

Putting Knowledge to Work

Today, more than at any time before, there is a real need to encourage the interaction between Education and Business.

This interaction is the key to stimulating higher level thinking and will make a significant contribution to the growth of the knowledge economy. Colleges and universities need to create dialogue with employers that enables clearer understanding of the very many benefits to be gained by working more effectively together.

We are frequently subjected to reports that today's graduates are ill equipped for the workplace, only to be presented with counter reports stating that the workplace is ill equipped to engage and stimulate today's graduates.

Education and enterprise have to come together to understand need, identify opportunity and create dialogue that is going to make a real difference in our economy.

Employers are valuable contributors to education, providing inspiring talks, commercial insight, careers advice, work preparation and exposure to the realities of working life. This input



The Mythic Garden, Chagford, Devon

all contributes to better preparation for life after study, whilst at the same time improving the employer's understanding of what makes tomorrow's workforce tick.

Whenever I ask an employer to contribute to the education process, to play a part in someone's learning, I have never been disappointed and neither have they. There is mutual benefit for both parties in opening up dialogue and exploring perspectives and potential.

As the autumn unfolds you can expect to see an increase in the interaction between education and business. Take the opportunities that present themselves - there are things to learn and things to contribute - both of which have a positive impact.

It is an important chance to gain better understanding of how to use higher education and its services. If we are to create forward thinking and adaptive businesses populated with highly skilled workers, then we must make better use of knowledge. It is an essential fuel for growth.

Jackie Bagnall

Programme Manager - Leadership South West

International Speaker comes to the South West

Margaret Wheatley

'Finding Our Way – Leadership for an uncertain time'

Monday 11th December - Xfi Building - University of Exeter

For many years, Margaret Wheatley has written eloquently about how to create resilient and adaptive organizations where people are seen as the blessing, not the problem. She has led the way in demonstrating how perspectives about chaos, networks, and relationships that come from the new sciences can be applied to human organizations. Such organizations become creative, self-organizing living systems, rather than the more common highly controlled mechanistic systems that only create robotic behaviours.

In short, Margaret Wheatley is one of the most innovative and influential organizational thinkers of our time who has tested her ideas and

perceptions in many different settings and cultures. 'Finding Our Way' is a collection of her practice-focused theories, where she applies themes she has addressed throughout her career to detail the organizational practices and behaviours that bring them to life.

Provocative, challenging, poetic, and often deeply moving, 'Finding Our Way' sums up Wheatley's thinking on a diverse scope of topics, from leadership and management, to social change, to our personal role in these turbulent times; from provocative social commentary to specific organizational practices and more.
www.margaretwheatley.com

Further details and booking form: lsw@exeter.ac.uk

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and much more...

“Your best assets are your best people”



In each issue of *Leadership Matters*, we feature a member of the South West Beacon Company Network in order to showcase those businesses which highlight examples of good leadership and significant business performance. Beacon Company status is an award given to those companies who can demonstrate outstanding achievement across a range of criteria, and it represents a unique opportunity for recognition and further development designed to achieve even higher levels of performance.

On this occasion I met with Clare Collett, Director of Expolink Europe Ltd - a multifaceted company working in the areas of Software, Whistle-blowing and Outsource call centre services. Formed in 1995 in Chippenham, Wiltshire, and also now located in Exeter, Devon, they work for clients all over the UK and Europe.

Their aim is to work in partnership with their clients to ensure that they feel particularly valued. They recognise the need to be flexible in order to react quickly to the changing demands of their clients, and achieve this by having the right people in place with the relevant business knowledge and experience.

I asked Clare about the beliefs and values of the company.

“Our Chairman, David Crook, is passionate about the company and the people who work in it. His two main beliefs are:

- The most important people in the company are not really the management team. Those at the top of the organisation are the front line staff but we need to recognise that not everyone wants to have that level of responsibility, so everyone is valued.
- The belief that “your best assets are your people” is not entirely true. Your best assets are your best people – bad people are a liability. This is particularly true in a call centre environment. You can have a good team, but if one person does not want to subscribe to the same values as the rest, then this starts to build a negative culture.

