts at 7pm prompt. A drinks and canapés reception will start after the Lecture at 8.30pm. It gives all participants that 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 programmes before, during and after the Annual Lecture. We encourage our Alumni to take advantage of this occasion where so many of you are together, a rare opportunity in such busy times!

Closing date now passed

The closing date for responses was 11 September. This is a gentle reminder to those of you who haven't got around to replying and those of you who are not sure if you have replied, to get back to us to avoid disappointment.

If you have not received your invitation, please do let us know by contacting Katie Gilder on 01753 272056 or via email enquiries@windsorleadershiptrust.org.uk.

News from the Trust

Margaret Gordon leaves the Trust

After five years as Programme Manager at the Trust, Margaret will be leaving us at the end of October.

Margaret joined the Trust in October 2004, having come from the John Lewis Partnership where she had spent nearly 20 years. She is leaving the Trust to spend more time at home doing those things she enjoys, and intends to resume her shiatsu practice. Margaret will be missed by all her colleagues in the office and no doubt by many Alumni and friends with whom she has worked over the years. Her commitment and passion for the work of the Trust have been evident during her time with us. We are delighted that Margaret will be with us for the Annual Lecture, and she is very much looking forward to seeing as many of you as possible.

Welcome to Katie Gilder – new Office Administrator

Katie is the new Office Administrator at the Trust. She is on a one year's placement from Bournemouth University as part of her Event Management 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 programme management to contribute to her degree portfolio.

New Trustee joins the Trust

A welcome to our new Trustee – Christopher Garnett

We are delighted to welcome a new Trustee to the Trust, Christopher Garnett, former Chief Executive of GNER Limited. Christopher is already familiar with the work of the Trust; as well as being an Alumnus, he has also spoken on a previous Newly Appointed Strategic Leaders Programme and more recently, chaired the Strategic Leadership Consultation in March.

Christopher brings extensive corporate knowledge having spent 10 years leading GNER who operated the high frequency express passenger service from London Kings Cross to the North East of England and Scotland. Prior to this, he worked for Sealink British Ferries, operating cross channel ferries and as Commercial Director for Eurotunnel during the period of the opening of the tunnel.

Currently he is a Board Member for the Olympic Delivery Authority and Joint Deputy Chairman of Transport for London. In addition to these roles, Christopher is also a Non Executive Director of Anglian Water Services Limited and Aggregate Industries Limited and a member of the Advisory Board of The National Railway Museum.

Windsor Leadership Programme Hong Kong



30 November – 4 December 2009

Plans are already well advanced for the Trust's first Windsor Leadership Programme in Hong Kong in collaboration with the Swire Group.

This is a unique opportunity for those aspiring strategic leaders based in the Asia-Pacific region to join our flagship programme. The closing date for nominations is **30 September 2009**. There are still places available on this programme. If you are interested in attending or know someone who could benefit, please contact Jo Horler on 00 44 1753 272051 or joh@windsorleadershiptrust.org.uk

Friends and Associates of the Trust – an update

New Friends and Associates

A warm welcome to our new Friends and Associates who have joined us since the last edition. Just a reminder, that all Friends of the Trust receive a complimentary invitation to the Annual Lecture and Associates, two invitations including the opportunity to attend a private reception before the Lecture.

After the successful first breakfast briefing with Malcolm Brinded CBE, the Trust continues to focus on leadership in troubled times at this year's Annual Lecture. Following this theme, we are still planning a breakfast seminar with Assistant Commissioner John Yates, and are currently awaiting details. We are also planning a breakfast meeting at the end of the year with one of our Fellows. Friends and Associates will receive details as soon as the details are confirmed.

Programme updates

Our summer programmes included a number of diverse speakers who openly shared their leadership challenges and experiences.

