

Annual Lecture 2011: speaker and date announced



One of Britain's most senior woman executives to speak on this year's Annual Lecture

We are delighted that [Cynthia Carroll](#), **Chief Executive of Anglo American plc**, the world's largest platinum producer and one of the most traditional companies in the world, will be delivering the Trust's 2011 Annual Lecture on **Thursday 6 October**.

Anglo American is a leading company within the global mining industry, ranking in the top 20 on the FTSE 100 Index. It operates in nearly 30 countries and has more than 100,000 employees. Cynthia is one of only three female Chief Executives of a FTSE 100 company and when she became Chief Executive back in March 2007, she was the first non-South African to hold the post with Anglo American.

The venue in central London will be confirmed in the next edition of Alumni News in June, and invitations will then follow.

New alumni event: themed event for alumni is a success

Trust runs its first themed event for alumni: leading for tomorrow: more with less

A number of alumni from organisations ranging from Shell, the police force, Central Government and sexual health charity Brook, joined together at Cumberland Lodge, Windsor Great Park on 7-8 March, to experience the Trust's first ever themed alumni event.

Focusing on the over-arching theme of 'leading more with less', alumni took the opportunity to discuss the challenges of leading



change and tightened budgets during this two day residential programme. Following the familiar open, yet confidential format, alumni worked in syndicates and participated in discussions with external speakers who offered significant insights from both the private and public sector. Alumni were joined by **Professor James Lahey, Director of the Centre of Public Management and Policy from the University of Ottawa** and **Christopher Rodrigues CBE, Chairman of VisitBritain**, who both shared their experiences of how they have managed through these difficult times, and what they have learned.

A number of key points were emphasised throughout the programme including:

- The importance of planning with the end in mind
- Knowing your story and how you want to articulate this to those who are affected
- Investing time to ensure your team buy into their future
- Maintaining your personal integrity. If a leader loses this, s/he will lose their people.

The feedback from those who participated was hugely positive and there was plenty of enthusiasm for additional themed programmes. With this in mind, we are very keen to hear from our alumni for preferred topics, and to know how popular these might be, so do please contact [Lucy Nicholson](#) with any thoughts.

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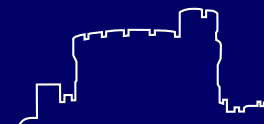
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Next breakfast briefing Wednesday 23 March



'Inspiring leadership: leadership lessons from my life'

The Trust's first 2011 Friends and Associates breakfast seminar is due to take place on

Wednesday 23 March in central London. Jonathan Perks MBE, an international speaker and renowned leadership coach to CEOs, MDs and Partners, with 28 years leadership experience in the British Army, PricewaterhouseCoopers, IBM and Penna, will be the keynote speaker.

The breakfast meeting will focus around the issues Jonathan highlights in his recent publication [Inspiring Leadership](#) such as how business leaders can learn from the military world in order to become truly inspirational during these difficult times. As with every breakfast seminar, there will be plenty of time for Friends and Associates to discuss those issues significant to them.

Jonathan also discusses a compass model he has devised which comprises of eight principle components of an inspiring leader. [General Sir Richard Dannatt](#), Former Chief of General Staff of the British Army and Trustee of the Windsor Leadership Trust, describes it as "an excellent concept and a significant contribution to the understanding of leadership".

If the following three key questions are ones that regularly occur to you as a senior leader, then it may be worth you coming along to the breakfast briefing:

1. Am I inspired?
2. Do I create an inspiring environment for others?
3. Do I truly enable others to realise their potential?

Alumni who have not joined the Trust as a Friend are welcome to participate at this meeting if they would like to sample the breakfast event experience. There will be a number of signed copies of *Inspiring Leadership* available for purchase on the day (all proceeds are given to the charity Help for Heroes).

If you would like to join this breakfast seminar please contact [Jo Horler](#) as soon as possible who will send you further details.

Join the Trust on LinkedIn

The Trust launches its official LinkedIn page

The Trust has now set up its own official LinkedIn page,  and it would be great if you could support it by becoming a member.