Expolink has grown very quickly. It started as a

family business, but as it gets bigger, it is difficult to keep that family atmosphere. Areas must expand in their own style, but we try not to lose the personality of the company. **There is no easy answer – if there was, someone would have written a book and it would be a best seller!** The best thing to do is to reiterate what it is that is important to us as a company, and that is about our values and beliefs. We believe our success can be attributed to a commitment to quality that focuses on the customer’s needs whilst ensuring our employees are always highly valued and respected.”

How do you manage to maintain staff continuity?

“We refer to our staff as ‘colleagues’, and have a much longer retention than most call centres because of great flexibility of working and using only inbound services. We have a 90% better attrition rate than most other call centres. We have a huge degree of working flexibility and try to accommodate most needs. People work for us for a while, then they may move on. But we find that people come back to us, so we keep a continuity of the same faces. Others have been with us for many years. The call centre managers and supervisors tend to come through the call centre as agents, and then move into these positions. Most of our



customer care team are the same – so they understand what it is like to be taking the calls. If you give people a progression route, then they are more likely to stay.”

How is your training delivered, and how do you change and modify this when required?

“We have two levels of training. Initially staff are trained on taking calls, how to deal with difficult calls and soft skills, and this is updated at various intervals. The other part of the training is on bringing in new clients. This will be over a two week period to help them understand the background of the client company and our connection with them. We also do one-to-one training to allow people to train at their own pace – and this works really well.

On any course we run, the feedback we receive from our staff is one of the most important factors. This keeps us updated on what problems exist, or how we need to change direction. The biggest change we have made in the last year or so is call recording. We were worried about bringing this in because of the “big brother” aspect of call handlers having their calls monitored. But it has been very well received. If it is not used, then monitoring calls for quality is always done ‘after the event’ and can cause confusion. But listening to your own recorded call means there is no risk of mistake and leads to better understanding on all sides. Its been a really positive step!

We have a reward system which consists of various performance bonuses which are self assessed, as well as by team leaders. Those that achieve then go into a draw to win various prizes! We also provide discounts for staff with local businesses. These incentives, as well as a ‘refer a friend’ scheme are very helpful towards recruitment.”

You earned Beacon status at the beginning of this year – what was the purpose?

“We did the Wiltshire Business Awards and Business Link approached us from there. It was nice to be asked, and the reason we considered it is because it provides a chance to mix with all kinds of different businesses. At the end of the day, most businesses do have the same issues – how do you find good people? – how do you keep good people? – do you look at exporting? – things that are fairly common to all businesses. When you take a business that is outside your market, it may have a completely fresh approach to these questions.

We have done several things with the Network, and I have been on one of their training courses.

This was one of the most refreshing I have ever been on. It was down to earth – ‘that will work’ and ‘that won’t work’ – it was people talking from experience. Being with other companies which are not in the same market specific industry is very refreshing and does not provoke competition, and because it is a regional thing, you are opening up to a whole new range of ideas. It is nice from a PR point of view to be recognised for what you do as well. **Employment is key for us, and people want to work for a successful company.”**

Is there anything more that you feel the Beacon Network could help you with?

“I like benchmarking ourselves against other similar sized organisations and would like to know more factual information, as opposed to being just through open forums. In general, attrition rates in the South West have got higher. We know our own information and monitor it closely, but would like to see how we are doing against our peers.”

What does the future hold for Expolink?

“We intend to grow by 100% - we are looking to double in turnover, but we want to retain the family atmosphere because the bigger you become, the harder it is to keep control. Then we will stay very ambitious and are keen to stick at what we know we do well. The software side will develop more channel re-sellers and more international work.

People do expect a slightly different service now – more of a customer relationship service rather than an order line, and we are just adapting all the time to suit that need.”

**Interview by Vanessa Ascough –
Business Relations Editor**

There are currently 174 members of the Beacon Company Network, and they will be some of the South West’s most forward-thinking and ambitious companies who are willing to come together to promote success and spearhead growth in the region.

If you would like to consider taking up Beacon status, please go to www.beaconsw.org, or telephone 01392 229586 and speak to Sue Baker, Project Director.



‘MYSELF and Other More Important Matters’

by Charles Handy
published by Arrow Books 2006

In this wonderful book, Charles Handy takes us on a journey from his Irish beginnings through to his seventieth birthday.

