

Annual Lecture 2011 – a summary

LEADERSHIP - A MINING PERSPECTIVE

The Trust's Annual Lecture took place on 6 October at the British Library in London. Trust Alumni and guests were joined by Cynthia Carroll, Chief Executive of Anglo American plc, the keynote speaker.



Christopher Rodrigues CBE, Trust Chairman, introduced Cynthia as “one of the most thoughtful business leaders of her generation”. Anglo American, a global organisation, employs over 150,000 individuals in 45 countries and six continents, bringing with it a variety of leadership challenges.

Attendees listened to Cynthia share her thoughts on leadership from her mining perspective which encouraged an open and frank discussion in the question and answer session that followed, chaired by Martyn Lewis CBE. Some of Cynthia's key points are highlighted below:

Conventional wisdom and leadership – the point was raised that conventional wisdom does not necessarily make for good leadership. In the mining industry in particular, Cynthia emphasised how such wisdom can encourage governments and communities to be perceived as obstacles rather than partners, and how women traditionally are not seen as being able to work underground, let alone lead a mining organisation. It is these types of conventions that need challenging, argued Cynthia, by looking at alternative ways forward, such as “building relationships on partnerships and understanding rather than cynicism and suspicion”.

Leading through collaboration – she emphasised how strong partnerships between the organisation and its stakeholders such as governments, communities, shareholders, customers, suppliers, NGOs or joint venture partners, is significant to an industry's role in benefiting society, and key to achieving success in the future.

Sustainability and partnerships – both points are embedded in Anglo American's DNA and are at the core of their values. These values are clearly visible in all they do and emphasise the importance of not compromising your values. It is important to make employees feel they are seen as ambassadors of the organisation which extend the values further.

Leadership development and your successors – it is important to engage your high-potentials continuously and keep them focused on their development. They need to feel challenged, part of the team, and that they are adding value to the organisation. Cynthia highlights the significance of giving them “as much responsibility as they're willing to take and that is appropriate”.

Women in leadership – Cynthia talked of the struggle within the mining industry of accessing the right skills and capabilities and how because of this, it is important to include women in their recruitment process. Anglo American is the largest employer of women in the industry with 1000s of women working underground or in their open cast mines.

Personal motivators – she also reflected how it was the belief from others in her ability, which contributed to her progression: “there have been many people along the way who believed in me and have taken a chance to put me in a particular slot where I didn't really have any business being”. She also emphasised the importance of “connecting, being open-minded and willing to change and to think in different ways”.

These are just a few points Cynthia highlighted at the Lecture, you can view the full speech on the Trust's [website](#).

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Trust news

ADAIR HOUSE—AN OFFICIAL OPENING

The Trust team is now fully settled into its new home. Still based in Windsor town centre, but out of a shared office environment, the Trust office is now split over two floors with a meeting room and small garden space, and is still only five minutes walk from Windsor Castle.



Professor John Adair, an Emeritus Fellow of the Trust, after whom the building is named, kindly cut the ribbon on the new premises at a small ceremony attended by staff, Trustees and a few key stakeholders. He then headed up to the Castle to attend and speak at the November Windsor Leadership Programme End of Programme Dinner, treating the participants to a fascinating impromptu speech on leadership.

The office is more affordable, offers better facilities and is much more suited to the requirements of the staff and the Trust as we move on into 2012 and beyond. We very much look forward to receiving all Alumni and friends to this great new space.

Please note our new address and telephone number:

Windsor Leadership Trust
Adair House
Madeira Walk
Windsor
Berkshire
SL4 1EU

Tel: 01753 830202



NEW THEMED EVENT FOR FEMALE SENIOR ALUMNI

As part of the Trust's commitment to its Alumni throughout their leadership journey, we are running another themed event, this time focused on **Women in Leadership**. The programme is aimed at female leaders, predominantly Trust Alumni, functioning at a strategic level (the Trust's Developing Strategic Leaders Programme level). The next event is scheduled for 10-11 September.



This two day residential programme re-engages Alumni with the unique experiences they gained previously at Windsor, with the additional advantage

of building a solely female network, as well as covering a topic that is of personal importance to the attendee. The overarching theme is focused on female senior leaders and the challenges that arise/have arisen throughout their progression.

To ensure a diverse representation from all sectors, the places are limited for each sector and are allocated on a first come, first served basis. The contribution required for this programme is £975.00 for Alumni and Trust Partners, and £1300 for non-Alumni. This covers the entire event, as well as all meals and the overnight accommodation at Cumberland Lodge.

