

## Articles for Sept Newsletter:

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### What exactly is Global Leadership? (William Wong)

2011 has begun with two great disruptions – the Arab World uprising and the systemic impact of the natural catastrophe that hit Japan.

The sweeping changes in North Africa and the Middle East not only sent the price of crude oil well above \$100 a barrel, fuelling further inflationary pressures from across Europe to China, but will have longer term implications on the balance of power between Israel and the rest of the region. The uncertain equilibrium in governance ahead poses a direct threat to global energy security, whilst the upheaval unfolding moment by moment is rewriting an entrenched social order in a manner that was hitherto unimaginable.

*Barack Obama, has he lived up to his promises?*

Challenges in our global village demand global solutions, calling upon global leadership. Right?

Whatever your views on globalisation, it is very likely we see more of President Obama on our television and electronic device screens than our parents and neighbours put together. What has happened with Obama's messianic campaign slogan of 'YES WE CAN'? Two years on, why are we still hearing, 'Yes we can, but not yet'?

### What does Leadership mean to you?

A good metaphor may be others choose to follow you out of free will. Leadership begins with the self – Peter Drucker's 'Managing One-Self' is packed with timeless insights, but management is not leadership. Leadership and management are complementary and interdependent. Warren Bennis goes further and says 'Managers do things right. Leaders do the right thing'.



### Self-Leadership

Talent is over-rated. Intellectual firepower aplenty. Spatial awareness is in short supply but emotional intelligence could be developed. Before embarking on grand visions, mission, strategic, policies and processes – knowing yourself is key. Isn't this common sense? But common sense is far from being common.

Passion is infectious and is key to leading effectively. It underpins your core values and what drives you. But passion alone does little. True engagement is based on active listening and understanding; a genuine empathy for differences and diversity comes from within.

Dealing with the unknown is part and parcel to leadership. Doing nothing is fine as a strategic choice, rather than a reflection of decision-making inertia. Taking calculated risks towards the uncertain requires courage, and even more so when galvanising support and momentum from a wide range of competing stakeholders.

### Community Leadership

Feel free to swap 'community' with business, cultural, organisational, social or political. Increasingly, you need to be able to navigate complexity and embrace diversity. Economic cycles and public sector reforms have led to the conventional boundaries separating the public, private, and third sectors becoming more blurred.

Deep rooted cultures and distinctive working practices in each sector often could be at odds with top-down policy initiatives, causing friction through a carousel of restructuring exercises that often prove counter-productive.

Great leaders understand followership. So, why should anyone be led by you?

### **Global Leadership**

There is an important distinction to be made between global and international leadership. The latter infers a domestic counterpoint, as one sees at any major international airport. Increasing physical and social mobility challenges the concept of home and abroad. Global indicates a state of mind, where the world is indeed one village, despite all its diversity.

To be a true global leader, you need to be genuinely interested in the world as a whole, systematically; and at the same time understand that many competing silos remain in force.

Self-awareness and intellectual prowess alone would not change the world. You have to be able to build broad-based and shifting alliances to mobilise and create new resources towards latent and unexpected demands. There will be times when no strength of diplomacy or charisma can win you backing and followership. Will you go against conventional wisdom, and do the right thing?

What would be your global leadership legacy?

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For the full article, please go to <http://aglobalvillage.org/issues/issue4.pdf>

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### **Full Speed Ahead: 0 – 100 in 60 days**

Congratulations on your appointment as the new CEO.... You arrived in the office this morning at 7:30 and found the security guard and the cat waiting to meet you. You were hugely impressed by how tidy the office looks, and will shortly be blinded by the glare from all those crisply ironed, white shirts and blouses as a long train of hopefuls line up to impress you.

What are they hoping for? Depending on why you have been brought in – it might be saving the company, repairing a damaged reputation, changing the business strategy, improving profitability, managing the post deal integration – or possibly, all the above. But these days, it is unlikely to be to run a steady state organisation; you have been brought in to make changes.



We know you are bright, you made a great success of your last role, but have you got what it takes to deliver the expectations of your new Board, fellow executives, shareholders, employees and customers?

Before accepting the job you will have done your homework, and have built up a pretty shrewd picture of the company, its markets, culture and a number of the key players. Five years ago you had the classic 100 days to test ideas, refine plans, work out what needs to change and who to keep, and to put your plans to the Board. No longer, you probably have a maximum of two Board meetings – typically 60 days, before the jury starts its deliberations.