Windsor Leadership Programme – June/July 2009



Commissioner Mike Bowron QPM, City of London Police *
 Michael Day, Chief Executive, Historic Royal Palaces
 Peter Erskine, Non-Executive Director,
 Telefonica Europe plc
 Leslie Morphy, Chief Executive, Crisis *
 Professor Amin Rajan, Chief Executive, CREATE

The speakers shared some useful insights:

- As a leader you have many more choices than you realise – it is important to exercise them wisely.
- It is important to learn from others but adapt what you learn to your own style.
- Be aware of your weaknesses – get feedback from your colleagues.
- The importance of a mentor – someone working at your level. Start by asking the question: ‘What lessons have I already learnt?’
- Be aware that a big ego in a leader is high risk. It can work to inspire people to follow, but the danger is that the leader doesn’t think he has anything to learn.
- Hold on to your sense of self, especially in challenging times.

“The programme overall was excellent, the biggest gain is the type of space created, where individuals feel free to explore their leadership qualities, understanding and style within a peer group.”
 (Fire Service)

Newly Appointed Strategic Leaders Programme – July 2009



Lord Bilimoria CBE DL, Founder and Chair, Cobra Beer Ltd
 Sir Brian Burridge, Vice President Strategic Marketing,
 Finmeccanica UK Ltd *
 Stephen K Green, Group Chairman, HSBC Holdings plc
 Dame Mary Marsh, Director,
 Clore Social Leadership Programme *

* **Alumnus of the Trust**



Our speakers in July shared a number of leadership perspectives:

- The importance of having a clear moral compass to steer your decisions and judgements.
- The continuity of culture and values is important to the longevity of a company.
- Sometimes there is no shortcut to learning from something, you have to experience it.
- Accept that you cannot be an expert in everything, just have a brief knowledge in order for you to be able to challenge the area.
- Put yourself in places you aren't comfortable with, it is a good way to build your confidence and make you realise you can do things you didn't think you could.
- It is important to build connections, as these contribute to your perspectives.
- Take time to choose your people.

“We all need confidence that what we are doing is right even though the circumstances may be very difficult. For me, the affirmation process has helped and brought with it an increase in confidence.”
(NHS)

The Windsor Leadership Trust's Chairs and Facilitators

Thank you to our regular and new chairs and facilitators who joined us for our summer programmes. As with every programme, their input, time and commitment contributes so much to its success.

Summer chairs and facilitators

David Anderson, Consultant
Suzanne Lines, Director, abamentis Ltd
Andrew Mayo, Mayo Learning International Ltd
Kate Owen, Former Vice President, Executive Development, BP *
Chris Spencer, Consultant *
Lieutenant Colonel Duncan Strutt, SO1 G3 Applications, British Army *
Karen Szulakowska, Life Coach, Facilitator, KZS Coaching & Consulting
William Topping, Director, Topping Leadership Consultancy
Su Turney, Independent Leadership & Organisational Development Coach *

Forthcoming speakers – 2009

We are delighted to announce our selection of confirmed external speakers for our forthcoming programmes for the remaining part of 2009 – we are grateful to all our speakers for the time and commitment they give us in their busy schedules. Please take a look at our website www.windsorleadershiptrust.org.uk to see further details on the programmes they are speaking on:

Des Benjamin, Chief Executive, Simplyhealth Group *
Sarah Deaves, Managing Director, Affluent Banking, Royal Bank of Scotland
Robin Evans, Chief Executive, British Waterways *
The Right Reverend Dr Christopher Herbert *
Kenneth Keir OBE, Senior Vice President and Managing Director UK, Honda Motor Europe Ltd *
Prue Leith OBE, Chair, The School Food Trust
Ian McCaig, Chief Executive, lastminute.com *
Dame Gill Morgan DBE, Permanent Secretary, Welsh Assembly Government *
Chief Constable Julie Spence OBE, Cambridgeshire Constabulary *

* **Alumnus of the Trust**

New leadership book releases

Good Value

Reflections on
money, morality and
an uncertain world

Stephen
Green

Good Value – Reflections on money, morality and an uncertain world by Stephen Green

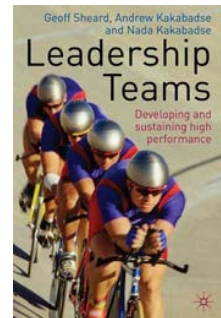
Stephen Green, Group Chairman of HSBC Holdings plc, has recently released Good Value, which includes an overview of the development of modern financial culture and the questions that need to be put to this culture in this difficult climate.

