



Alumni News December 2010

The Trust's Working Groups – a message from our Chief Executive

ALUMNI WORKING GROUPS – A KEY INITIATIVE FOR SENIOR TRUST ALUMNI

An additional support for senior alumni

In 2009 we introduced the Working Groups initiative to boost and enhance the Trust's strategic offering to our senior alumni. As our existing programmes are available five times during the course of your leadership career, we felt that it would be useful to introduce this initiative as a specific stand-alone but complementary product to enable you to go on taking advantage of the Trust's provision throughout the year, year on year. We introduced this in response to the increasingly hectic pace of the leadership challenges the world throws up and to enable our alumni to maintain their network.

"Good leadership needs perspective and my WLT Working Group meetings give me perspective by the bucket-load."

Chief Supply Chain Officer, Multi-national Manufacturer

Working Groups complement, enrich, boost and enhance the value to be obtained from the Trust's programmes. Whilst our programmes are transformational, we do not lose sight of the fact that you, as leaders, have to deal with transactional issues, and the Working Groups enable you to do this in a transformational atmosphere, very similar to that which you will have experienced on your own Trust programme.

"It is not group therapy, but more group dynamics with a wealth of experience from people who have had to deal with the same problems and 'challenges' that you do in their personal, as well as business lives. Constructively challenging, it has helped me and, with what 2010/11 is shaping up to throw at all businesses, I would say this type of support is an essential tool for survival."

Managing Director, International Auctioneers

The format

Working Groups consist of up to 15 Trust alumni, carefully selected and assembled by our Chair. They meet quarterly under the chairmanship of Francis MacLeod, a professional consultant and regular Chair for the Trust. Francis meets with each group member between each meeting to ensure that the issues that the members wish to raise, are properly identified and scoped. As on our Windsor programmes, each member will take input, advice and feedback from the remainder of the group from a practitioner's viewpoint to enable them to reach the best decision on the issue in question. At the same time, at Working Group meetings, issues of a wider more transformational nature are discussed.

"Our Chair brings an abundance of thought-provoking questions, perception and real interest to my business and personal challenges, through the one to one coaching and the Working Group sessions. He will help you achieve greater understanding and clarity of the issues you face, so that you are better able to formulate and implement strategies for your organisation and yourself. This takes external support to a higher level than you might think feasible."

Managing Director, Manufacturing



Each Working Group is carefully assembled to ensure the most productive dynamic between the group members; sometimes alumni who were in the same syndicate have some or all of their syndicate present in their Working Group, though this is by no means a pre-condition.

"As a founding member of my Working Group, I have found the mentoring and breadth of support consistently invaluable in tackling the difficult issues that a Managing Director faces in running a business. It has rescued me from many a sleepless night!"

Managing Director, Insurance Services

Are you interested in joining?

If you are interested in becoming a Working Group member, please contact the Trust and we will initiate an exploratory conversation with Francis, the Group Chairman. During this conversation, you will both scope the value to you of group membership, and establish which of the Trust's Working Groups it would be most beneficial for you to join. Membership is open-ended and will continue for as long as you get value from the experience.

"Francis is an outstanding Group Chair and executive coach who has made an enormous difference to my approach to strategic issues and problems, and has been a consistent and sound advisor and also a key business support. He has the ability to be a real 'critical friend' in these situations."

Chief Executive, National Awarding Body

We are delighted to introduce this very strong, substantive offering to broaden the Trust's help to you in these increasingly challenging times. We know you will always be supportive of the Trust, and we are encouraged to think that this initiative is a response from us for your continued support, and a broadening and deepening of our provision to you.

A handwritten signature in black ink that reads "James McCalman". The signature is written in a cursive, flowing style.

Dr James McCalman
Chief Executive

Contact details

Please contact Sarah Pummell, Programme Manager at the Trust, for further information on 01753 272055 or sarah.pummell@windsorleadershiptrust.org.uk There is a contribution for this initiative and further details of this can be found on the information sheet available on the Alumni section of our website.