We can't tell you the answers, but here are a few thoughts to chew over. Don't let your diary be filled with endless rounds of meetings. Decide for yourself who to see, have your key questions ready, and above all listen. What is not said is as important as what is – you know that, after all you were very good at picking this up in your last organisation, but remember that the "language" may be different here and you will need to concentrate if you are not to miss the signals.

Whatever your new strategy, you will need help with implementation, so get to grips with the capability and capacity of your top team fast. Get to know the Board and the HRD quickly, they should be a good source of information, but if they can't give you what you need - or you want some impartial advice, then pull in external professionals to help make well-informed judgements as to who you can rely on, confide in, to find any gaps in the team, and determine who needs to move on. With hindsight, few executives regret moving too quickly, most regret moving too slowly. Be fair, confident and decisive. Don't let difficult situations drift, otherwise you risk reputational damage and key staff – those you must have onside – may become cynical and disengaged, with a significant knock on effect across the organisation.

Your early examination of the approach to pay, performance and promotion will tell you a lot about what counts – what behaviours the company rewards, how performance is measured, what earns bonuses and promotion, and over what timescale. Just think of News International, and balance the messages you send when emphasising key performance measures such as sales or profitability with others like sustainability and integrity. Over-reliance on just one measure is dangerous. Don't forget the law of unintended consequences.

And while we are thinking about that, consider an "amnesty" where legacy problems can be brought out into the open. We have all come across projects that everyone pays lip service to, waste a great deal of time on, but which never deliver, or the customer service information or compliance report that was routinely buried because no-one had the courage to tell your predecessor. Or the problems that are masked by constant reorganisations avoiding anyone ever being held accountable. You won't be able to cure these issues in your first few months, but you can make it clear that you value those willing to tackle the problems in the "too difficult" box and that you won't shoot the messenger.

Company culture is always tricky- how much to change? Your vision will determine the type of culture you need, and change will almost certainly impact all levels in the company. Real, deep rooted cultural change needs careful long term planning, patience and persistence, but you can quickly signal the tone you want the business to adopt. What you say and do, and how you say and do it, will be minutely analysed for clues to your intentions. Be conscious of that and use it wisely. People will want to work out what the changes mean for them – platitudes, generalisations and management gobbledegook will not go down well – be honest but not brutal, no-one will expect you to have worked out the detail, but you have been brought in to create and communicate a clear vision.

When do you start sharing your vision? You have to balance the need to take time to test your assumptions and ensure you have the right strategy, the time to brief the right people and get the key players onside, against the fact that the clock started ticking in most people's minds on the day your appointment was announced. By day 60, the Board will want to know not only the direction, but to have an action plan to tackle the priority issues.

0-100 in 60 days. It is a lot to ask of anyone, but you know that you can do it, just don't kick the cat on the way home.

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**Trust announces 2 new sponsored Bursary places funded by Gompels Healthcare**

Gompels Healthcare Ltd has very kindly agreed to sponsor two full-fee places for Healthcare or NHS leaders on the Windsor Leadership and Developing Strategic Leadership Programmes in 2011/12.

Gompels Healthcare Ltd is a leading supplier of everyday consumable products to care homes and nurseries in the UK. The business thrives on its unsurpassed service levels, fast delivery and competitive pricing. Core products include: gloves, aprons, wipes and cleaning products. By combining careful operations cost control with excellence in service, Gompels Healthcare has added £2million annually over the last five years to a turnover which now totals £11m. This year a new warehouse facility was built which double the stock storage capability and a new logistics hub created to assist product advisors in their work. The company is based in Melksham, Wiltshire.

As a responsible business and a supplier of services to the NHS and other healthcare organisations, the company has developed a comprehensive portfolio of policies and procedures that ensure the business stands out from the crowd. The funding of the Windsor Leadership Bursaries are further evidence of Gompels commitment to the sector. Sam Gompels, the company's Managing Director commented that, "There is a significant amount of change within healthcare organisations which, as suppliers, we see every day. There is no question it will require skilled leaders to drive it forward into the future successfully. We wanted to acknowledge our awareness and create opportunities within the sector for personal leadership development of the highest quality, hence why we were delighted to sponsor the Windsor Leadership trust in this way."

**Nominations sought:**

We'd like to hear from Alumni in both the Healthcare sector and NHS who would like to nominate one of their own staff to attend either the Windsor Leadership Programme or the Developing Strategic Leadership Programme. Programme dates can be found on the website. The 2 bursaries will be funded at 100%. For further information please visit the Trust website or contact:

[enquiries@windsorleadershiptrust.org.uk](mailto:enquiries@windsorleadershiptrust.org.uk)