Stephen, spoke on the recent Newly Appointed Strategic Leaders Programme.

Leadership Teams – Developing and sustaining high performance by Geoff Sheard, Andrew Kakabadse and Nada Kakabadse

Andrew Kakabadse, Professor of International Management Development, Cranfield School of Management, a Fellow of the Windsor Leadership Trust, has produced a book focusing on leadership and teamwork.

The scale and complexity of today's corporations dictates that teamwork is essential to realising high performance. This book clearly identifies six critical stages to becoming a world class team, making this a must read text for ambitious and aspiring managers.



Further full reviews on the leadership books and others will follow in later editions.

Alumni interview



An interview with triple Alumnus, Commodore John Keegan

Commodore John Keegan is a triple Alumnus of the Trust and a regular Chair. John will be joining us to chair again on the September Windsor Leadership Programme. He recently joined the Trust as one of our founding Friends.

John has over 25 years experience within the Royal Navy and is now at the Ministry of Defence as Deputy Director Streamlining. Below, he highlights a number of significant points he has learned throughout his leadership journey.

My most significant moments

This has to be when I went to war (the first Gulf War in 1991). I suddenly had to lead convincingly when reality struck. I realised that the training was over and now it was for real, there was no chance to stop the tape and rewind.



The two years I spent commanding HMS Raleigh was also an enormously positive experience for me, and certainly my greatest achievement. I saw over 6000 young people through their training in the two years I was there. I felt privileged to be in a position to see so many young people develop, gain respect for themselves and start their own leadership journey.

The best leadership advice I've had

For me, it was two fundamental points that arose during the Newly Appointed Strategic Leaders Programme I attended in 2007: the importance of keeping your antenna tuned, and how sometimes you don't have to make a decision. Both I feel are linked and are significant issues to grasp to enable a change in your personal leadership performance. Nurturing the first point helps in developing the second. Not taking an instant decision can be a very powerful tool, providing you communicate to your team during the delay.

My current role and its challenges

I currently lead a team of 20-25, which is much smaller than on HMS Raleigh where I was responsible for 2500. It has made me realise how important communication is, no matter what the size of your team. In my current role, I am more closely involved in keeping my team focused and it is easier to see the single sense of purpose that everyone is following. When leading through a complex and diverse change programme as I am in my current position, I have to make sure I stick to the key messages and keep all parties affected by any changes informed. I realise that it is people that drive the business forward – without them on your side, no programme, project, or anything, can succeed.

My top communication tips

- Walk the patch over and over again, let your team see and hear you regularly.
- Set a clear direction, explain priorities and listen to points of view and ideas.
- Avoid unnecessary meetings, and those that have to take place must finish on time. This ensures better attention from attendees and pithier communications!

Earning respect from those around you

I would say that demonstrating fairness in all your dealings and above all else, great integrity, goes a long way to starting to earn respect. From my experience, when unpalatable decisions have to be made, if your colleagues know that you really attempt to conduct yourself with fairness and integrity, they will respect your decisions.

My three golden rules of leadership

Maintaining and demonstrating:

- Credibility (personal and professional).
- Energy (mental and physical).
- Integrity.

Ways to deal with stress and pressure in the workplace

- Stick to a sensible work-life balance. I spend time with my family, dogs and hobbies. I make sure that I have plenty of other strings to my bow other than work. Make sure you have things outside of work that you like, a life you enjoy that does not include work.
- Try not to take work home (I don't always succeed!) and certainly never on holiday.
- Do not own other people's problems - getting your head around this is important. I was once told by a senior military officer "The corridors of the Ministry of Defence are littered with broken hobby horses and their despondent riders – don't let this happen to you".
- Keeping a sense of humour. I cannot articulate how beneficial this is both to myself and those around me. I always try to be positive and cheerful at work as often people respond better to positivity rather than negativity.
- Rigorous prioritisation of tasks.
- Being robust about saying no to new requests when appropriate – lead by example.

