

Alumni News December 2009

Trust's second breakfast seminar



David Sims
Professor of Organizational Behaviour
Associate Dean, Head of the Faculty of Management
Director, Centre for Leadership, Learning and Change
Cass Business School

'LEARNING, LEADING & CHANGING: 3 SIDES OF A COIN?'

The Trust's second breakfast seminar took place on Tuesday 8 December. Friends of the Trust were joined by Alumni from the Cass Business School to listen and debate the issues of 'Learning, Leading & Changing' and the importance of stories as a powerful communicative tool. Professor David Sims, a Fellow of the Trust, led the discussion.

'Learning, Leading & Changing: 3 sides of a coin?'

David opened the seminar emphasising how these three issues are interlinked. He argued how sometimes it is difficult for leaders to be seen to be learning given the perception that they are expected to already know everything about being a leader.

He suggested how:

- Change without leadership can be dangerous
- Learning can enable change
- Change requires learning
- A leader who is not learning can be problematic.

'Stories' – a powerful communicative tool for leaders

David presented the theory of how stories are a powerful tool for leaders in the way they communicate their messages to different stakeholders. He argued that people are more likely to remember things in story format rather than any other. He emphasised how leaders' 'stories' are:

- Often coherent but not always consistent
- Rehearsed
- Adapted according to the audience
- Motivated to give a version of the story that will create the right impression

He also highlighted the difficulty of this particular subject area is around research as it rarely produces definitive outputs. However, David articulated the concept successfully through the points he put forward which generated a controversial debate amongst the private sector and not-for-profit Alumni in particular.

The Trust is grateful to David and the Cass Business School for hosting this seminar. It was a valuable opportunity for our Friends to broaden their networks by liaising with the Cass Alumni as well as Alumni from different levels of Trust programmes. We hope that those who joined us enjoyed the meeting and we very much look forward to seeing you at the next one in 2010.

2010 breakfast seminars

Friends and Associates of the Trust will have the opportunity to join us for a further four breakfast briefings in 2010. Each seminar, as those in 2009, will be focused on the significant issues facing leaders today.

As with our programmes, our focus is to provide diversity through the speakers you experience. In 2010, Friends and Associates will hear from the public, private and not-for-profit sector as well as an academic. Dates and speakers will be announced in the New Year.

Annual Lecture 2009 - Overview



'Leadership in Turbulent Times'

Over 400 Alumni and guests joined us on Thursday 8 October to listen to General Sir Richard Dannatt. His Lecture was set in the context of 'Leadership in Turbulent Times'.

In his speech, General Dannatt talked about the importance of character and integrity in a leader, and the core values that provide a sound moral baseline for judgement and decision-making. He also shared his perspective on the value of having a spiritual dimension, a belief, which sustains leaders in turbulent times. Following the Lecture, he responded to questions from both Martyn Lewis, a Trustee of the Trust, and our Alumni and guests. He talked about the timing of his invitation to assist the Conservative Party's Defence Team in order to continue to contribute to the 'defence of the realm, the safety of our citizens and the well being of the Armed Forces'.

Lecture takes the lead on Radio 4

The day after the lecture the Trust was proud to be the lead story on the Today Programme on Radio 4. Additional to this, as many of you may have seen, the timing of General Dannatt's lecture generated a great deal of positive media coverage for the Trust.

For those of you who were unable to join us on the evening, you can view General Dannatt's address along with the Radio 4 lead story question from Martyn Lewis, on our website or read the full transcript <http://www.windsorleadershiptrust.org.uk/en/1/cgsal09.html>



The new venue – your thoughts

We were delighted to welcome you all to a new venue this year, the Royal Institute of British Architects (RIBA). We would be pleased to receive your feedback/comments on the new venue, please do email Jo on joh@windsorleadershiptrust.org.uk.

Windsor Leadership Programme Hong Kong



Trust runs first overseas Windsor Leadership Programme

From 30 November to 4 December, the Trust ran its first Windsor Leadership Programme in Hong Kong. A diverse range of aspiring leaders from the Asia Pacific region were joined by speakers from the public, private and not-for-profit sector.

The Trust's flagship programme proved a tremendous success, duplicating the Windsor experience in an international context. We are committed to broadening the international aspects of our programmes by increasing the number of participants that join us in Windsor offering an overseas perspective, as well as running more international programmes.

