

Facts & Figures 2009-10



Windsor Leadership Trust



“An uplifting experience that provides some much-needed thinking space for leaders away from the unrelenting pace of current issues.”

Armed Forces



www.windsorleadershiptrust.org.uk

“I gained the most from mixing with such high quality individuals in such a unique environment, in particular the individual integrity and personality of each delegate – undiluted excellence!”

Private sector

“A rich pool of experience where status and seniority are nothing compared to the sharing of journeys.”

Police



Our work

“The Trust achieved great success in 2009 despite the difficult economic climate. We welcomed more participants than ever, received excellent programme feedback, established a stronger funding base, and broadened our international reach. Celebrating our 15th Anniversary in 2010, we will build on this by:

- *Engaging leaders from a wider cross-section of organizations and functions.*
- *Providing new learning opportunities for Alumni through briefings and Working Groups.*
- *Developing partnerships and programmes outside the UK.*
- *Influencing thinking about leadership with integrity.*
- *Challenging leaders to focus on rebuilding trust in leadership.*

With the tremendous support of our Chairs, Facilitators, speakers and partners we will continue to develop leaders who can change themselves, their organizations and society for the better.”

Dr James McCalman, Chief Executive



The Programmes

In 2009, the Trust ran 15 programmes including its first international event. Over 230 leaders took part to discuss key leadership issues, making this the highest level of participants and number of programmes run since the Trust began in 1995.

Following a full, independent analysis of feedback from participants, we were pleased to note:

- 96% said their expectations were met either Completely, Very Well or Well.
- 94% rated the overall quality of the content as Excellent or Very Good.
- 93% would consider taking part in another programme.
- 93% would recommend the Trust to peers, colleagues and their HR department.

The Trust continued to fulfil its objective of drawing participants from a truly diverse base in 2009, awarding the most bursaries in its history. We were pleased to offer 53 bursaries compared to 35 in 2008, a 51% increase. As well as developing new relationships with charities such as Centrepoin, the National Trust, Shelter, Prostate UK and Tearfund, we continued to support leaders from the Arts and faith groups.

Nearly a third of participants were women with a significant increase in those taking part on the more senior programmes. In addition, a third of all participants brought international experience to the leadership discussions.

All programmes are held in the unique environment of Windsor Castle and under the Chatham House Rule. This helps to create an open, yet confidential forum, which is important to those who attend: “I found the honesty, openness and increasing trust between us most valuable.” (Charity sector)

Windsor Leadership Programme

Held five times a year, with an additional international event, this programme is for senior leaders with primarily operational leadership experience. They all have the ability and ambition to reach senior leadership positions, and use this programme to gain unique insights into becoming a more strategic leader.

Developing Strategic Leaders Programme

Run twice a year, this programme is for leaders taking on more corporate leadership responsibilities both strategically and operationally. It focuses on developing their strategic thinking as they move towards more senior roles and enables them to explore the challenges of moving into strategic leadership.

Newly Appointed Strategic Leaders Programme

To help newly appointed senior leaders who have a far-reaching impact on staff and society prepare for the challenges they face, or will face, as they take on a new strategic leadership role. They have grown in successive senior leadership positions before reaching board level or equivalent. This programme is held twice yearly.

Experienced Strategic Leaders Programme

This programme is aimed at established strategic leaders operating at very senior and board level positions for several years. Held twice a year, it offers the rare opportunity for them to explore their current responsibilities and challenges of strategic leadership in an open environment.

Strategic Leadership Consultation

Held once a year, this forum is for those who have reached the most senior positions in their field. It encourages debate about the complex issues of leadership that shape the future of organizations and society.

Leadership Development Consultation

A consultation for senior HR professionals who hold the strategic responsibility for developing leaders and driving forward the leadership development agenda for their organization. This event is held twice a year. A similar programme for Finance Directors will be held in 2010.



