

## Alumni News September 2010

### An Interview with Christopher Rodrigues CBE, Chairman of the Trust



#### LEADERSHIP IN CHALLENGING TIMES

With the major changes in Government spending that are currently so prevalent, especially in the minds of public sector leaders, and the current regime of economic austerity, we thought it would be a great time for our Chief Executive, Dr James McCalman, to gather the thoughts and viewpoints of our Chairman, Christopher Rodrigues, on what the future holds for leadership.

Christopher became Chairman of the Windsor Leadership Trust in 2007, the same year he became Chairman of VisitBritain and Chairman of International Personal Finance. You can view Christopher's full biography on the 'About Us, Key People' section of our website.

#### **What do you think are the main challenges facing leaders today and how do these differ from anything that has gone in the past?**

"I don't think the essential challenge of leadership is any different today from what it has been for hundreds of years. Leadership is about creating a vision that motivates people, and creating the context, environment and support systems needed to encourage them to do what needs to be done to turn the vision into reality.

"But I do think that the current economic environment makes leadership particularly challenging. You have a choice. Either you lead the organisation towards a mindset of delivering cuts or you lead towards a mindset that reinforces "What's important round here?" and then asks the question "How can we deliver this with fewer resources?"

"If you only have a home market and you're confronting a period of austerity, then getting past the cuts and kick-starting growth is probably job number one. But whenever I travel overseas, particularly to South America, Asia or the Indian subcontinent, it's clear that austerity isn't an issue there and those markets offer some very significant opportunities for companies from all over the world.

"The old adage 'Never miss the opportunities created by a crisis' has never been more true. Or in the words of the great ice hockey player, Wayne Gretsky, "You miss 100% of the shots you don't take".

**'Never miss the opportunities created by a crisis'.**

"So, a key leadership challenge for any British company right now is to recognise that some of their most significant opportunities may lie outside the UK and outside the Euro zone. This may look less likely if you are in the public sector but the fact remains, when sales shrink you need to find new markets for your skills and services. Cutting your way to greatness is a tough ask.

"Of course challenges, like No.9 buses, usually come in pairs and there is another pressing issue, closer to home. How are organisations going to respond to the challenges and opportunities of the digital world?"



“I think the digital revolution is having a much more profound effect on how businesses and public services engage with customers than we might initially have thought. The revolution of the digital world (social networks, Smart Phones and I Pad apps) is going to be like the impact of the Internet squared.

“The Internet created a world in which information was no longer controlled by governments and corporations. Information is owned by everybody, and anyone can transmit that information around the world. The digital revolution empowers us in an even broader way and really is the final nail in the coffin of old style command and control leadership.”

### **What does the Trust offer senior leaders to help them in these difficult times?**

“The great strength of the Trust is its ability to convene people who are wrestling with similar issues. The Trust offers a risk free environment in which to exchange ideas, learn from each other, and collectively move those ideas forward. We are home to that marvellous moment when everyone says “We’ve ended up in a place that none of us started in, but it’s a better place”.

**The great strength of the Trust is its ability to convene people who are wrestling with similar issues.**

“This is hugely important and rarely occurs within the boundaries of a single organisation. Nor does it typically occur when you get together people who are in similar organisations. A group of accountants will address issues in their own particular way, as will a group of lawyers or car manufacturers. The magic of the Trust is its ability to bring together people from different fields and disciplines and give them the chance to say “I’ve never thought about it like that before.” ”

### **Considering what you said about these difficult times and the digital economy, how does this affect the Trust?**

“I think we have the opportunity to facilitate dealing with both topics. Dealing with the current austerity regime may only be with us for a short period of time but the impact of the digital world will be with us forever. The Trust has the power to convene leaders to talk about these critical topics. I know I don’t have all the answers to these challenges but I know I’d like to be in a room of smart people talking about them.

**...the issues the Trust deals with, such as values, integrity, and trust, have become even more important in our de-personalised, city-dwelling, internet-based world.’**

“The old adage is that leadership is all about creating followers. I think the issues the Trust deals with, such as values, integrity and trust, have become even more important in our depersonalised, city-dwelling, internet-based world.

“We have the ability to help people think through how to respond and we have a special ability to engage with human factors that still underpin our increasingly technology-driven world.”

### **How can our alumni help the Trust to open up more opportunities for leaders who have the responsibility of leading us through these uncertain times?**

“We create an environment in which marvellous things happen but it’s quite difficult to communicate that to outsiders. One of the things we know from talking to alumni is that we get very high ratings from people *after* they’ve had the experience of being on a programme. At the same time, when you talk to professional purchasers of development programmes, be they in the public or private sector, you often get confronted with checklists and questions about which particular leadership belief do you teach?