My support of the Trust

My three main reasons for supporting the Trust are:

- I really believe that it is a powerful group which is able to facilitate a step change in leadership performance.
- The networks have real value – I want to help them to continue to flourish.
- The unique reflective environment is worth protecting and promoting.

For me, the rewards of giving my personal time and commitment to developing one's own and others' leadership, far outweighs the effort put in.

We would like to thank John for taking the time to be interviewed for this newsletter as well as all the other support he shows the Trust. You can also find this interview on our website.

Movers and shakers

Below are just some of the Movers and Shakers we have received. 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. Alternatively, if you have lost touch with someone, please e-mail Jo at joh@windsorleadershiptrust.org.uk and she will try to reconnect you.

Congratulations to everyone who has progressed recently either in a new role, new company or if you have set up on your own. We are always here as a support to you in your journey as you make these moves.

Nick Astor
WLP May 05

Was Partnership Manager, BBC Training & Development Delivery, he is now Production Executive for BBC Comedy Commissioning.

Roger Baker QPM
NASLP April 07

Has now retired from Essex Police where he was Chief Constable.



Mark Ball WLP Sept 07	Now Director of LIFT, previously Head of Events and Exhibitions at the Royal Shakespeare Company.
Robert Bell NASLP April 05	Has become Social Justice Programme Manager at the Paul Hamlyn Foundation, he was Interim Programme Manager.
David Bishop WLP May 03	Was Director of Planning, Transport and Sustainable Development at Bristol City Council, he is now Strategic Director - City Development.
Yogesh Chauhan WLP June 05	Now Head of BBC Outreach & Chief Adviser, Corporate Responsibility at the BBC, was previously Deputy Head of Corporate Social Responsibility, Strategy Division.
Rear Admiral David Cooke CB MBE ESLP Feb 09	Was Commander Operations in the Royal Navy and is now the Clerk to Christ's Hospital Foundation.
Neil Couling WLP Nov 06	Now Director of Benefits Strategy at the DWP, he was previously Director, Benefits and Fraud Directorate at Jobcentre Plus.
The Very Reverend Dr Jeff Cuttell WLP May 06	Is now the Dean of Derby.
Air Chief Marshal Sir Stephen Dalton KCB WLP Oct 95 ESLP Feb 09	Has officially now taken up his position as Chief of Air Staff.
Assistant Commissioner Cressida Dick ESLP Feb 09	Was Deputy Assistant Commissioner at the Met Police, took up her position as Assistant Commissioner for Specialist Crime in July.
Miranda Dodd WLP Feb 02	Moved within the Royal Mail Group from Head of Innovation, UK Marketing to Head of Address Management.
Stephanie Draper WLP May 07	Promoted to Director, Change Strategies, was previously Department Director, Business Programme, also at Forum for the Future.
Chris Fox WLP Oct 98	Has now become Chief Executive of the Liberal Democrats where he was interim Chief Executive.
Peter Hallard WLP June 06	Is now a trainer at Lloyds Banking Group, he was Director of Learning & Development at ITV.



Revd Canon Judy Hunt
WLP May 00

From 24 Sept, will move from Director of Mission and Ministry for the Diocese of Chester, to Archdeacon of Suffolk in the Diocese of St Edmundsbury and Ipswich.

Darren Hurrell
NASLP April 08

Was Chief Executive of the Clatterbridge Centre for Oncology Foundation Trust, is now Chief Executive of North West Ambulance Service NHS Trust.

Andres Ilves
WLP Nov 06

From 5 August 2009, took on the role of Chair of the Board of Trustees of UK charity, Peace Direct.

Nigel Jackson
NASLP Oct 04

Promoted within RBS & NatWest to Affluent Director, RBS/NatWest UK from Head of Private Banking for Scotland, Wales & North England.

Mark Leigh
WLP Nov 07

Moved within Rolls-Royce to become Global Purchasing Executive – Compressors, he was Head of Commodity Purchasing, Transmissions, Structures & Drives.