2010 overseas programmes

The Trust in collaboration with the SWIRE Group, will be running further Windsor Leadership Programmes and a Strategic Leaders Programme in the Asia Pacific region in 2010. The dates and locations will be confirmed in the New Year.

If you are interested in attending, know someone who could benefit or would like some further information, please contact James McCalman on 00 44 1753 272054 or james.mccalman@windsorleadershiptrust.org.uk.

Friends and Associates of the Trust 2009 – Thank you!

"It builds a bridge with you and the Trust, and it helps us to continue the work that we do".
(Christopher Rodrigues, Chairman, Windsor Leadership Trust at the Annual Lecture 2009)

Thank you to all our Friends and Associates who have joined us in 2009 and supported the first year of the initiative. We hope you have enjoyed the extra learning and development opportunities this year, such as the themed breakfast briefings, and for the Associates, the private reception with General Dannatt at the Annual Lecture.

We are extremely grateful to our Associates whose contributions have assisted the Trust in continuing to offer a greater number of bursaries in 2009. It has helped to open up opportunities for the arts and social sector as well as the charity and church – expanding the diversity experience even further.

We have received a great deal of positive feedback on the initiative from our current Friends and Associates and would welcome any further comments/suggestions you might have. For those of you who haven't yet joined and feel you could benefit from the additional opportunities that it offers you such as the new leadership insights you can experience, we would be delighted for you to join us. Further details can be found on our website (<http://www.windsorleadershiptrust.org.uk/en/1/alu.mxs>) or you can contact Jo (joh@windsorleadershiptrust.org.uk) who would be pleased to hear from you.

News from the Trust



Welcome to Lucy Boyle – new Programme & Relationship Manager

Lucy is the Trust's new Programme & Relationship Manager. She joined the Trust in October 2009, following her role as Conference Organiser for the Multiple Sclerosis Society, one of the UK's largest medical charities. In her role, she initiated and managed a wide range of projects and standards for the organisation, as well as managing conferences, experiential and international events.

Lucy is responsible for developing relationship management at the Trust, including liaison with internal and external stakeholders. She also organises a number of programmes and manages the Trust database.

Programme updates

The Trust held a number of autumn/winter programmes including one overseas. All involved a number of diverse speakers who openly shared their leadership challenges and experiences.

Experienced Strategic Leaders Programme – September 2009



Sir Nicholas Young, Chief Executive
British Red Cross Society *
Sarah Deaves, Managing Director, Affluent Banking
Royal Bank of Scotland

The following perspectives were shared:

- It is important to engage your people and inspire them in your vision.
- Make sure you create opportunities for people to work together.
- Leaders should respect that people feel a huge degree of ownership, passion and involvement in the decision-making process.
- The importance of focusing on things that create new value.
- Be aware that sometimes leaders need their team more than their team needs them.

“A real time for reflection and fronting up to the strong and less strong areas of personal outlook and performance (both from a leadership perspective and as a person more generally).”
(Health)

* Alumnus of the Trust

Windsor Leadership Programme – September 2009



Des Benjamin, Chief Executive, Simplyhealth Group *
 Dame Gill Morgan DBE, Permanent Secretary
 Welsh Assembly Government *
 Andrew Sibbald, Senior Partner and Founder
 Lexicon Partners *
 David Sims, Cass Business School
 Jan Tallis, Chief Executive
 School-Home Support Service (UK) *

Some key leadership messages were offered in September:

- Remember that none of us achieve on our own.
- It is important to be consistent when leading your team – this encourages good will and effort.
- Surround yourself with people who can do things better than you.
- It is important to praise publicly and chastise privately.
- If you are going to lead something, you need followers.
- Visions on their own mean nothing, you need others to believe in them.

“Unique in its approach and in its setting. I have truly valued the output of this programme, it has made me sit back and take stock, both in my personal and professional life.” (Communications)

Developing Strategic Leaders Programme – September/October 2009



Professor Peter Hawkins, Chairman, Bath Consultancy
 Group
 The Right Revd Dr Christopher W Herbert *
 Chief Constable Julie Spence OBE
 Cambridgeshire Constabulary *

The following leadership points were offered:

- Be aware of the symbolic role of the leader – you symbolise what is bigger than yourself.
 - Take time to explore peoples’ potential.
 - Encourage your team to speak the truth to you.
- A good leader shifts your way of thinking – they ask you a question that provokes thought.
 - Consider how many people you have inspired and motivated in the last month.
 - Make someone feel special and important for 90 seconds.