New programme for alumni

LEADERSHIP FOR TOMORROW – MORE WITH LESS CUMBERLAND LODGE, GREAT WINDSOR PARK, WINDSOR LEADERSHIP TRUST 7-8 MARCH 2011

As those intimately involved in leading change in their own organisations over the last year or so will testify, trying to maintain morale in times of change can be problematic.

To this end, the Windsor Leadership Trust will run a two day fully residential programme for alumni within the private, public and voluntary sectors, who are currently grappling with the challenges of leading change with tightened budgets. Following the Trust's programme format, alumni will have the opportunity to engage with and learn from one another and from exponents of the more with less process of change. We are delighted that the Trust Chairman, Christopher Rodrigues CBE, will be one of two keynote speakers.

Places are limited and the contribution towards costs for this programme is £500. A small number of bursary places are available for those from the voluntary sector.

If you are interested in joining us for this programme or know of any alumni you feel could benefit, please contact Lucy Nicholson, Programme & Relationship Manager at the Trust on 01753 272052 or lucy.nicholson@windsorleadershiptrust.org.uk An information sheet is available on the Alumni section of our website.

Annual Lecture 2010 – a message from our Chairman and summary

A KEY MESSAGE TO ALUMNI AT THE ANNUAL LECTURE FROM OUR CHAIRMAN

Trust Chairman, Christopher Rodrigues CBE, opened the Annual Lecture this year with a key message for our alumni during these difficult times:

“The Trust would be extremely grateful for you, our alumni, to recommend one person to come on a Trust programme in the next year. We are particularly keen to ensure continued public sector participation during this period of austerity, and are absolutely certain that the Trust programmes can help the public sector leaders be much more effective during these demanding times.”

If you do have anyone in mind for our programmes, please contact us on 01753 272056 or enquiries@windsorleadershiptrust.org.uk



SIR MARTIN SORRELL'S NINE POINTS OF LEADERSHIP FOR TODAY'S LEADERS

Almost 300 alumni joined Sir Martin Sorrell at this year's Annual Lecture in October. Sir Martin, Founder and Chief Executive of WPP, and a renowned international business leader, shared nine key points he believed leaders of today should consider. A number of these points are mentioned briefly below. If you would like to see the edited transcript including the full nine leadership points from Sir Martin, you can access this on the Alumni section of our website.

The shift in balance geographically – there is a distinct shift in the balance of power from West to East however, Sir Martin argued that this does not just include the shift to China or India, but also a shift to the South, such as Latin America. Whilst the West tend to concentrate on the US and Britain, others are increasingly focusing more on the South. Latin America in particular is continuing to grow in power with the help of such iconic events such as the Brazilian Olympics and Brazilian World Cup.

Retaining talent – it is important how organisations find, motivate, incentivise and retain talent. Sir Martin considered this a key differentiator between organisations today.

Internal communication – internal communication is highly significant especially when Chairmen and Chief Executives share within their organisations any strategic and structural change. Sir Martin explained the challenges he faced with this particular issue owing to the size of WPP, it being multi-branded and also having grown by acquisition, which in itself is challenging.

The global and local issue - most organisations he argued are becoming more globally focused and centralised and are becoming much more complex geographically in trying to balance the two.

Corporate Social Responsibility (CSR) – now more commonly accepted as a major strategic objective. He mentioned how those organisations focused on building long-term brands, products and services accept that CSR is good business. These organisations tend to see it as economically justifiable and beneficial in the long-term.

Sir Martin finished his speech with several key points, one of which echoed a significant message mentioned by the Trust’s Chairman in his opening: “...when you think there are lots of threats and challenges actually, they can turn into valuable opportunities.” He also shared his philosophy of leadership which was that of “persistence and speed”. He said simply that “if you set your mind on an objective and you’re persistent, you’ll get there”, an inspiring thought during these difficult times.

Friends’ events with Professors John Adair and Amin Rajan, and Dr Douglas Board



AN AFTERNOON WITH PROFESSOR JOHN ADAIR – OVERVIEW AND THOUGHTS FROM FRIENDS

No introduction was needed in September when Professor John Adair, joined Friends and Associates in Windsor to discuss the key issues around his new publication *The Leadership of Muhammad*.