The Annual Lecture 2009

The Annual Lecture, entitled 'Leadership in Turbulent Times', was delivered by General Sir Richard Dannatt, five weeks after he stood down as Chief of General Staff and in the week he was offered a key political role. Sir Richard touched on many aspects of leadership, in particular the importance of character and integrity, and the values that provide a moral baseline for judgement and decision-making. Over 400 guests attended, of whom more than half were Alumni.

The Lecture helped to position the Trust as a key authority influencing and extending the leadership debate. As the lead article on the Today Programme on Radio 4, Sir Richard's comments highlighted the challenging and often controversial issues of senior leadership.

Their support

We are grateful to all those in 2009 whom gave their time, nominated participants and maintained their corporate partnership commitments during such a financially challenging year.

Our Partners

- The Trust welcomed a new partner in 2009, the Care Management Group and three Corporate Associates including: lastminute.com; Motorola Ltd and the Scottish Executive.
- We valued the financial support from the following organizations who continued to engage the Trust as part of their leadership development agenda: Airwave Solutions Ltd, Centrica plc, Department for Children, Schools and Families, KPMG LLP, Lloyds Banking Group plc, National School of Government, Priory Group, Rolls-Royce plc, Royal Bank of Scotland plc and Royal Dutch Shell plc.
- 36 new and diverse organizations nominated participants for the first time including: Aviva, BT Openreach, Development Education Association, International Personal Finance, Mencap, Office of Fair Trading, Sellafield and Visit Britain.
- Regular nominations came from: BAA, BAE Systems, BP, Clore Leadership Programme, Homeserve, Honda, Ministry of Defence, National Police Improvement Agency, Serco, the Scout Association and Youthnet, with whom we look forward to continuing our engagement in 2010.
- The Trust worked in partnership with a variety of organizations on the following new initiatives:
 - Its first international programme in Hong Kong in collaboration with the SWIRE Group.
 - A joint Leadership Forum with the Leadership Trust, for the development of CEOs.
 - A breakfast seminar in conjunction with Cass Business School, combining its Alumni with the Trust's.
 - The development of a Learning Leadership Log for young people, in partnership with the National Body of Youth Leadership.

The Windsor Leadership Journey

Strategic Leadership Consultation
Two days

Experienced Strategic Leaders Programme
Two days

Newly Appointed Strategic Leaders Programme
Four days and a part II

Developing Strategic Leaders Programme
Three days

Windsor Leadership Programme
Five days and a part II

Our Alumni

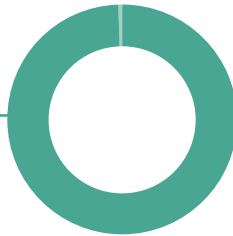
- Alumni engagement reached new heights in 2009 with the launch of the Friends and Associates initiative. Nearly 60 Alumni joined as Friends and 8 individuals consolidated their commitment to the Trust's work by becoming Associates: "The success of the Alumni Programme has been a real encouragement, and evidence of the appetite we thought existed for Alumni to remain actively engaged with the Trust." (Christopher Rodrigues, Chairman, Windsor Leadership Trust)
- As part of this initiative, two breakfast briefings were held in 2009 with Malcolm Brinded, Executive Director of Royal Dutch Shell, and Trust Fellow, David Sims, Professor of Organizational Development at Cass Business School, as the keynote speakers. A full portfolio of briefings is in place for 2010.
- A new Alumni initiative, the Working Groups was piloted in 2009. These groups aim to provide more structured and continuous learning for Trust Alumni from different level programmes.