“What we do doesn’t fit comfortably into some people’s checklists - but in the eyes of our alumni, we fit very comfortably indeed. We are the ‘Ying’ to those professional leadership training ‘Yangs’ and of course, the rounded individual needs both.

“Our alumni are the best and most effective ambassadors for the Windsor experience because they’ve tried it, and they know how powerful the Trust experience can be.

**Our alumni are the best and most effective ambassadors for the Windsor experience because they’ve tried it**

“What the Trust does, does not appeal to everyone and it’s not our job to do so. But our alumni ambassadors are wonderfully placed to identify those amongst the people they know who are wrestling with the challenges of leadership. And then to whisper quietly in those peoples’ ears that there is a unique place where they can explore the challenges of leadership with like-minded individuals.”

### **So, if you’re an alumnus, what do you do next?**

“Early in my career at American Express, we had a really successful marketing programme called ‘Member get Member. I’ll settle for alumnus get alumni.’ ”

## Annual Lecture 2010



### **‘Personal leadership responsibilities for a rapidly changing world’: Sir Martin Sorrell Trust’s Annual Lecture keynote speaker**

We are delighted that **Sir Martin Sorrell**, the Founder and Chief Executive of WPP, one of the world’s largest communications services group, will deliver this year’s Lecture on **Wednesday 27 October**. Sir Martin, an internationally renowned leader, will share his perspectives on the challenges of leadership in this rapidly changing world and what this means to our leaders today.

This year we are returning to **Savoy Place** in London, and registration and soft drinks will be available from 6pm, before the Lecture at 7pm. A post-lecture drinks and canapés reception will be held afterwards.

Alumni should now have received their invitation (please do let Jo Horler know on [enquiries@windsorleadershiptrust.org.uk](mailto:enquiries@windsorleadershiptrust.org.uk) if you haven’t). The closing date for all responses is **1 October**, so if you haven’t already, please do RSVP as soon as possible.

## Trust news

### **Autumn changes at the Trust**

After five years at the Trust, Paulette Cohen has moved on from her position as Deputy Chief Executive. She joins Barclays Bank as their Associate Director, Global Community Investment, enabling her to combine her experience with both the Trust and Save the Children as she leads the bank’s Banking on Brighter Futures projects, which commits resources to international community initiatives.

Paulette said: “I am very excited by this challenging new opportunity. However I am extremely sad to leave the Trust and all the remarkable people I have had the privilege to work with and learn from. It has been a great honour to be part of the Trust, and to contribute to its growth over the past five years. I hope to stay in touch with many of the friends I have made through our programmes, and will look forward to seeing them at this year’s Annual Lecture and future Trust events.”

Dr James McCalman, Chief Executive said: “I am personally very sad to see Paulette leave the Trust as she has for the last five years represented all that is at the heart of Leadership. Her professionalism, skills and zest will be sadly missed. Nevertheless, we at the Trust will take this as an opportunity for change.”

The Trust is now beginning its search for a Head of Operations. As the number of programmes has grown by over 30% in the past few years, this role will provide additional support to the Programme Managers and to developing relationships with our many committed clients. A recruitment consultant has been appointed, please contact Tim Stephenson at Stephenson & Co on 01264 771355 or [tcs@stephensonandco.com](mailto:tcs@stephensonandco.com) if you would like any further details or would like to make an application.

## New Trust appointments



### **Emma Fitzgerald – new Trustee**

The Trust is delighted to welcome Emma FitzGerald as a new Trustee. Emma has been a strong supporter of the Trust, joining as a Trust Associate earlier this year and she is soon to be a triple alumnus, participating in the Trust’s most senior programme the Strategic Leadership Consultation, in November. She previously attended both the Newly Appointed and Experienced Strategic Leaders Programmes.

Emma is Vice President, Shell Global Retail Network and has been with Shell for over 17 years which has included a variety of roles spanning from research and development, mergers and acquisitions, sales and marketing and general management, based in Asia and Europe.

### **Keith Leslie – new Fellow**



We have also recently welcomed Keith Leslie as a new Fellow. Keith has been involved with the work of the Trust having participated in the HR event, the Leadership Development Consultation in 2007 and earlier this year, spoke on the same Consultation.