Real lives are often concealed from the public gaze, but in this book Handy tries to face some of the truths about himself and, to be honest, about the sort of life he has lived and the formation of his ideas.

To some of his readers it may seem strange that looking back he would rather not have spent all his twenties trying to be an oil executive (though it enabled him to experience some great organizations from the inside, and of course to meet his wife Elizabeth)... but rather to have traveled, taken an interest in the world, worked with the poor, got his hands dirty.

Yet, he recognizes the importance of ‘doing your best with what you are best at’, which in his case is bequeathing to his readers some of his beliefs and values... particularly (for me at any-rate) the idea that:

‘The future is ours to create, everything is possible if you care enough, people should be allowed and encouraged to use their own initiative.’

Many of us looking back, see how much of what we have done appears insignificant as time passes... and for Handy (through his own eyes) this is also true.

What is he leaving behind?

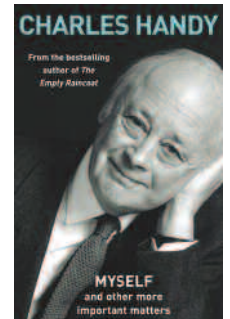
For him it is not the books he has written, nor the honorary degrees or other awards, but the hope that for his family and close friends is some memory of him as person. He is a man who has reinvented his life as it has passed... a creator and hunter of precious ideas and observations, who has found pleasure and satisfaction in doing what he loves.

Humble (and inspirational) to the end he finishes with a quote from Voltaire:

‘How infinitesimal is the importance of anything I do, but how infinitely important it is that I do it’

Exactly!

Review by Martin Gregory - CLS Affiliate.



2012 – Business Opportunities for the South West

Former Army Lieutenant Colonel Guy Lavender, has begun his job to make the most of South West England's contribution to the London 2012 Olympic Games and Paralympic Games. Meeting him at the Team South West offices in Exeter confirmed for me his passion for ensuring the region makes the most of this once-in-a-lifetime event.

Guy has a genuine love of sport, having a first degree in Sport Science, running competitively as well as sailing and skiing. He cares passionately about sport, and his own enjoyment of it drives him to recognise that it is not only the experience of the few weeks of the London 2012 Games itself, but the huge, and genuine potential in terms of delivering benefits outside of London itself.

Guy's job entails maximising the opportunities of the London 2012 Games and to make sure that a "lasting legacy" is delivered across the South West from everything that is offered by the Olympics. "This involves bringing together the business, sporting and cultural communities in terms of people and society into one group for the first time. I want to bring together these key stakeholders to scope out the opportunities from the 2012 Games, to communicate what I think they are, and

then to draw together a regional plan which effectively maps out those which are going to be delivered"

I asked Guy about his thoughts on 'branding' a region. He explained that there are two strands to this. First there is the logo 'mark', which provides a visual focus, and secondly the wider focus about what defines the South West.

"The London Organising Committee for the Olympic and Paralympic Games (LOCOG) use the symbology of the Olympic rings, and in this sense we need to provide a brand that would be recognisable across the South West. It may be that the end result of the brand development process, in terms of what is produced by LOCOG, could be a legacy brand that links other part of the UK with London 2012.

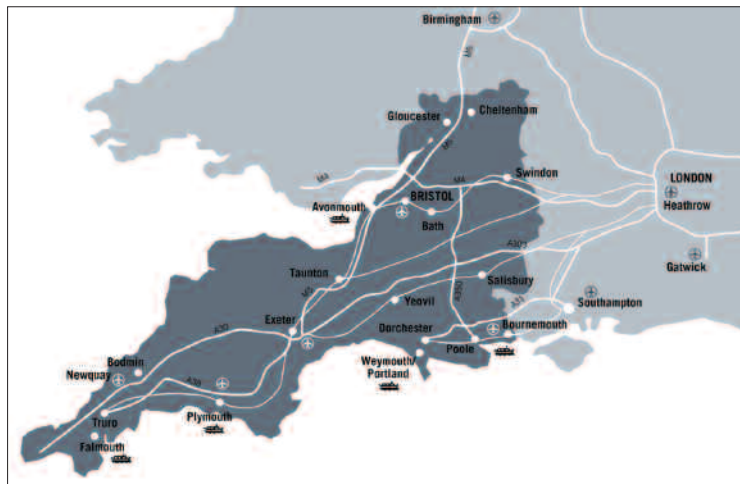
Secondly, defining what it means to be living in the South West is absolutely key. This is our heritage - the coasts, our world heritage sites, sporting facilities, community, our creative and cultural industries, the

food and drink sector – the sailing events at Weymouth and Portland, and what they represent – environmental policies and the way we live our lives. Add our tourism base into that and you get a sense of where our focus should be"

Guy explained his plans for harnessing the energy of the South West and the different strands in which people can be involved.