A summary of the January version of this programme will appear in the next Alumni News where attendees were joined by Chief Constable Sara Thornton QPM CBE, Thames Valley Police and James Smith CBE, Chairman, Carbon Trust and former Chairman, Shell UK, who both shared their perspectives of the challenges involved in Women in Leadership.

If you are interested in joining us for the September version of this event on **10-11 September 2011**, or know someone you think could benefit, please contact Jo Davey on

jo.davey@windsorleadershiptrust.org.uk. We have allocated a small number of spaces for non-Alumni so if you did have someone in mind who was not a Trust alumnus, please do send us their CV and biography.

TRUST'S SECOND SINGAPORE EVENT IS WELL RECEIVED

In October, the Trust held its second Windsor Leadership Programme in Singapore, this time at the Singapore Management University. The programme was a great success and the Trust is beginning to establish presence and reputation in the Asia region.



October's programme had participants from Singapore, India, China, Thailand, and Japan as well as the Trust's unique mix of private, public and charitable organisations. These included, China Light and Power, Rolls-Royce plc, WWF, Motorola Solutions and the Singapore Civil Service.



The main highlights of the programme included keynote speakers such as, Mr Ho Kwon Ping, Executive Chairman of Banyan Tree Holdings, Mr Mark E Hansen, Head of Asia Governance & Strategic Initiatives, Standard Chartered Bank, Ms Tina Hung, Deputy CEO in the Singapore National Council of Social Service, and Mr Aubeck Kam, Chief Executive of the Media Development Authority.

In 2012, the Trust will run more programmes in Singapore with the first one taking place on **7-10 May 2012**. We would be delighted to hear from anyone interested in participating, facilitating, suggesting keynote speakers, or in assisting us in developing the Trust's presence in the region. Please contact Sarah Pummell on sarah.pummell@windsorleadershiptrust.org.uk, one of the Trust's Programme Managers.

ALUMNI SURVEY —SOME KEY POINTS FROM YOU

In September, we completed our first on-line Alumni survey, designed to get as much feedback and integration from our Alumni as possible. We were delighted with the amount of responses we received and would like to thank those who took part. Not only have the responses provided us with valuable information, but they have also helped us to re-engage with some of our Alumni.

The majority of the responses (63%) were from the Windsor Leadership Programme level (the Initial Windsor Meetings), but there was also good representation from all of the other core programmes.

Included here is a summary of the key findings:

- ◆ Our 'speakers' and 'meeting other sector participants' was considered the most beneficial aspect of our programmes.
- ◆ Nearly 80% of people said 'Yes' to us introducing a reunion of past programmes with other attendees from the same level programmes from that year. Therefore, we are introducing Part 3 programmes during 2012.
- ◆ 65% would like us to 'introduce themed topic events', which we are also doing this year, starting with Women in Leadership.
- ◆ 54% would like 'networking events or receptions', but 'wanted themes or common threads' to draw people together, something the Trust is also pursuing for 2012.
- ◆ 92% 'endorsed the current style of the Annual Lecture', and 93% 'value the speakers' we invite to this event.
- ◆ More than 50% offered to be 'available to be part of development focus groups for the Trust', which we hope to take further later this year.

These are just some of the results from our survey, and we look forward to extending this Alumni engagement with another survey for our Alumni in May.

Thank you all again, for your very valuable contribution.

SIR DAVID BELL KCB RETIRES AS WLT TRUSTEE

The winter of 2011, saw a number of changes for Sir David Bell, as he stood down as a WLT Trustee as well as leaving his post as Permanent Secretary at the Department of Education, and taking up a new position as Vice Chancellor at the University of Reading.



Sir David has spent almost a decade in national roles, at Ofsted as Her Majesty's Chief Inspector and Permanent Secretary as well as serving four Secretaries of State and three Prime Ministers.

Sir David is delighted to be going to the University of Reading, which is a World Top 200 institution that combines leading edge research across many disciplines with an outstanding student experience.

The Trust is very grateful to Sir David for his time and commitment over the years as he regularly spoke and supported the Trust on many of its programmes as well as contributing his time as a Trustee.

Breakfast briefing—December 2011

GENERAL THE LORD RICHARD DANNATT GCE, CBE, MC, DL

On 6 December, Friends and Associates were treated to an exclusive Breakfast Briefing hosted by General The Lord Richard Dannatt, in his private residence in the stunning surroundings of the Tower of London. Richard has been a Trustee of the Trust since 2005 and we are extremely grateful for his continued support and leadership insights.