Keith has been a senior partner at Deloitte LLP since 2006. He serves clients in the Government and corporate sectors on issues covering business, organisation design, top team and Board performance and front line performance improvement. He heads Deloitte’s organisation practice and has written more than 20 articles on organisation and leadership topics in journals such as Financial Times and the Wall Street Journal.

You can view both Emma and Keith’s full biography on the ‘About Us, Key People’ page of our website

## **Thank you to two Trustees who have recently moved on**

The Trust would like to thank two of our Trustees who both stood down earlier this year after five years in the role.

James Smith CBE, Chairman of Shell UK, who are a partner of the Trust, has supported us in many ways including chairing the Strategic Leadership Consultation in 2006, speaking on our Windsor Leadership Programme in 2007 and hosting our first ever Friends breakfast event in July 2009 at the Shell Centre, London. Dame Sue Street, Strategic Adviser at Deloitte LLP, has also shown a great deal of commitment to the Trust, having chaired the Strategic Leadership Consultation in 2007 and also agreeing to chair the next one in November this year. She also spoke on a Windsor Leadership Programme in 2007 and joined us as a Trust Associate in 2009.

## **Friends of the Trust breakfast briefing**



**Sir Laurie Magnus**  
**Vice Chairman**  
**Lexicon Partners**

### **TRUSTEE EMPHASISES THE IMPORTANCE OF THE 'TRIPLE BOTTOM LINE' DURING CHALLENGING TIMES**

Sir Laurie Magnus opened the spring breakfast meeting stating that borrowing is a much bigger issue for our economical crisis today rather than in the 1860s and 1920s when we previously faced a similar crisis. People today are living beyond their means and Sir Laurie argued that “everybody is to blame, both private individuals and Governments borrow too much” and that the situation is worsened by the regulators and banks allowing the borrowing to continue to the extent it does.

Sir Laurie also highlighted the significance of the banking sector to our economy and how it contributes 8.5% to employment. He emphasised the importance of the ‘triple bottom line’ as an effective model for banks to follow, encouraging them to focus on the following responsibilities:

- Financial sustainability
- Environmental
- Social

Banks need to make a profit in order to survive, and focusing on their customers and engaging with their community are key areas for them to consider, argued Sir Laurie. He stated that openness and the ability to listen and be transparent are important traits for a leader to consider when focusing on their ‘triple bottom line’. He also argued that organisations have to have the right reasons for investing in this form of Corporate Social Responsibility and not for example, to be doing it because it is politically correct to do so.

These are just a few insights that Sir Laurie discussed with Friends and Associates, providing a financier’s perspective on the crisis today. We are very grateful to Sir Laurie for his contribution as well as for hosting the seminar at his offices in London.

Please contact Jo ([joh@windsorleadershiptrust.org.uk](mailto:joh@windsorleadershiptrust.org.uk)) if you are interested in joining us for any of our breakfast events.

## Trust runs its first Strategic Financial Leadership Consultation

### Financial Leadership – a new Programme focus

Finance Directors and CFO's from organisations ranging from Barclays and the BBC to the Prince's Trust, spent two days focusing on the fundamental strategic issues around financial leadership. Such matters as how to inspire and re-enfranchise people and ways to rebuild trust in volatile times were covered.

Sir Victor Blank, former Chairman of Lloyds TSB shared his own perspectives on the need for strong leadership in the current climate, the importance of leaders being supported in taking risks, and the need for a set of moral values to guide good business.

Professor Amin Rajan shared his recent research on the underlying causes of the market crash based on illuminating feedback from many leading industry figures. The chance to reflect on such complex issues amongst a group of professional peers was a key achievement of the programme. The Trust will run another Strategic Financial Leadership Consultation on 9-10 June 2011.

If you know of anyone you feel could benefit from this event, please do contact Sarah Pummell on [sarah.pummell@windsorleadershiptrust.org.uk](mailto:sarah.pummell@windsorleadershiptrust.org.uk) or 01753 272055.

## Leadership Forum for alumni in Glasgow – a summary



### The Scottish Leadership Forum: 'Leadership for Sustainable Futures'

Two alumni from the Windsor Leadership Programme in September 2009, Lesley Fraser, a Deputy Director from the Scottish Government and Anne Hart, a Team Leader from Shell UK, kindly provided the following review of the Trust's first Scottish Leadership Forum. The event was held in April this year at the University of Glasgow Business School, for alumni north of the border.