"The legacy starts now – not in 2012 – and nor does it finish in 2012!"

"2012 provides a real opportunity for South West businesses. During the next three years there will be a big shift from major construction projects, which are taking place now, into procurement opportunities for Small and Medium Sized Enterprises for Games related services. **This is a huge range from production of material, communications, IT, food and drink, retail and sports facilities. It is important that**



businesses understand the opportunities available. The ideas we are looking at are:

- How do we involve private businesses in planning for legacy
- What can we do to work in partnership
- How much are we prepared to invest in facilities legacy, sponsoring our talented athletes in the SW and increasing grass roots participation.
- An understanding of how to bid for contracts
- What is the procurement policy and how do we make sure that SW businesses are in the best position to be successful

We will be looking at a business opportunities network for a better understanding of what these opportunities are. One of the real legacies from the games in Australia was the opportunity to showcase business skills, both on a national and international basis, and we can do the same here. We have recently had the Youth World Sailing Championships in



Picture: Roy Riley

Weymouth and Portland, and a World Championship and European Championship this year, so business exhibition conference activities within the South West are something that we need to consider.

The sporting strand involves increasing participation levels, particularly amongst young people, looking at our sporting facilities legacy, and preparing for training camps for international teams. It opens up fantastic opportunities for Olympic athletes to train in the South West prior to the Games. We have got some big sporting sites and real opportunities to link less well-known countries and their athletes to our communities.

We also need to look at the Cultural Olympiad, focussing on Olympicism (taking part, fair play and the spirit of competition), multi ethnicity in terms of the way our country is made up, and inspiring youth. We will be developing an events strategy that leads through until 2012."

Finally, Guy, what role does leadership play in developing these plans?

"It is an interesting contrast, because there a perception that military leadership is very dictatorial in terms of approach – that you tell people what to do and they just get on and do it. This is not the case, and convincing and motivating those around you is key. The difference in the civilian world is its diversity – you deal with a much wider section of society with very different norms and values, and it is therefore critical to 'lead' in a different way. My job is much more about engaging people, inspiring them, convincing them to do things, getting them to buy into

what I think is important as well as learning from them. A different approach, but essentially using the same skills I learned about leadership in the military in a different environment."

"I just think that 2012 is a once-in-a-lifetime opportunity – we are never going to see it again – and wouldn't it be great if we, in the South West, really made a difference to our region!"

For further details, how to register direct for e business alerts, or to become a volunteer, please refer to www.london2012.com.

For South West information, refer to <http://www.southwestrda.org.uk/region/london2012/introduction.shtm>

Interview by Vanessa Ascough, Business Relations Editor

The Best Advice I Ever Received...

Since its inception in Issue 5, this feature has produced an enviable quality of thought and recall from a huge variety of contributors. This page is no exception, and I hope you will enjoy the final offerings in this series from those who have been kind enough to share the nuggets of wisdom which have moulded and changed the way they lead. My thanks to all of you, and do once again read the full transcripts on our website.

Richard Thomas

is a Senior Partner of Thomas Westcott. He found one of Stephen Covey's '7 Habits of Highly Effective People' relevant and useful in his career.

"Habit No 2 – **'Begin with the end in mind'** has echoed the belief in my own hallmark, that applying a clear business plan and a strategy for achieving the plan's objectives is the key to the success of my firm as well as when advising clients"

Emma Warren

is the MD of Warren & Bradley Ltd. Just starting out as a junior manager, she recalls the advice of her then MD.

