

## Annual Lecture 2011 – The British Library

### NEW VENUE ANNOUNCED AND INVITATIONS GO OUT



The British Library, home to an array of illuminated manuscripts, Shakespeare's original folios and the Gutenberg Bible will host the Trust's Annual Lecture 2011 on 6 October.

Invitations have been sent to all Trust Alumni. [Cynthia Carroll](#), Chief Executive of Anglo-American, will speak with Martyn Lewis, CBE, in the Auditorium of The British Library from 7.00pm, followed by a drinks and canapés reception from 8.30pm until 10.00pm. If you have not received your invitation by now please contact a member of the Trust team on the details below.

The British Library is situated in Kings Cross, London. Directions and further information can be found on your invitation and accompanying letter. Alternatively, please contact us on 01753 272056 or email [rsvp@windsorleadershiptrust.org.uk](mailto:rsvp@windsorleadershiptrust.org.uk) Please note, **places are limited and Alumni are advised to RSVP as soon as possible to secure their place.**



## Trust News

### TRUST EXPANDS



As part of our development for 2012, the Trust is looking to recruit a new Programme Manager to organise our domestic programmes held at Windsor Castle. We are looking for

someone with event organising experience, ideally from the third sector, with an eye for detail, a professional attitude that reflects the quality of our programmes in Windsor, and a commitment to a developing charity such as ours.

We also have an opportunity for a short term maternity cover post for a Marketing and Relationship Manager, between October 2011 and August 2012. We are looking for a skilled marketer and relationship management specialist to take on this role for 10 months.

[www.windsorleadershiptrust.org.uk](http://www.windsorleadershiptrust.org.uk)

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If you could suggest anyone who may be suitable for either role, please contact [Jonathan Story](#), Head of Operations at or call 01753 272053.

### FIRST WINDSOR LEADERSHIP PROGRAMME IN SINGAPORE

In April the Trust ran its first programme in Singapore. In collaboration with Sotheby's Institute of Art (Singapore), the Institute's facilities were used to launch the inaugural Windsor Leadership Programme. Chaired by Dr James McCalman, the Trust's Chief Executive, this is the first of a series of programmes created to meet the leadership development demand in South East Asia.

18 participants attended with a strong representation in particular from the Singapore Civil Service. The Trust's sponsoring organisations, such as Rolls-Royce plc also sent participants and there was charitable representation, from the Worldwide Fund for Nature (WWF) with Country Managers from China and Thailand.



*"It was a great opportunity for me to spend time to learn from and share with other participants on their leadership insights and skills. I learned a lot from participating on the programme."*(Public Sector)

Speakers included Ramesh Subrahmanian, Senior Vice President of Merck & Co. Inc. and President of MSD Asia Pacific Human Health, Lim Soo Hoon, Permanent Secretary of the Public Service Division of the Prime Minister's Office (Singapore), along with Alain Vandenborre, entrepreneur and private investor in Singapore.

The Trust's Chief Executive commented: *"This was a great programme and a great introduction to Singapore. We want to build on this success by running another Windsor Leadership Programme in October. If this works well, then I would like to move to setting up a Trust satellite operation there in 2012 delivering our programmes on a regular basis for the South East Asia market."*

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We would love to hear from our Alumni and their organisations represented in this region, who would like to send participants on the next programme in October. Similarly, we intend delivering these programmes with a mixture of Singapore and Trust facilitators. We would like to hear from our Facilitators who might be interested in helping us in Singapore. Previous experience of South East Asia would be an added benefit. Please contact Sarah Pummell on 01753 272055.

## FIRST ALUMNI SURVEY 2011

In 2011 the Trust is embarking on an Alumni Engagement Scheme. This scheme is a result of the feedback from all alumni post-programmes, our Trust teams and internally to link directly to our 2011-2012 strategic objectives of creating a lifetime engagement with all those who have attended a programme with us.