The keynote speakers for the evening were Jack Perry, former CEO of Scottish Enterprise and Michael Cavanagh, Chairman of Commonwealth Games Scotland, who presented their thoughts on the theme of the sustainability of leadership in a challenging future.

### Key messages

Jack Perry opened the session with some ideas and personal observations on what he had learned about leadership during his career. Some of his insights were clearly for reflection internally, including trusting your own judgment and accepting that you will make mistakes. Mistakes are great for learning and often more valuable than successes. Jack's advice in tough times was never to forget your customers and to take time to meet face-to-face, as it does pay in the long-term. He also suggested that you leverage your team and its talent fully. He emphasised the importance of checking when you're leading that you are being followed, and to help people to feel attached to what they are doing by showing them what it means to them personally.

Mike Cavenagh's observations were from a different perspective, having been challenged to deliver results from a minority holding position as the Scottish Government put up 80% of the funding for the Commonwealth Games and Glasgow City Council 20%. In spite of this, Mike described the challenges that he has set for the Scottish team; the most medals, >33, the most golds, >12 and the biggest team, but he will not lower standards to increase the team size. Experience showed that to improve performance you needed to raise the bar. He described the Scottish cycling team as a tremendous success story over the last 10 years, where the team manager demanded both the best for and from, the athletes.

It was an interesting evening, an excellent chance to catch-up with friends and network across different areas of business, as well as to gain insights from two very experienced leaders with diverse backgrounds.

## Programme updates - available on the Trust website

### Spring and Summer Programme updates

For an overview of the Spring and Summer Programmes, please visit the 'Alumni' page of our website to view some of the key messages shared from the speakers.

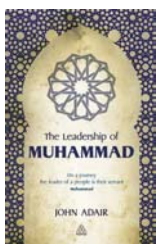
### The Trust's Spring/Summer team members

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.

## Recommended reading

### This season's recommended reading

Based on previous feedback from alumni, each edition will now include a number of recommended leadership texts that we feel might be of interest.

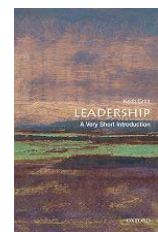


### The Leadership of Muhammad – Professor John Adair (Publisher: Kogan Page Ltd)

The Leadership of Muhammad is a study of the life story and leadership skills of the Prophet. John Adair served with a Bedouin regiment in the Arab Legion and this book is full of the fascinating detail of Bedouin culture, highlighting the key leadership skills displayed by Muhammad.

### Leadership: A Very Short Introduction – Professor Keith Grint (Publisher: Oxford University Press India)

What is leadership? Are leaders born or bred? How do leaders lead? In this Very Short Introduction, Keith Grint considers these questions, prompting the reader to rethink their understanding of what leadership is. He examines the way leadership has evolved over time and explores how it is perceived, and used, in society today.





**European Management Journal (Vol. 28, Issue 4, August 2010)**

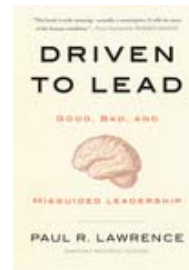
**New Leadership Themes – Guest Editors – Dr James McCalman and Robert A. Paton (Publisher: Elsevier Ltd)**

The European Management Journal (EMJ) is a generalist, academic review covering all management fields. The EMJ aims to present the latest thinking and research on major management topics. While meeting high academic quality standards, articles are interesting and accessible to non-specialists.

Contributions in this issue are included from the Trust's Chief Executive, former Deputy Chief Executive, Paulette Cohen and Trust Fellows and alumni.

**Driven to Lead: Good, Bad, and Misguided Leadership – Paul R. Lawrence (J-B Warren Bennis Series (Publisher: Jossey-Bass))**

Paul R. Lawrence applies the four drive theory of human behaviour (to acquire, to defend, to comprehend, to bond) to the leadership realm, and explains the history of leadership in political, economic, and symbolic institutions as a result of one of three types of leadership: good leadership, misguided leadership; and evil leadership. This innovative book outlines a framework of human behaviour that can be used to cultivate stellar leadership/leaders which balances the four drives while avoiding negative leadership and leaders who are missing the drive to bond.



**Alumni contribution - leading & leadership in communities**

**“Everyone is everybody else”: the implications for community-based leaders’, leadership and development**

The Trust would like to thank Hament Patel, Company Director of Organisation Change Practitioners Ltd, for his thought-provoking contribution below on leadership in the community. Hament is an alumnus of the September 2002 Windsor Leadership Programme and is also a Friend of the Trust.