Our Team and Speakers

- In a year when the Trust ran more programmes than ever; the commitment of our Chairs and Facilitators, who generously gave their time to help deliver highly successful programmes, reached new levels. Nearly 50 experienced professionals helped to steer the programmes of which 65% were returning. Over 95% of the team members of the Windsor Leadership Programmes were Alumni.
- 2009 saw a 40% increase on 2008 in the number of speakers who shared their leadership experiences. Over half were Alumni, illustrating the level of seniority of those who have experienced our programmes. The other half were speaking for the first time, and included:
 - Des Benjamin, Chief Executive, Simplyhealth Group
 - Sir Norman Bettison QPM, Chief Constable, West Yorkshire Police
 - Lord Bilimoria CBE DL, Founder and Chair, Cobra Beer
 - Elizabeth Corley, Executive Chairperson, Allianz Global Investors Europe
 - Andrew Hind, Chief Executive, Charity Commission
 - Sara Parkin OBE, Founder Director, Forum for the Future

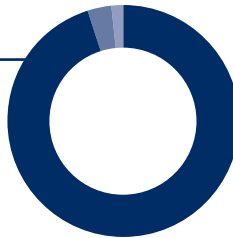
Incoming resources

Donations	£685,798
Investment income	£2,360
Total	£688,158



Resources expended

Fundraising & publicity	£10,592
Governance	£21,240
Charitable activities	£606,876
Total	£638,708



“ A most enlightening development opportunity and one of the most memorable weeks I have ever experienced. I now feel in a better position to take control of my own development and become a better leader and person.”

Public sector

“Thanks for an excellent experience, and particularly for the bursary – without which, I would not have been able to attend.”

Charity sector

Financial Summary

The Trust's income consists of donations from financial sponsorship and participants' contributions on the programmes. Despite a difficult financial climate, the Trust saw an increase of donations totalling £685,798 (unrestricted funds). This was an increase of £143,674 compared to an increase of £1,715 in 2008. Adding an additional Newly Appointed Strategic Leaders Programme and Experienced Strategic Leaders Programme, as well as the programme in Hong Kong, meant an increase in charitable expenditure of £85,403. Overall the Trust was able to increase its reserves by £49,518. All figures are from the statutory accounts for the year ended 31 December 2009.

Priorities for 2010

For 2010, the Trust is committed to the following priorities:

- Strengthening core programmes and focusing on the diversity of attendees to generate excellent feedback on the impact of the programmes.
- Developing new learning opportunities for Alumni, for example by:
 - Delivering a series of seminars.
 - Broadening the Working Group initiative.
- Harnessing the expertise of our Fellows by producing targeted articles, and providing new forums for debate in collaboration with others.
- Consolidating the partnership with the SWIRE Group and running additional international programmes in the Far East.
- Producing a leadership programme for specific executive functions, initially for Finance Directors.
- Establishing new sources of funding, for example building a partnership with the Corporate Associates.

Key People

Trustees

Mr Christopher Rodrigues CBE (Chairman)
Sir David Omand GCB (Deputy Chairman) **
Sir Laurie Magnus (Deputy Chairman May 2009)
Mr Manish Chande **
General Sir Richard Dannatt GCB CBE MC
Mr Christopher Garnett *
Mr Martyn Lewis CBE
Mr Ian McCaig
Dr Chaitanya Patel CBE FRCP
Baroness Usha Prashar CBE (Resigned July 2009)
Mr James Smith
Dame Sue Street DCB

Fellows

Professor John Adair (Emeritus Fellow)
Ms Lynne Chambers
Professor Jonathan Gosling
Professor Keith Grint
Professor Peter Hawkins
Professor Andrew Kakabadse
Ms Kate Owen
Professor Amin Rajan
Mr David Sims
Professor Gillian Stamp
Mr Stephan Thoma

Patrons

Baroness Amos of Brondesbury
Sir Michael Bichard KCB
Mr Alan Coppin
Lord Dholakia of Waltham Brooks OBE DL
Mr Ieuan Evans MBE
Miss Carol Galley
Ms Sue Slipman OBE
Mr Sam Younger

* Joined in 2009 ** Retired in 2009

Contact information

For more information about the work of the Trust, how you can support us, future programme dates and details of the nomination process, please contact the Windsor Leadership Trust, Gainsborough House, 59-60 Thames Street, Windsor, Berkshire SL4 1TX

Tel: 01753 272056

Fax: 0870 487 8427

Email: enquiries@windsorleadershiptrust.org.uk
www.windsorleadershiptrust.org.uk