Alumni will find the link to our page on the alumni section of our website or you can join [here](#). The Trust hopes to build this network over 2011 to provide an online networking forum for all our alumni, both past, present and future. We will keep you up to date with new events and any significant changes happening at the Trust.

If you have any comments or suggestions regarding the new page, please email [Lucy Nicholson](#) who would be pleased to hear from you.

New member of the Trust team

New Head of Operations at the Trust

The Trust has appointed Jonathan Story as its new Head of Operations. Jonathan joins us from his former roles as Managing Director of event management company Penguins Events, based in Windsor, and more recently, as General Manager of Altitude London, a company managing event venues and a catering company within Westminster's Millbank Tower.



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As our Head of Operations, Jonathan's main focus will be supporting our Chief Executive Dr James McCalman, in the general development of the Trust, as well as managing the Programme Managers and ensuring the smooth delivery of the programmes themselves. Jonathan said: "I am flattered to be joining such a successful organisation and I am really looking to bringing my own style of leadership and customer delivery to make these great programmes even better. Feedback is very important to me, so I very much hope to hear from as many alumni and Trust stakeholders as possible".

James is pleased to have Jonathan on board and looks forward to the exciting contributions he can make to the Trust's future: "I'm delighted that Jonathan has decided to join the Trust. He brings with him a wealth of events management experience which will help increase the quality and delivery of Windsor programmes, as well as enabling us to look to the future in reviewing our programme portfolio.

"The Trust is at a fascinating crossroads as we attempt to grow in size and stature whilst maintaining everything that is special about Windsor programmes. All this against a current backdrop of public sector cut-backs, will make for a challenging next few years. I have no doubt that Jonathan will contribute greatly in moving us forward."

Winter 2011 programme summaries

[An overview of our 2011 programmes so far](#)

For an overview of the recent 2011 Winter programmes, please visit the [alumni](#) page of our website to view some of the key messages shared by the speakers.

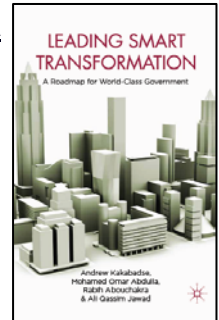
[Our team members](#)

You will also find on the [alumni](#) page, a list of our chairs and facilitators who kindly gave us their time and commitment to run these programmes. We are very grateful for the continuing and new offers of support from all our chairs and facilitators.

If you would like to volunteer as a facilitator, chair or speaker, please do contact [Lucy Nicholson](#) who would be delighted to hear from you.

Recommended reading

[Leading Smart Transformation: A Roadmap for World-Class Government](#) by [Andrew Kakabadse](#), [Mohamed Omar Abdulla](#), [Rabih Abouchakra](#) & [Ali Qassim Jawad](#)
(Publisher: Palgrave Macmillan)



[Professor Andrew Kakabadse](#), Professor of International Management Development at Cranfield School of Management and one of the Trust's academic fellows, along with three other colleagues, has published one of the first books in the world on how to use leadership to realise transformational change in Government.

Today, transformation is on the agenda of governments throughout the world. Why? Simply and persuasively, it is increasingly clear that nations can no longer rest on their competitive laurels. The rapid growth and emergence of the new economic powerhouses of India, China, Brazil and Russia demonstrate the shifting sands of competitive power. The simple truth is that countries can no longer take economic supremacy or even progression for granted.

To some extent, what is now happening with government mirrors what has already happened with the private sector in many countries. Amid the turbulence of recent times, how corporations are run has been questioned and examined from every angle. As a result, many have transformed themselves from slow moving behemoths to nimble global operators. Others have bitten the corporate dust.

At the heart of this book, and smart transformation, is the idea that government as well as corporations must take responsibility for finding a balanced business model; one that meets the needs of shareholders as well as other stakeholders, such as employees, customers and local communities.

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Leading Smart Transformation describes a holistic, rapid, flexible, dynamic approach, where leadership is integral to the process, stakeholders fully engaged, and last but not least, the transformation programme is well planned with a clear roadmap linking the various components of the cycle.