**Leadership in Communities: Setting the Scene**

There is only so far people can go to achieve things on their own, whether this is by making a difference through work with groups, individuals in communities, voluntary organisations or social enterprises, as well as within small and medium to big companies. Such messages also carry implicit values expressed in notions such as inter-dependency, mutuality and symbiosis in living relationships. They have helped shape concepts like ‘complexity’ and their application in fields as diverse as from evolutionary biology to management.

Leadership in communities is complex and raises its own set of challenges, an important part of this is to appreciate that communities can manifest and be viewed in many different ways. For instance, the idea of communities maybe seen as people coming together through a shared affiliation in terms of geography or place, interest and identities or equally as a result of others defining what communities should or should not be. All such issues will have consequences for community-based leaders whether appointed, elected, self-defined or identified as such by others, including local religious heads to the chairs of residents associations, and even local business proprietors amongst others. Some of the possible issues for community-based leaders could include the role of communities and relationship to the ‘leader’ in making change happen, experimenting how to make change in communities happen along with the type of capabilities required of community based leaders that need to be better understood or require special attention.

## **Developing a mutually shared understanding of ‘community benefit’ and some examples**

In thinking about what developing a mutually shared understanding could mean, it should not be overlooked that different people and organisations spanning public services, voluntary/community, and private sectors may have their own views as to what counts as success and how to measure it in relation to various endeavours. What informs how organisations and people engage with different communities to achieve what is perceived to be a vital goal(s), will need to consider the social, economic and financial concerns and principles around decisions or actions about the kind of society people would like. This implies for example seeing profit as a means and not just an end. It recognises that a range of stakeholders are involved in helping diverse organisations and people in communities succeed in many different ways, whereby ideas of deepening partnership working or joint ventures are critical. This is a point not lost in organisations such as John Lewis Partnership where its corporate structure is set up for the benefit of its employees and the concept of service and trust in its operations permeates its relationship with its communities of customers, while also making a profit at the same time.

Stephen Lloyd, a senior law partner with a particular interest in charities, has written about the lessons that the voluntary sector can teach the private sector in terms of developing and applying the ‘triple bottom line’ which is vital to creating a more equal balance between achieving financial, economic, social or environmental benefits and success. The examples below show how the ‘triple bottom line’ concept can be used:

**Local authority public service job support scheme** – in order to work for the social benefits of its communities, contact was set up with a private sector firm who helped to deliver added value by offering training and volunteer placements within their organisation and access to facilities for helping participants apply, prepare and secure paid work.

**A Leicester Estate: Multi-Agency community-based project** – they recognised that in order to sustain their health and well-being activities and to remain viable, they needed to generate longer term funding beyond the local health body and authority whom financially supported the project. They set up a Trust and partnered with Business in the Community and Marks & Spencer, who act as project sponsors and compliment their existing statutory funding.

**North West London community Café viv-iterum** – they realised that in order to keep and build on its existing clientele and to generate its profits, a way of developing its goodwill and long term relationships with its customers, is through a series of social events, informal learning information and networking evenings, as well as art exhibitions and other services on site.

The above examples show aspects of the ‘triple-bottom line’ notion at work, as a basis for helping a shared agenda emerge around what needs to happen and also seeing ‘community benefit’ in terms of ‘high level outcomes’ and not just narrow performance indicators. It can also be argued that the wider points from the above examples indicate the need to afford social benefits where the economy needs to resource it. Increased interdependency and reduced dependency, increases the potential for the economy to grow, and public spending is focused on enhancing performance of community overall that is spending to gain, and not on benefits. It is worth mentioning that what is also identified is that by understating forward planning and a holistic view around an endeavour, the achieving of mutual benefit becomes a major strength not a weakness. This is something which was also reflected in the previous Government and taken up by the coalition Government around the idea of ‘Total Place’, where services are organised around what people as resources add, and not organisational structures.



The current Government's idea of building 'The Big Society' influenced by Philip Blond, remains critical to helping people in communities, public services and voluntary organisations find ways of doing things better locally, through supporting leadership and social action through community organising, volunteering, social enterprise and entrepreneurship with national assistance from Whitehall being on hand to facilitate and help. There remains much debate as to whether such an idea is fundamentally different from 'Communities in Control' and 'The Third Way' of the previous Government, as well as how it is to be implemented. For the purpose of this article, one might argue that such 'Big Society' ideas positively pick up on ideas of mutuality and community benefit discussed above, and recognises that there is already community-based leaders and leadership being practiced. However, how to embed and sustain this idea in communities over the long-term without additional resources beyond in-kind venture philanthropy or loan based help from the proposed 'Big Society Bank', remains unclear. As is the ways of and achieving common high level goals or outcomes and the balance between collective or individual voices that should prevail in local communities and leadership.