Peter Maddison
NASLP April 04

Was Chief Constable at Northamptonshire Police, has now retired.

Chris Matthews
WLP Nov 07

Has now become a Partner at Ernst & Young, he was Audit Director, Financial Services - Channel Islands.

Michael McGrath
WLP Sept 08

Previously a Manager at Universal Beneficent Society, he is now Head of Fundraising at the MicroLoan Foundation.

Valerie Michie
NASLP April 06
ESLP Sept 08

Has moved within Serco Integrated Services where she was Strategic Development Director and is now Managing Director for Integrated Services

Richard Montague
WLP Mar 09

Was Head of Ground Handling, Heathrow Airport and is now Head of Ramp Operations.

Lieutenant Colonel
Peter Monteith
WLP May 07

Has moved within the British Army to become Commanding Officer of Reserves Training and Mobilisation Centre, he was SO1 Organisation/Integration, Plans Division.

Ruth Owen
WLP May 03

Became Chief Operating Officer at JobCentre Plus in November 2008, she was Director of Strategy.

Deputy Chief Constable
Lynne Owens QPM
NASLP Oct 08

Following her promotion to Deputy Chief Constable, she has now moved on to the Metropolitan Police Service from Surrey Police.



Brigadier Robert Talbot Rice WLP Nov 03	Promoted to Brigadier from Lieutenant Colonel.
Chief Superintendent Jane Spraggon WLP Mar 09	Has moved within Durham Constabulary from Head of Corporate Development to Head of Crime.
Assistant Chief Constable Phil Thompson WLP Sept 07	Promoted to Assistant Chief Constable in June 2009 from Detective Chief Superintendent at Cheshire Constabulary.
Professor Sir John Tooke NASLP Oct 04	Appointed Vice Provost (Health) at UCL, he takes up this new position in January 2010.
Chief Constable Peter Vaughan NASLP July 09	Promoted to Chief Constable at South Wales Police, was Deputy Chief Constable.
Nick Watson WLP Mar 98	Is now Team Rector of Wednesfield, he was Warden of Readers, Diocese of Derby.
Colin Wood MBE WLP Nov 05 DSL P Feb 08	Has now moved within London Heathrow to become Director of Airside and Baggage Operations, he was Head of Airside Operations.

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 stating which programme you are interested in.

Windsor Leadership Programme

For operational leaders who have the ability and ambition to reach senior leadership positions.

Programme dates

23-27 November 2009, Part II: 13-14 May 2010
22-26 February 2010, Part II: 9-10 September 2010
25-28 May 2010, Part II: 11-12 November 2010
28 June – 2 July 2010, Part II: 2-3 December 2010

Closing dates

Please contact for availability
Please contact for availability
18 December 2009
9 April 2010



Developing Strategic Leaders Programme

For leaders who wish to develop their strategic thinking as they move towards more strategic roles.

Programme dates

30 September – 2 October 2009

3-5 February 2010

Closing dates

Please contact for availability

4 December 2009

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.

Programme dates

20-23 October 2009, Part II: 22-23 March 2010

27-30 April 2010, Part II: 15-16 November 2010

Closing dates

Please contact for availability

19 February 2010

Experienced Strategic Leaders Programme

To enable senior executives to become more effective strategic leaders by exploring the responsibilities and challenges of strategic leadership.

Programme dates

11-12 February 2010

16-17 September 2010

Closing dates

11 December 2009

25 June 2010

Strategic Leadership Consultation

A forum for the most senior leaders operating at the highest level to debate the complex issues of leadership which shape the future of their organisation and society.

Programme dates

11-12 March 2010

By invitation only

Future newsletters

The next newsletter will be sent out before the end of this year.

If you have attended a reunion with your syndicate group or with those from your attended programme and would like to share your valuable leadership findings from your meetings with us, please feel free to submit a review for the next newsletter. Please send your copy or any other comments or suggestions on the content/style of this newsletter, to joh@windsorleadershiptrust.org.uk