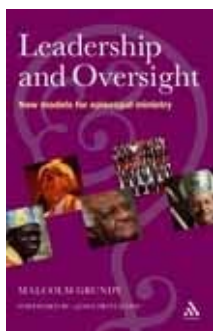
"This book offers crucial insights into the strategies of the most effective governments in the world. It should be required reading for public servants everywhere."

Dalia Mogahed, Director, The Abu Dhabi Gallup Center
White House Faith-based and Neighborhood
Partnership Advisory Council

"This long-awaited text provides powerful insights into how leaders can transform government from within or from the outside ... an absolute must-read for politicians, civil servants, consultants and business leaders alike."

Rosemary Howard, Director, Executive Development
Australian Graduate School of Management, Australia

Leadership and oversight: new models for Episcopal ministry by Malcolm Grundy (Publisher: Mowbray)



The Reverend Canon Malcolm Grundy, an alumnus of the Newly Appointed Strategic Leaders Programme October 2005, is known internationally as a consultant and trainer with an acknowledged reputation as the author of a range of books on ministry and leadership. He is a partner with Live-Wires Associates and was the Director of the Foundation for Church Leadership.

Episcopal churches are in crisis and are undergoing change at a disturbing rate. At a time when Bishops are appointed to represent difference and some are leading breakaway groups, their role in the life of the churches needs to be reconsidered. In this ecumenical study of leadership, new insights emerge. They offer hope and a new way of binding together a Church which has the potential to give distinctive leadership, in a world where faith and values are becoming increasingly important.

What Church leaders say about the book:

"Bishops really can make a difference. This realistic book combines clear and visionary thinking with grass-roots experience. I commend it to all those eager to promote effective and authentic episcopal leadership in today's church."

The Most Revd Dr John Sentamu, Archbishop of York
(SLC March 2009 alumnus of the Trust)

"Grundy's discussion of the exercise of oversight in a mutual and identity-centered fashion not only offers hope and direction to episcopal churches and their leaders, but will inspire and support leaders in other spheres of life as well."

The Most Rev Katharine Jefferts Schori
Presiding Bishop of ECUSA

Alumni 'stories'

This part of the newsletter allows you our alumni the opportunity to share your 'stories'. These can be any stories of relationships you have made since your involvement with the Trust, with each other, with speakers, team members or anyone else since your programme. Or, if the Trust has had a drastic impact on your personal or professional life or any life changing actions that resulted from the programme.

"It's okay to not know the answers sometimes"

Oliver Kemp, CEO of Build Africa and an alumnus from the Windsor Leadership Programme in September 2010, explains how his Trust experience has helped him deal with some complex issues:



"I think the main thing the programme taught me was that it's okay to not know the answers sometimes when the questions are extremely complex. Since September last year, I've tried hard to develop a combination of humility when it comes to difficult questions and a strong sense of direction once I've asked a lot of questions. The Trust taught me not to jump in but to ask questions and to resist that temptation to spout "knowledge" from one book or another.

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"We work in Africa supporting education and income generation projects and we support about 50,000 people. One of our problems has been making about 100 primary schools in rural Africa sustainable. We need to get them to a point where we are confident that they have the best possible chance of supporting the children not just now, or in a year, but in 30 years. Sustainability is extremely difficult for schools that cost a few thousand to run when they are situated in communities where the parents earn less than a dollar a day.

"What is interesting is that together we're starting to develop some good answers that seem to be working. There isn't one answer, there are dozens and they range from working with the Government to marrying up the education work with our income work. The crucial point is that they're not my answers or even my organisations, they belong to the people who know the community best; the people who live there. They develop their own plan and tell us what we need to do to help."