### **Making a difference**

With a common understanding of 'high level outcomes', a shared agenda from all stakeholders (whether organisations or individuals in communities) can be clearer as to their role in helping meet or maximise the potential of working towards such outcomes, if given the right information and tools along with backing to understand these outcomes. However, given the nature of community-based leadership a number of challenges will remain, the role of paid professionals and unpaid volunteers in developing trust based relationships for change in communities, managing and navigating conflict in community-based leadership work, as well as the possibilities for developing the role of commercial business and its work with different communities beyond the short-term.

Hament would like to acknowledge and thank Ian Redding, for his contributions to this article. If you have any comments or feedback on any of the issues highlighted or would like to discuss Hament's work further, you can email him on either [Hament@ocp-ltd.com](mailto:Hament@ocp-ltd.com) or [Hament@ocp-ltd.eu](mailto:Hament@ocp-ltd.eu)

### ***Visit our Schools week - a possible initiative for our alumni***

Kathleen Cronin, former Managing Director of Advocacy Partners Speaking Up, and double alumnus of the Trust, is involved with the independent charity the Education and Employers Taskforce. **Sir Martin Sorrell**, the Trust's Annual Lecture 2010 keynote speaker, is also committed to the scheme. We thought the following initiative might be of interest to some of our alumni.

#### ***Visit our Schools week: A national week to celebrate partnership working between education and employers - 18 – 22 October 2010***

The Education and Employers Taskforce, is planning the first ever national campaign for business leaders to visit state schools and colleges during the week of the 18–22 October 2010. This 'call to action' is a chance for bosses from private, public and third sector organisations to hear first-hand from head teachers and young people aged 5–19, about how they can actively help shape their skills, achievement and employability. Leaders from the worlds of education and business have united behind this unique campaign, including all the main teaching unions, school and college leadership bodies and employer representative bodies such as the British Chambers of Commerce, Confederation of British Industry, Federation of Small Business, Institute of Directors and Trades Union Congress.

Taking part in *Visit our Schools* week is free and only requires 1 or 2 hours of your time to visit a school/college in your locality. For further details and to register to take part visit: [www.visitourschools.org](http://www.visitourschools.org)

## Alumni 'stories'

### Six years on and still sharing our leadership challenges

Mel Greaves, Technical Manager at Rolls-Royce and an alumnus from the November 2004 Windsor Leadership Programme, met earlier this year with his group and shares the following story:

“Members of the WLP (November 2004) group gathered together for an update at Rolls-Royce plc in Derby on the 18th May 2010. The days’ events included company overviews and tours of the turbine blade facility and large engine assembly facility, providing a fascinating insight for those who work in unrelated sectors. Latest trends in leadership styles and development approaches were discussed and the day concluded with a highly energetic and insightful session with Simon Forster of i2i, a performance development team who are currently engaged with Rolls-Royce.

Overall a great day was enjoyed by all, and our network remains strong after six years. On to the next event!”

## NEW - alumni 'network'

This is a new addition to your newsletter, where you have the opportunity to ‘network’ with fellow alumni. If there is someone you would like to get in touch with regarding a specific issue such as spirituality and leadership or mentoring and coaching in a particular sector for example, please contact Jo ([joh@windsorleadershiptrust.org.uk](mailto:joh@windsorleadershiptrust.org.uk)) with your request and contact details, and it will appear in the next edition.

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

## Programme dates

Please see below dates for the Trust’s programmes for the remainder of 2010 and early 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.**

27 September-1 October 2010, Part II: 3-4 March 2011

22-26 November 2010, Part II: 9-10 May 2011

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



**Developing Strategic Leaders Programme: for leaders who wish to develop their strategic thinking as they move towards more strategic roles.**

18-20 October 2010  
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.**

2-5 November 2010, Part II: 17-18 March 2011  
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

**Strategic Leadership Consultation: a forum for the most senior leaders operating at the highest level to debate the complex issues of leadership which shape the future of their organisation and society.**

11-12 November 2010 - 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.**

9-10 June 2011 - by invitation only

**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 December and will include a review of the Annual Lecture and summaries of our Friends' events, amongst the other regular items.

If you would like to make a contribution to the next 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](mailto:joh@windsorleadershiptrust.org.uk)