“An excellent programme with a rich mix of delegates and skilled facilitators. The relaxed setting and programme schedule was well balanced and productive.” (Tourism)

* Alumnus of the Trust

Newly Appointed Strategic Leaders Programme – October 2009



The Right Revd David Connor, Dean of Windsor College of St George *

Professor Andrew Kakabadse, Professor of International Management Development, Cranfield School of Management

Kenneth Keir OBE, Senior Vice President and Managing Director UK, Honda Motor Europe Ltd *

Prue Leith OBE, Chair, The School Food Trust

Several leadership points were shared including:

- It is important for leaders to be courageous and confident in order to generate a sense of security.
- Remember to ‘walk the course’ and engage with colleagues at all levels.
- It is important to have a clear vision and steer your team towards it.
- The importance of trusting your own judgement.
- Make sure you have the knowledge and insight into how your business works, this will help you in making strategic decisions.

“A wonderful opportunity for me, as a newly promoted leader, to think through the challenges I face with people in similar situations, facilitated by input about real world experiences.” (Military)

Windsor Leadership Programme – November 2009



Sir Norman Bettison QPM, Chief Constable, West Yorkshire Police

Ian McCaig, Chief Executive, lastminute.com *

Angela Mortimer, Chairman, Angela Mortimer plc *

Professor Amin Rajan, Chief Executive, CREATE

Hetan Shah, Chief Executive,

Development Education Association*

The following leadership insights were offered:

- Believe in the spirit of your organisation and that you can affect change in the part of the world you work in.
- Be aware of how success and failure can define a leader.
- Recognise the role you play on the ‘leadership stage’ ultimately empowering others to ‘continue the play’.
- Motivate and encourage those around you, make sure you provide equal opportunities for all.
- With success, communicate what has led to that success in a way that makes it memorable.
- It is important to step-back and give empowerment and direction.

“Leadership is a personal journey, and the Trust has developed a programme which wholly recognises this, and allows the individual to engage from their own perspective and need.” (Fire Service)

* Alumnus of the Trust

Windsor Leadership Programme Hong Kong – November/December 2009



Po Chung OBE, SBS, JP
 Co-founder & Chairman Emeritus, DHL Asia Pacific
 Tony Day, Founder, Yellow River Voluntary Alliance
 Brigadier Christopher Hammerbeck CB,
 Executive Director British Chamber of Commerce in
 Hong Kong
 Dr James McCalman, Chief Executive
 Windsor Leadership Trust *

Our speakers in Hong Kong shared their perspectives on leadership:

- Leadership is a complex inter-relationship between the virtues of the leader, those you are leading and the situation.
- Life is full of entrepreneurialism – live it as an entrepreneur – no one has lived your life before.
- The importance of consistency and detail when delegating to others.
- Build on something you already know, it takes less time.
- If you want something done, schedule it.
- Remember that people are people – they need recognition, care and drive.

“I have taken a lot away in terms of thinking about various leadership styles as well as issues to be considered, which are outside my industry and profession.” (Travel)

The Windsor Leadership Trust’s Chairs and Facilitators

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

Autumn/Winter chairs and facilitators

David Anderson, Consultant
 Guy Bloom, Principal Consultant, Blue Sky Performance Improvement
 Anna Casburn-Jones, Clinical Lead, Contracting Management Unit Department, Department of Health *
 Alan Davies, Executive Coach, Telos Partners
 Emma FitzGerald, Vice President, Downstream Management Consultancy
 Shell International Oil Products Ltd *
 Lord Hastings of Scarisbrick, International Director of Corporate Citizenship, KPMG LLP *
 Commodore John Keegan, Director Streamlining, Ministry of Defence *
 Jonathan Lindley, Change Integration Director, Department for Work and Pensions *
 Suzanne Lines, Director, abamentis Ltd
 Dena Michelli, Executive Coach
 Kate Owen, Former Vice President, Executive Development, BP *
 Su Turney, Independent Leadership & Organisational Development Coach *

* **Alumnus of the Trust**



Forthcoming speakers – 2010

We are delighted to announce our selection of confirmed external speakers for our forthcoming programmes for the early part of 2010 – 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:

David Cruickshank, Chairman of the UK Board of Partners, Deloitte LLP
Sir John Elvidge, Permanent Secretary, Scottish Government
Rt Hon Lord Smith of Finsbury, Chairman, Environment Agency
The Right Reverend David James, Bishop of Bradford, Church of England *
Ros Keeton, Chief Executive, Worcestershire Mental Health Partnership Trust *
Vice Admiral Tim Laurence, Chief Executive Defence Estates, Ministry of Defence *
Seamus Smith, Vice President & General Manager, Europe, Middle East & Africa
American Express Global Network Services
Sir Martin Sorrell, Chief Executive, WPP Group plc

*** Alumnus of the Trust**

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.