John Adair, an Honourary Fellow of the Trust and one of most influential individuals within the leadership world, discussed many thought-provoking issues, in particular the differences and similarities between the Eastern, Western and Tribal approaches to leadership. One commonality between all three approaches he emphasised was that they all agree that effective leadership is about morals. He highlighted how morals is something that underlines all Trust programmes. This issue amongst others, encouraged a lively debate. A number of friends shared their thoughts after the session:

“What struck me was the reminder of how central integrity is in a range of leadership traditions (Western, Eastern and Tribal) and the need to believe in the greatness of people.”

Group Communications Director, Public Services

“I was impressed by the way that a Western analysis gave so many insights into a profoundly different culture. We talk of being a “multi-cultural society” but the phrase is essentially meaningless. Are we a mosaic of differently coloured pieces, or a single, multicoloured community? I suspect at present we are more the former than the latter. John’s book helps build respect for our neighbours and, I hope, bring us a bit closer together.”

Private Consultant

THE CREDIT CRUNCH: LESSONS LEARNT BY BUSINESS LEADERS AND THEIR HR PROFESSIONALS

Professor Amin Rajan, Chief Executive of CREATE and Fellow of the Trust, shared a number of significant insights into the role of the business leader and HR professional during the credit crunch and highlighted some considerations for today’s leaders. He initiated a very lively debate and made a number of key points:



Observations from the ‘credit crunch’

- Those who survived during the difficult times were the strong and talented individuals who were rewarded for this. This encouraged individualism rather than a focus on the wider society.
- There were too many stakeholders with diverse aspirations which made it difficult for leaders to make choices, so in some cases, they didn’t.
- Some non-executives were apprehensive to step in as they did not want to be seen as ‘trouble makers’.

And learnings for today

- Too many regulations is not the answer, it’s about intelligent application of the existing rules, not making new ones.
- Always play to the strength of your organisation.
- Leadership during all times is about dilemmas for those following and the wider society.

“Amin’s breakfast presentation perfectly represented the Trust at its best - sharing a uniquely expert and candid assessment of the relationship between leadership and an issue of huge importance and relevance in our society. I left both with a better understanding of why the recent financial crisis happened, and with a renewed conviction about the importance of leadership in my own field - environmental sustainability.”

Independent Consultant

“I was interested in Amin’s simple but powerful points about the power of group think, and the difficulty in speaking up when the herd is all charging in one direction. His warning about how clever people can act stupidly, by considering too narrow a set of concerns when making decisions, was very relevant to my work in the public service.”

Director of Apprenticeships, Public Sector (Education)



WHO DO WE THINK WE ARE LEADING? A JOURNEY ACROSS FOUR SECTORS

Dr Douglas Board, Chair of the Refugee Council, Founder of Maslow's Attic Ltd and Senior Visiting Fellow at Cass Business School, shared with Friends of the Trust in December, his experiences of leadership from four sectors (public, private, voluntary and academic). All areas that each have given him a number of key learnings throughout his leadership journey. He focused predominantly on the significant issue of courage and its complexity within these sectors.

Douglas went on to discuss a number of significant issues including the discussion around, who do we think we are leading? A full copy of Douglas' speech is available on the Alumni section of the Trust's website and in section six towards the end of his speech, he invites anyone who thinks they can respond to the invitation regarding refugees to get in touch with him at douglas@maslowsattic.com

Programme updates - available on the Trust website

Autumn and Winter Programme updates

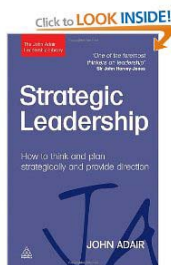
For an overview of the Autumn and Winter Programmes, please visit the 'Alumni' page of our website to view some of the key messages shared by the speakers.