The first stage of this engagement will involve asking for Alumni opinions and feedback on all areas of the Trust's work, providing us with a new insight into ideas, helping develop and diversify our programmes and content. This is the opportunity to ask all alumni to feed into our strategy and help shape our Trust moving forward.



The Alumni Survey will be the first in a series of engagements that we hope to hold with our alumni, and our first survey will be available to contribute on at the end of

July 2011.

The Survey will be open to all alumni from all programmes and will be an annual occurrence. We hope you take part in this exciting dialogue with us and be a part of the Trust's future direction. It will be available on our alumni section of the website, but we will also email you a link. If you have any questions, please contact Lucy Nicholson.

## TRUST IN LEADERSHIP REPORT 2010 – 2011 KEY FINDINGS

During 2010, the Trust celebrated its 15<sup>th</sup> anniversary by undertaking a year long study of Trust in Leadership with the help of our alumni from the 2010 programmes.

We were keen to explore whether or not senior leaders believed the notion of trust within their own organisations and within society in general, had been called into question as a result of the banking and financial sector collapse, the scandals associated with MPs expenses and the economic recession of 2008-2009.

Participants on the Trust's five core leadership programmes completed a short, open-ended questionnaire during their time in Windsor. 161 questionnaires were received between February 2010 and February 2011, with representation across all sectors. After collating this data we found a broad similarity as to why Trust in Leadership may be diminishing and ways in which this can be addressed in order for this trust to be rebuilt.



The initial findings in the report illustrates that the issues raised are of significance and concern. The uncertainty over the legitimacy of our political leaders, societal concerns and cynicism combined with the impact of the economic downturn will have a strong influence on how leaders rise to the challenge in complex times.

It will be interesting to see how leaders expect to tackle these challenges and how best to achieve a growing level of Trust in Leadership in the future. This is the first in a two part report examining the results. In the second part of our study in the next Trust News (September edition), we will examine how our leaders are likely to address the issues raised and the organisational changes and implications they expect to face.

You can visit the 'Alumni' section of our website to download a copy of the first full report, findings and current views.

## Summer 2011 programme summaries

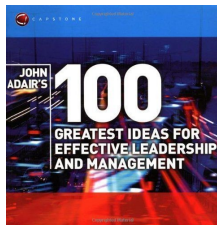
For an overview of all the programmes, please visit the 'Alumni' page of our website to view some of the key messages shared by the speakers.

We have run a varied programme selection since the Spring, including a Leadership Development Consultation, Newly Appointed Strategic Leaders Programme, our first Windsor Leadership Programme in Singapore and our May and June Windsor Leadership Programmes held in Windsor. We also ran our second Strategic Financial Leadership Consultation in June.

## Recommended Reading

### PROFESSOR JOHN ADAIR'S SERIES OF BOOKS PUBLISHED

In a previous newsletter, the Trust recommended Professor John Adair's 'The Leadership of Muhammad' to great acclaim. Since then, John has had his new series of six books published by John Wiley, which are all now available, including:



- 100 Greatest Ideas on Effective Leadership
- 100 Greatest Ideas on Personal Success
- 100 Greatest Ideas on Smart Decisions
- 100 Greatest Ideas on Brilliant Communication
- 100 Greatest Ideas on Amazing Creativity
- 100 Greatest Ideas on Being a Brilliant Manager

All books in this series can be bought from Amazon, and a full review of all the books can also be found on [Amazon.co.uk](http://Amazon.co.uk)

### PROFESSOR PETER HAWKINS



Professor Peter Hawkins, a Trust Fellow, spoke in Windsor to Friends and Associates on 22 June on Leadership Team Coaching. This is the subject of his new book published in April this year by Kogan Page. The book shows the importance of moving to more collective leadership where the leadership team can function as more than the sum of its parts. It presents the latest research on high performing leadership teams and provides models and processes for developing both Boards and leadership teams, that can be used by chairman, team leaders as well as team coaches.