Richard gave an incredible insight into his leadership journey moulded by four very different decades in the British Army, starting in the 1970's with seven tours of duty in Northern Ireland and culminating in his appointment as Chief of General Staff from 2006 to 2009. His reflections and experiences ranged from the significance of his officer training school, RMA Sandhurst's motto: 'serve to lead', to a leadership insight from one of his senior officers who told them to "just muddle through". A key message that attendees took away with them was that "you can delegate tasks, but you cannot delegate responsibility".

The Trust's next Friends' breakfast seminar will be held on **Monday 26th March 2012** hosted by **Kevin Murray, Chairman of Bell Pottinger Communications**. If you are a Friend or an Associate of the Trust and you haven't already, please contact Olivia Wellock on Olivia.wellock@windsorleadershiptrust.org.uk to confirm your place. Alternatively, if you would like to sample the Trust's Breakfast events, please do let us know.

Alumni news articles

GOMPELS SUPPORTS 'LEADERSHIP FOR GOOD' THROUGH WINDSOR LEADERSHIP TRUST BURSARIES

Gompels Healthcare Ltd, supplier of everyday low price healthcare products, has provided two full bursaries for disability charities to participate in two of our programmes. This year, Gompels' support will benefit two leading UK disability charities, Scope and Leonard Cheshire Disability, to join us. Gompels will continue to support Windsor Leadership Trust for a further two years.

"We are delighted that Gompels Healthcare has made such a significant gesture to enable us to welcome more participants from the disability and health sector" Dr James McCalman

We are **delighted to invite nominations** from our Alumni from **disability and healthcare-related charities and organisations** for the remaining bursaries in 2012 and 2013. The bursaries are available for the Trust's Windsor Leadership Programme and the Developing Strategic Leaders Programme. Please contact Jo Davey for further information.

AGRICULTURAL SECTOR BROADENS THE TRUST'S DIVERSITY EVEN FURTHER

The Trust is delighted that The Farmers Club, representing the agricultural world of the United Kingdom, is funding places for four attendees on our Windsor Leadership Programmes.



Stephen Skinner, CEO of The Farmers Club and Trust alumnus, who helped source and short list the attendees stated: "before being appointed as Secretary of The Farmers Club, I served in the military and attended a number of leadership courses. The one course that had the most impact on me was the Windsor Leadership Programme. The long-term value in being able to talk freely and widely with individuals from many different sectors, was inestimable. I was challenged and able to challenge, and my vision widened considerably. It also set in place an outstanding network of individuals."

The first two representatives attended our recent November programme, and immediately added an extended diversity into the programme as well as intriguing insights from the agricultural world. Attendee Andrew Brown, Regional Chairman (East Midlands), National Farmers Union, participated on the November Windsor Leadership Programme and commented: "when I realised who was on the course, I did feel a bit daunted by it. I talked about leadership attributes and how I believe the first person you need to lead is yourself. To be a good leader, you have to be decisive and have the courage of your convictions, as well as humility".

The Trust is pleased to have representation from a new sector as part of its commitment to diversity. Dr James McCalman, Trust CEO and co-selector of the eventual attendees, said: "We are delighted to establish a partnership with The Farmers Club and to welcome key leaders from the agricultural sector onto our transformational programmes. It is a mark of the Club's faith in the future that it is supporting agricultural leadership development through the Windsor Leadership Trust."

Programme summaries

You can find a summary of the Trust's Autumn and Winter 2011 programmes on our [website](#).

Recommended reading

GLOBAL ELITES: THE OPAQUE NATURE OF TRANSNATIONAL POLICY' BY PROFESSOR ANDREW KAKABADSE AND NADA KAKABADSE

'Global Elites' explores the nature, configuration and influence of global Elites. It explores the impact of Elites on transnational policy development and strategically on corporations as Board Members of PLCs and international joint ventures. Overall, the book provides a balanced view of how our present day Elites operate.



Professor Andrew Kakabadse, Professor of International Management Development, Cranfield School of Management, is a Trust Fellow who has spoken on many Trust programmes.

If you have published a book or have read a leadership related text you feel our Alumni would benefit from hearing about, please do let us know by contacting Olivia Wellock.

Alumni stories

THE GOOD WORK STILL GOES ON

Lieutenant Colonel Matt Davies, from the ARTD Staff Leadership School and alumnus from the Windsor Leadership Programme June 2010, has shared the following story with us:



"I have been trying to meet up with my syndicate group again ever since June 2010, after being unable to all meet up at the Part II (blighted by severe weather conditions) and subsequent reunions. We reverted to technology and managed to get the whole group together for a conference call.