The Trust's Autumn/Winter 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 either a facilitator, chair or speaker for any of our programmes, please do contact Lucy Nicholson, Programme & Relationship Manager at the Trust on 01753 272052 or lucy.nicholson@windsorleadershiptrust.org.uk who would be delighted to hear from you.

Recommended reading



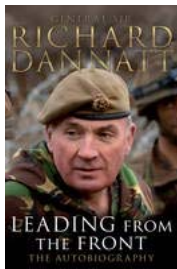
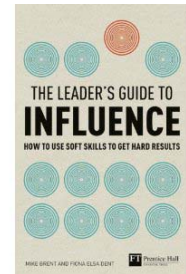
Strategic Leadership – How to think and plan strategically and provide direction Professor John Adair (Publisher: Kogan Page Ltd)

Strategic Leadership encourages leaders to focus on tomorrow rather than yesterday. It explores the nature and origin of strategic leadership and the art of inspiring others, before describing the role itself and the broad leadership functions of achieving a common task, building and maintaining a team, and motivating and developing the individual.

It assesses the skills you need to be effective and defines the seven generic functions of a strategic leader. Full of checklists, summaries and historical examples, *Strategic Leadership* will encourage you to ask the right questions, defining your role and the skills you need to become an effective strategic leader.

A Leader's Guide to Influence – How to use soft skills to get hard results
Mike Brent and Fiona Dent (Publisher: FT Prentice Hall)

A Leader's Guide to Influence will show you how to step up your people skills and improve working relationships so you can get the business results you want. Combining the hugely popular areas of influence and leadership, this book will show you how to step up your interpersonal effectiveness by learning how to work more successfully with those around you, be they people you manage, colleagues, clients or business partners.



Leading from the Front – General Sir Richard Dannatt
(Publisher: Bantam Press)

As Chief of the General Staff, Sir Richard Dannatt was in overall command of the British Army for three years until he retired in August 2009. The period saw some of the fiercest fighting yet in Afghanistan, and new and increased pressures and expectation placed on the Army. From his very first day in the job, General Dannatt proved himself a courageous leader and a forceful advocate for the Army, never shying from controversy to tell it as he found it.

Leading from the Front is Richard Dannatt's fascinating reflection on a life of military service and offers his characteristically frank analysis of whether Britain's defence strategy is fit to respond to the threats we will face in the 21st century.

Book review – new book urges business in challenging times to learn from military leadership

Jonathan Perks MBE, is Managing Director of Board and Executive Coaching at Penna, an HR consultancy and people performance company operating across the globe which covers the whole of the employment life-cycle. Jonathan is a friend of the Trust who has kindly agreed to speak on one of the Friends and Associates breakfast seminars early next year.

Inspiring Leadership – Jonathan Perks MBE (Publisher: Kogan Page Ltd)

A new book, *Inspiring Leadership*, by Jonathan Perks MBE, suggests to business leaders that they can learn from the military world in order to become truly inspirational in these chaotic times. The author, a renowned leadership coach to CEOs, MDs and Partners, previously served in the British Army. He argues that grey times produce grey leaders. Jonathan says there is currently a need for business leaders to stand up, inspire others and be counted.



Jonathan explores the notion in his debut book that he found more inspiring leaders in the military than in business, and demonstrates how, wherever you are required to lead, motivate and engage others, you need inspiring leadership. Drawing on his thirty years' experience in the British Army and international business, Jonathan has written a blueprint for success that is based on an his compass model which comprises the eight principle components of an inspiring leader. He believes that, if leaders had followed these principles, we could have avoided the greed and self-interest that led, in part, to the current recession.



Written in memory of his late father, Lieutenant Commander Paul Perks, Fleet Air Arm, who was himself an inspiration to his men, the book is based on Jonathan's personal experiences in business and the forces. Described as "An excellent concept and a significant contribution to the understanding of leadership" by General Sir Richard Dannatt, former Head of the British Army, the book examines each principle. It also includes profiles of respected leaders in the business world who live 'leadership by example'. Quotes, advice and endorsements from people Jonathan considers himself privileged to have worked with, are also included.