In his role as Professor of Leadership at Henley Business School, this year Peter is launching major new research into next generation leadership and next generation leadership development. This will involve action research with nine leading organisations that will be part of the research consortium. **Peter would like to hear from any of our alumni who would be interested in exploring being involved in this exciting project.** You can contact Peter at [peter.hawkins@henley.com](mailto:peter.hawkins@henley.com)

[www.windsorleadershiptrust.org.uk](http://www.windsorleadershiptrust.org.uk)

[Linked In](#)

If you missed the opportunity to see Peter in June at Windsor, the Henley Business School and Bath Consultancy Group are offering breakfast seminars on leadership team coaching led by Peter and details can be found on both their websites [www.bathconsultancygroup.com](http://www.bathconsultancygroup.com) and [www.henley.reading.ac.uk](http://www.henley.reading.ac.uk)

## Alumni Stories

### TRUST EXPERIENCE EMPOWERS DEMENTIA ADVENTURE DIRECTOR



Neil Mapes, Director for Dementia Adventure and an alumnus from the June Windsor Leadership Programme (2010) writes about how his Windsor experience aided him and his leadership within his organisation.

"I am shining light on some of our ideas and watch them grow," says Neil, now leading Dementia Adventure CIC full time, for the first time since they began two years ago. "Prior to starting Windsor I was project managing various charitable projects and struggling to get enough time for Dementia Adventure. The experience of Windsor was very empowering and validating for me. It taught me that my story, passion and vision really connect with people at a time when they are increasingly considering why their work is important. I learnt that by thinking and acting differently I attract followers and supporters."

This was particularly the case with one of the Trust's facilitators and double alumnus, Bhavna Jones (Director, BJ & Associates Ltd), who was inspired to become part of the Dementia Adventure team and is now the Chair of the Advisory Board. "Bhavna has been pivotal in ensuring we thrive as a social business and has provided us with critical advice and guidance.



"Windsor also reminded me of the importance of an effective top team. A number of significant successes have emerged since I was part of the Trust experience, including building our virtual team of experts who are very much connected to the cause and help us with a variety of things including social networking, finances, PR, coaching and marketing. My other learning from Windsor was that "If your intent is right, good things will manifest". They certainly did for me. Thanks to everyone who was on my week in Windsor, particularly members of my syndicate which met again recently. It was such a pivotal time." You can visit Dementia Adventure at [www.dementiaadventure.co.uk](http://www.dementiaadventure.co.uk)

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[Cont....](#)

## ENGINEERING IDEAS IN SCHOOLS



In the Autumn 2010 edition of the Alumni newsletter, the Trust reported on the national campaign for business leaders to visit state school and colleges under the 'Visit Our Schools' banner, to provide a chance to actively shape the students skills, achievements and employability.

Simon Corby, Chief Experimental Engineer, Civil Aerospace at Rolls-Royce plc and alumnus of the September Windsor Leadership Programme (2010) is engaged in supporting the Visit Our Schools Project.

Simon visited Queen Elizabeth's Grammar school in Ashbourne, Derbyshire where he met with the Headmaster and had an extensive tour of the school and met with a number of teachers and students. The key objective was to assess how well Simon could utilise his experience and access to Rolls-Royce resources to improve teaching of Science, Technology, Engineering and Maths (STEM) subjects in secondary schools.



The outcome of the day was to provide the students with an understanding of what Rolls-Royce do and where the products are used, and providing career opportunities, for example as an alternative to direct entry to University and providing information on the apprenticeship scheme Rolls-Royce provide. "It was great to see so much interest from the children," says Simon, and is looking to return in the Autumn to gain more interest.

Karen Montgomery, Projects Development Manager from 'Visit Our Schools' informed the Trust that a very large initiative has come about as a result of the 'Visit for Schools' campaign called Inspiring the Future. Their aim now is to get over 100,000 volunteers, like Simon, into schools and colleges in the next two years, to do a range of activities. Please visit [www.inspiringthefuture.org](http://www.inspiringthefuture.org) for more information.

## NEW ROLE FOR ALUMNUS

Trust alumnus Norman McKinley has taken over the role of UK Director of the Red Cross in Scotland, Northern Ireland and the Isle of Man.