Chief Constable Jim Barker-McCardle QPM NASLP April 05	Is now Chief Constable at Essex Police was previously Deputy Chief Executive & Director of Policing Policy and Practice at NPIA.
Mercedes Clark-Smith WLP May 09	Moved to NorthernNet Innovation Programme, Manchester where she is Project Director at NorthernNet. She was Head of Customer Proposition at Business Link.
Ian Coldrick WLP Sept 08	Is now Operations Director at the Priory Group - he was Regional Manager, Acute Healthcare.
Paul Cowans WLP June 06	Was Hospital Director at the Priory Group, he is now Regional Manager.
Yasmin Diamond WLP Feb 02	Has left the Department for Environment, Food and Rural Affairs where she was Director of Communications. She has now taken up the position as Director of Communications for the Home Office.
Stephen Ellis WLP May 07	Now Head of Treasury and Trading North America for Lloyds Banking Group. He was Head of Products & Markets Japan for Lloyds TSB Corporate Markets.



Professor Deborah Eyre WLP Nov 07	Was a Professor at the University of Warwick. Is now running her own consultancy Deborah Eyre Consultancy Ltd, and trading as a Global Education Consultant.
Amanda Gabbitas WLP May 06	Is now Head of Internal Communications at the BBC, she was previously Creative Executive.
Darren Hayes-Powell MBA FCMA AMRAes WLP Feb 04	Was Financial Controller Turbine Operations at Rolls-Royce but is now at Goodyear Dunlop Tyres Ltd as Director - Finance and Information Technology.
Jonathan Lindley WLP Feb 03 NASLP April 05 ESLP Sept 08	Has now taken up a new post as Change Integration Director of the Department for Work and Pensions, he was previously Regional Director of the Government Office for the East Midlands.
Reverend Nigel Marns WLP May 09	Is now Rector of the United Benefice of Ludgvan, Marazion, Perranuthnoe & St Hilary. He was Vicar, St John's & St Andrew's, Bromsgrove.
Wendy McCulla WLP Nov 02	Has set up own business and is no longer People Performance Manager at Harbinson Mulholland. New company is Aspire Learning & Development.
Michele Paley WLP Sept 07	Is now Operations Director at the Priory Group, she was Regional Manager.
Stewart Thomson WLP May 06 DSL P Sept 09	Was Civil Contingencies Directorate at Essex County Fire & Rescue Service, is now Director of Safer Communities.
Professor Sir John Tooke NASLP Oct 04	Has been appointed Vice Provost (Health) at UCL. He takes up his new position in January 2010. He was Dean at the Peninsula Medical School.
Trevor Torrington WLP June 09	Was Regional Manager, Priory Secure and Complex Care, is now Managing Director, Healthcare Division, Priory Group.
Matthew Williamson WLP June 07	Previously Market Development Manager and is now Angola Gas Commercial Manager, also at BP International.
Air Vice Marshal Julian Young WLP Feb 00	Was Air Commodore, promoted to Air Vice Marshal.

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

22-26 February 2010, Part II: 9-10 September 2010

24-28 May 2010, Part II: 8-9 November 2010

28 June-2 July 2010, Part II: 2-3 December 2010

27 September-1 October 2010, Part II March 2011

Closing dates

Please contact for availability

26 February 2010

9 April 2010

2 July 2010

Developing Strategic Leaders Programme

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

Programme dates

3-5 February 2010

18-20 October 2010

Closing dates

Please contact for availability

9 July 2010

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

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

2-5 November 2010, Part II: May 2011

Closing dates

19 February 2010

13 August 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

Please contact for availability

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 date

11-12 March 2010

By invitation only

Leadership Development Consultation

A consultation for those senior HR personnel who hold the strategic responsibility for developing leaders.

Programme dates

18-19 March 2010

By invitation only

10-11 June 2010

By invitation only

Please do contact us if you would like to recommend your HR Director for the Leadership Development Consultation.

Next edition and your contributions

The next newsletter will be sent out in March.

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