"After a quick ice-breaker, we updated each other. It was great to hear that all of us had learned new things and identified areas where we had been successful. The bulk of the discussion was then on a key leadership theme: "how do we reward team members in these times of budget reductions and minimal salary increases?" With a mix of participants from the commercial, charity, civil service and Army, it was intriguing to hear the different ideas that could be used and had been tried. Some of the ideas we came up with are included below:

Cash - it seems inevitable that employees will tell their bosses that cash is what they want more of however, there are few people that would tell their boss they did not want a salary increase!

A Simple Thank You - a) a personal and verbal thank you to individual members of staff, b) writing thank you notes or postcards to colleagues who have helped on a project – providing specific validated praise, c) sending a copy of the thank you to relevant line managers, d) singling out a team for praise at a group meeting. This provoked some discussion as when it had been used before it created resentment or jealousy in group members who had not been singled out for particular praise.

Flexibility - some organisations have a policy for flexible working such as "give and take". Employees understand that this allows them to take time off when they need it and give back with extra effort when it is busy. Again, this prompted discussion and the experiences of group members suggested that whilst this may help motivate new staff it can be taken for granted by longer serving staff members or even considered a right. It was mentioned how technical staff can be highly motivated by being allowed time to work on their own projects within the context of the business for one day a week. We believe that this started off at FedEx and was popularised by Google which led to the production of Google Earth. The 'FedEx' concept broadens this out to include team working and delivering a solution overnight.

Asking - a) survey your team to see what actually motivates them, b) get them involved in decision making, by bringing them into the consultation process, c) 'Oscars', get your staff to vote on a number of categories where their peers have excelled and present that individual with an "Oscar".

"At the conclusion of the discussion we had all learned some new techniques for motivation and got excellent food for thought. We are getting together again in November on the phones to discuss another leadership topic."

To support our Alumni to re-unite and keep themed leadership discussions on the agenda, please do look out for our new themed Alumni events and Windsor Programme Part threes being organised for 2012. To express an interest in either of these Alumni events, please contact Olivia Wellock .

Movers & shakers

You can find the list of movers and shakers on the [Alumni page](#) of our website. In addition, we are delighted that a number of our Alumni have been awarded in the New Year's Honours List 2012. Huge congratulations to you all for your achievements.

If you have changed roles, or are about to, or your contact details have changed recently, please do let us know on

enquiries@windsorleadershiptrust.org.uk.

Programme dates 2012

Please see below the dates for the Trust's programmes for 2012. If you would like to nominate yourself or someone else, please contact us **on enquiries@windsorleadershiptrust.org.uk** stating which programme(s) you are interested in.

[Windsor Leadership Programme](#): for operational leaders who have the ability and ambition to reach senior leadership positions.

20 – 24 February 2012, Part II: 6-7 September
16 – 20 April 2012, Part II: 13-14 November
25 – 29 June 2012, Part II: 3-4 December
24 – 28 September 2012, Part II: March 2013 TBC
19 – 23 November 2012, Part II: May 2013 TBC

[Singapore Windsor Leadership Programme](#)

7 - 10 May 2012
16 - 19 July 2012
1 - 4 October 2012

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

1 – 3 February 2012
24 – 26 October 2012

[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.

24 – 26 April 2012, Part II: 8 – 9 October
17 – 19 October 2012, Part II: April 2013 TBC

[Experienced Strategic Leadership Consultation](#): to enable senior executives to become more effective strategic leaders by exploring the responsibilities and challenges of strategic leadership.

6 – 7 February 2012
20 – 21 September 2012

[Strategic Leadership Consultation](#): a forum for the most senior leaders operating at the highest level to debate the complex issues of leadership which will shape the future of their organisations and society.

8 – 9 November 2012 – by invitation only

[Leadership Development Consultation](#): a consultation for those senior HR personnel who hold the strategic responsibility for developing leaders.

13 – 14 September 2012 —by invitation only

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

14 – 15 June 2012 —by invitation only

The Trust is also holding a series of Alumni only programmes in 2012. If you would like to attend, please email Olivia Wellock to register your interest.

Next edition

Our next edition will be due in May 2012. If you would like to make a contribution, or have any comments on this edition, please send your copy or any other comments to Olivia Wellock Relationship & Marketing Administrator.