The eight-point compass model

The eight principle components that make up the model and which embody an inspiring leader are:

1. IQ – Cognitive Intelligence and Wisdom
2. Presence – Personal Power
3. EQ – Emotional and Social Intelligence
4. Appreciation – of others and self
5. MQ – Moral Intelligence, Values and Beliefs
6. Passion – Love and Inspiration
7. SQ – Spiritual Intelligence, Meaning and Purpose
8. Service – Serve to lead

Using this model, readers are able to identify their own 'true north' and make small changes to their behaviour that will make them more successful, happier and able to live their lives 'on purpose' – in other words, take control of and shape their lives. Jonathan believes that leaders who adopt these eight principles will become more successful in life, by focusing on building successful relationships and therefore working less hard, and able to spend more time with families and friends.

By sharing his own leadership stories with a wider public, Jonathan's aim is to encourage business men and women to be braver and fulfil their true potential. He comments: "The saying 'don't die with the music still in you' is one I truly believe in – leaders must seize the day. Inspiring leadership is not about working physically harder, it is about integrating the use of your mind, heart and soul. Building relationships that allow you to lead in a smarter and more effective way will create a synergy within your team which can make apparently unremarkable people achieve outstanding results."

In essence, the book poses three key questions for leaders – "Am I inspired?", "Do I create an inspiring environment for others?", "Do I truly enable others to realise their full potential?"

The message of hope is that the inspiring leadership qualities that Jonathan describes can be developed by almost anyone.

For further details on Jonathan or to order copies of *Inspiring Leadership*, visit www.jonathanperks.com All profits from Jonathan's online sales will be donated to the charity 'Help for Heroes' which gives practical support to the men and women of the Armed Forces who have been injured in conflict.

Alumni contribution – the Inconvenient Truth

The Trust would like to thank Sandy Rodger, Director of Lighthouse Leadership Ltd for his thought-provoking and topical article below. Sandy is a double alumnus and Working Group Member and is a huge supporter of the Trust, having facilitated recently on the Developing Strategic Leaders Programme.

Leadership facing the Inconvenient Truth

Al Gore's film "The Inconvenient Truth" described the looming environmental crisis created by more, wealthier, humans inhabiting a finite planet.

There is heated debate about the "truth" – especially climate projections. But there is no serious doubt that mankind has to live within earth's limited "sources" (resources) and "sinks" (natural capability to assimilate waste). Many such limits are already surpassed, not only greenhouse gases driving climate change – consider fish stocks, or "peak oil."

This has been understood for 40 years, but overshadowed by a greater motivator - economic growth. Modern humanity embodies this, framed in our recent experience of climate and ecosystems. Cities are near current sea levels, infrastructure designed for current weather, populations fed by current agriculture. We have developed myriad addictive ways to consume fossil-fuel energy. None of this is inherent – simply mankind's construct, in a 300-year "moment" of geological time. Yet this construct so underpins modern life, that changing it is indeed massively inconvenient.

This is, primarily, a leadership issue. Enough is known of the science; the ethical, political, and economic aspects can be debated endlessly; the question is about action - which needs leadership. Not only political leadership, which is helpful but unlikely to deliver an ideal combination of national and international agreement. Also not abdicating leadership by waiting for technological panaceas, or for markets to perfectly price the scarcity of resources. This is about a viral process whereby every responsible leader, in every context, is adding to the momentum, piece by piece. Markets and politicians will follow.

Environmental leadership is not new, but has had a scientific bias, often poorly communicated, and sometimes mired in political views never likely to win mass support. Sadly, this leadership has often been right but seldom influential – a case of "I told you so!" The baton must pass to "mainstream" leaders, capable of a much wider influence. This is needed to drive a re-engineering of lifestyles to consume and waste less, while maintaining as much as possible of current prosperity (and allowing the developing world to become more prosperous). This can be the world's first "deliberate revolution" but only if it is well led. The good news is that re-engineering lifestyles is a mission full of opportunities, different growth, not no growth.

What exactly does this mean for leaders?