Norman, 48, joined the organisation 12 years ago after working as a health service manager in Northern Ireland. Since then, he has led Red Cross operations in Northern Ireland and other parts of the UK before being appointed to his present role.

He attended the Windsor Leadership Trust for the Windsor Leadership Programme in 2000. Now, he manages 544 staff, more than 6,000 volunteers and oversees the delivery of services such as care in the home, emergency response, refugee services, first aid education and youth and schools work. He is also responsible for the provision of support to international aid operations.

Norman said: "The role of a Red Cross UK Director is demanding but very satisfying. My time at the Windsor Leadership Trust was inspiring and reinforced my belief that leadership is about taking responsibility and having the courage to take firm decisions even when it feels awkward. The Red Cross delivers a huge range of services and helps thousands of people each year in Scotland. I hope to build our programmes and our profile throughout the country."

## Alumni Networks

This section is for you, our Alumni, to provide links with each other, using the mass connections you can make within our 1600 strong alumni.

### WOMEN IN LEADERSHIP: Closing the Gender Gap (Oxford Brookes Host Talk)

Over the last 25 years the number of women in employment in the UK has increased by more than a third, but in 2010, they still only made up 12.5% of corporate boards of FTSE 100 companies\*.



The UK Government recently published a report recommending a minimum of 25% female representation on company boards by 2015. Women also continue to be significantly under represented in senior roles across different sectors including politics. Highlighted by the Fawcett Society, in the 2012 UK general election, only 143 female MPs were elected out of 650. In the current cabinet, only four of the 23 positions are held by women.

Oxford Brookes University, hosted by Professor Janet Beer, Trust alumni and speaker, is inviting academics, policy makers and women leaders in politics, business, public and sectors to a conference on the **13-14 September 2011**. Focusing on the experience of women who have achieved leadership roles, it will consider strategies designed to increase their presence in senior posts across different sectors.

Speakers include: Anna Bird, Fawcett Society, Sara Thornton, Chief Constable of Thames Valley Police, Leslie Morphy, Chief Executive of Crisis and many, many more women leaders. For further information visit [www.brookes.ac.uk/womenandleadership](http://www.brookes.ac.uk/womenandleadership)

\*(Female FTSE Board Report 2010, Cranfield School of Management)

## ALUMNUS SEEKS INNOVATIVE OPPORTUNITIES

Grenville Page, a qualified Public Finance accountant, with extensive senior leadership and change experience, who became a Windsor Leadership Programme alumnus in September 2005, is leaving the Department of Work and Pensions, following extensive service in both the NHS and Local Government, to pursue a portfolio career.

He is currently a non-executive on the Law Society's Audit Committee, Trustee for Creative Support, a large charitable organisation based in Manchester which provides personalised social care and housing support across England, and an associate consultant.

Grenville would be particularly keen to hear from Alumni colleagues for possible opportunities about non-executive, trustee, associate consultancy, interim management roles or other innovative senior management assignments.

You can contact Grenville by email on [Grenville.page@btinternet.com](mailto:Grenville.page@btinternet.com) who would be delighted to hear from you.

## 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 [Lucy Nicholson](mailto:Lucy.Nicholson@windsorleadershiptrust.org.uk) and she will try to reconnect you.

## Programme Dates

Please see below dates for the Trust's programmes for the second part of 2011. If you would like to nominate yourself or someone else please call 01753 272056 or e-mail [enquiries@windsorleadershiptrust.org.uk](mailto: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.

26-30 September 2011, Part II: 1-2 March 2012  
21-25 November 2011, Part II: 30 April-1 May 2012

**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.

1-4 November 2011, Part II: 21-22 May 2012

**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

**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

## Next Edition and Your Contributions

The next newsletter will be sent out in September. 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 [Lucy Nicholson](mailto:Lucy.Nicholson@windsorleadershiptrust.org.uk), Marketing and Relationship Manager.