VoiceAbility and the Cabinet Office: both benefit from the Trust

Team work took on a whole new meaning for VoiceAbility Chief Executive Officer, Jonathan Senker, and ex-Cabinet Office Communications Director, Caroline Wright (both alumni from the Newly Appointed Strategic Leaders Programme in November 2010), when they agreed to work together on a communications strategy for the newly-merged charity. Caroline was planning a number of secondment opportunities to broaden her communications experience further afield from Whitehall, whilst Jonathan faced a strategic challenge of building communications links for his new organisation.



Caroline is now advising VoiceAbility on communications issues on a pro-bono basis until the end of this month. Jonathan said: "It has been a win-win situation for both of us. VoiceAbility has benefited from senior-level communications support, whilst Caroline has experienced first-hand, the very different challenges that working in a front-line delivery organisation brings.

"Caroline added: "Thanks to Jonathan and VoiceAbility, I now understand how to apply the skills and experiences gained during my civil service years in a broader context and as a result, will shortly be launching my own communications consultancy."

Both Jonathan and Caroline are looking forward to sharing news of their joint venture with their Newly Appointed Strategic Leaders Programme alumni colleagues from November 2010, when they meet later this month for their six month follow-up.

If you would like to contact Jonathan to discuss similar opportunities, you can email him on jonathan.senker@VoiceAbility.org or Caroline, on carolinewright@home.co.uk

Alumni 'networks'

Next generation leadership and global best practice in leadership development: opportunity for Trust alumni

[Professor Peter Hawkins](#) Chairman, Bath Consultancy Group, and academic fellow of the Trust, has recently joined Henley Management College as Professor of Leadership. He is leading on the research of 'next generation leadership and global best practice in leadership development'.



If you are interested in being part of this research, please do contact Peter at peter.hawkins@henley.com

Senior women leaders and the issues of returning to work after a career break – your thoughts on this

An alumnus of the Trust has recently suggested the possibility of the Trust considering running a leadership programme predominantly for woman senior leaders returning to work after a career break.



Many women take time out to look after children and other family members, and in an already male-dominated senior management culture, it is even harder for women to feel confident coming back into the work place. She argues that the thought of returning to work highlights some difficult issues such as motivation and re-instating your own confidence and others confidence in you for example. There are many practical issues such as re-engaging in professional networking to gain employment in the first place, as well as having the skills to undertake difficult negotiations around often new flexible working needs (those of juggling parenthood or being a carer), pay and conditions at the same time as attempting to re-gain a position of seniority in the work place against their 'unburdened' male counterparts.

This suggestion is timely as some of you may be aware Tuesday 8 March, was International Women's Day, a day that marks the economic, political and social achievements of women. It encourages reflection on the importance of and the role played by women in different aspects of our daily lives.

The Trust values all feedback from our alumni and we do often incorporate these suggestions into our programmes to improve their content and format.

In a recent example, we introduced a new event for Finance Directors similar to our successful HR event, the Leadership Development Consultation, in response to alumni feedback.

If you feel an event for senior woman leaders returning to work is something that could benefit you or someone you know, please do contact [Jo Horler](#).

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. Alternatively, if you have lost touch with someone, please e-mail [Jo Horler](#) and she will try to reconnect you.

Programme dates

Please see below dates for the Trust's forthcoming programmes. If you would like to nominate yourself or someone else please call 01753 272056 or e-mail [enquiries](#) stating which programme you are interested in. You can view all our programmes dates on our [website](#).

Windsor Leadership Programme: for operational leaders who have the ability and ambition to reach senior leadership positions.

*23-27 May 2011, Part II: 15-16 November 2011
20-24 June 2011, Part II 1-2 December 2011*

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

17-19 October 2011

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.

5-8 April 2011, Part II: 7-8 November 2011

Experienced Strategic Leaders Programme: to enable senior executives to become more effective strategic leaders by exploring the responsibilities and challenges of strategic leadership.

15-16 September 2011

Strategic Financial Leadership Consultation: aimed at financial leaders who hold the strategic responsibility for setting direction and leading the financial agenda for their organisation.

9-10 June 2011 - by invitation only

Leadership Development Consultation: a consultation for those senior HR personnel who hold the strategic responsibility for developing leaders.

22-23 September 2011 - by invitation only