Firstly, three strategic challenges:

Get Physical! Every organisation impacts the environment, obviously through physical operations, less obviously through travel or IT use. All organisations are part of chains providing products or services, and it is the impact of the whole chain that matters. BP learned that outsourcing does not eliminate responsibility if there is an environmental disaster. More positively, there are opportunities for organisations to innovate and thrive at every point along the chain - retailers, manufacturers, procurement organisations, technology providers, and many others, including the public and third sectors. But such innovation requires a superior understanding of the physical characteristics of the end-to-end chain – real knowledge of sources and efficient use of materials and energy, through to consumer behaviour and what happens to products after use. This is not a technical specialism – it is central to strategy, and will make a material difference to the value (however defined) of any organisation.

Think Long! Environmental impacts show up as confusing combinations of long-term trends and short-term events. Some trends remain imperceptible then rapidly accelerate. Markets and consumers will eventually face reality, but probably too late to drive investment in technology or infrastructure, or reinvention of organisations. Some normal business drivers (consumer preferences, or commodity prices) are in this case lagging indicators. Leaders can develop scenarios based on the leading indicators (trends in population, resource, or pollutant levels), then develop robust strategies.

Think Broad! The depth of the change – no oil, no gas, no coal, in most of our lives – requires entirely new solutions to human needs, not just slightly greener products. The changes required are as dramatic as CDs-to-iPods, yet in such discontinuities few organisations manage to lead in both old and new technologies.

These strategic challenges call on every dimension of leadership. What is the right level of risk? Will my stakeholders back me to act ahead of market imperatives? How do I create followership, when there is such varied understanding of environmental issues, and such confusion over the right individual action? What example do I need to set personally? Can I make good decisions with incomplete information? Can I delegate this, within my organisation, or to external partners? Can I influence suppliers and customers? Do I have the capacity for such change while addressing the short-term economic situation?

These are typical of leadership challenges that are regularly discussed at WLT events, but the scale and stretch and level of distraction from economic pressures, are unprecedented. So the “Inconvenient Truth” is, most of all, a matter of leadership. In 40 years “I told you so” will not be good enough. What can you – and what can we as the Trust’s cadre of leaders, do about it?

If you would like to discuss this issue further or would like more information on what Lighthouse Leadership Ltd is involved in, you can contact Sandy on sandy@lighthouseleadership.co.uk

Alumni ‘stories’

Cross sector links still strong after five years

Andrew Fyfe, Brent Field Operations Manager at Shell UK Ltd, an alumnus of the Windsor Leadership Programme from 2005, shared the following story of his meetings with his syndicate group and is delighted that they are still going strong:

“In September this year our group met for the fifth time. Recently we met at Lloyds Bank’s Cambridge University branch where Martin Dodd, Telephony Operations Director there hosted an interesting and topical day. It gave us a valuable insight into what banking is about by going behind the scenes of a branch and discussing leadership with one of the bank’s “stars”. Previously, we have met on the aircraft carrier HMS Illustrious (in Portsmouth at the time), Cairngorms National Park, West Yorkshire Police HQ in Bradford and the John Lewis Training Centre, High Wycombe – a complete contrast of locations just like the group I am fortunately still in touch with.”

The Trust and internet social networking for 2011

twitter

Linked in

facebook

After several requests from alumni, the Trust will shortly embrace the ever-increasing social technology of internet networking sites including facebook, twitter and LinkedIn. An update on this will appear in the next newsletter.

Movers and shakers – available on the Trust website

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 at joh@windsorleadershiptrust.org.uk and she will try to reconnect you.

Programme dates

Please see below dates for the Trust’s programmes for the first part of 2011. If you would like to nominate yourself or someone else 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.

21-25 February 2011, Part II: 8-9 September 2011
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.

2-4 February 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.

10-11 February 2011

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

14-15 March 2011 - by invitation only

Next edition and your contributions

The next newsletter will be sent out in February. If you would like to make a contribution to this edition or have any comments on the style or content of this newsletter, please send your copy or any other comments to joh@windsorleadershiptrust.org.uk