"Faced with the daunting task of managing employees for the first time, he told me **'never forget what it is like being on the other side of the door'**. His example taught me to be aware that an unscheduled management meeting can worry employees, that a harmless comment can set the rumour mill running and that a seemingly small problem to you can be very big to one of your employees"

Philip Milton

is the MD and Founder of Philip J Milton and Co. Two pieces of advice were given to him, and two others are his own maxims for his business (full transcript on our website).

"One piece of advice I learnt was after I finished work in Lloyds TSB Bank. It is... **'rule books are for the obedience of fools and the guidance of wise men.'** It would have been very helpful to have been aware of this at the beginning of my 7 years there!

Miranda Boncey

has her own executive Coaching and HR consultancy business. She encourages us all to reflect on a few simple words from the great psychologist, Carl Rogers.

"I am enough..." – this simple statement had a profound impact on me. I had always felt driven and hearing these words was as if someone had turned off a switch. It stopped me in my tracks"

Bob Baty OBE

is the Chief Executive of South West Water Ltd. It was the example of one of his former leaders, when he was quite junior, which has had the greatest influence on his management approach throughout his career.

"The Chief Engineer took it upon himself to visit the construction sites on Christmas Day and spend time with the watch-man who was safeguarding the sites. From this example, I have always thought that if the leader of the organisation considered it appropriate to spend his Christmas Day visiting those who were generally considered by most of us to be of quite lowly stature, then he regarded their contribution to be anything but lowly, and gave me the guiding principle that **the contribution of every member of the team is critical to business success**"

Pam Billinge

is a CLS Affiliate. Her advice came as part of a letter of recognition which she received in her first professional role.

"...the young partner I reported to wrote a personal handwritten note to praise my achievement and thank me for my efforts, contribution and hard work. What was most significant was that he recognised some very personal qualities and... **'urged me to hold onto them and stay true to them in whatever I did'** ...with this advice as my guide, I have always been able to identify when my personal qualities and values were being stifled and could then make the decision to change my circumstances"

Steve Mills

is the MD of Believe It Communications Group. Being something of an 'informationholic' it was from someone he admired and respected that he got his 'Best Advice'.

"...something that the great Jack Welch talks about is **"Have a positive attitude and spread it around, never let yourself be a victim and for goodness'sake have fun"** ...preaching this message to young people joining our organisation is that it (becomes) infectious. Their positivity becomes energising and can genuinely make a difference to colleagues, managers and customers."

To read the complete transcript of these contributions, visit our website
www.leadershipsouthwest.com

Dr Richard Waite

is MD of ESRI (UK) Ltd. He was brought up short by the words of a colleague when expressing frustration at the mistakes of others.

"While designing a prototype industrial robot... I was becoming increasingly frustrated by the delays in the building due to machinists mistakes. The Engineering Director came to see me... and quietly asked me whether I'd ever made a mistake... with a few gentle words **he made me realise that we're all human and we all make mistakes.** He showed me that to err is human, and his experience helped me to be a better person"

Stephen Makin

is the MD of Permavent Ltd. At aged 16, his father gave him some advice which has enabled him to 'enjoy his short life'.

"...having questioned my father's judgement and reason, he said something I had heard him say many times in jest but I had not understood. He said **'...long time dead...'**. He believed, as I do, that it is better to have tried and failed, than to live without experience, because soon enough you will only have memories as life is so short"

Simon Rous

heads the Company Commercial Team at Ashfords. His advice was gleaned from the 33rd President of the United States.

"An early reading about Harry Truman produced the following quote: **'You can accomplish almost anything you want in life, provided you don't mind who gets the credit'** I use this advice daily and recognise how much energy is spent and opportunities lost by those who do not"

Mark Hatcliffe

is Head of Sales at Lloyds TSB General Insurance. His advice came from a close friend at a difficult time period in his career...

"The advice was **'Tough times never last, but tough people do'** and guess what? He was right!"

Charles Whitehead

spent 20 years as an army officer, and 18 years as a projects and business manager in IT for Logica, Digital and Oracle. While training at Sandhurst he learnt a golden rule that he never had cause to doubt.

"...regardless of whether you believe true leaders to be born or made, the golden rule is **'communicate, communicate, communicate'** In my experience, you will find very few staff who are clairvoyants or have infallible intuition – so if you don't tell them, who will?"

Diversity on the Board – Risk or Benefit?



Following Derek Higg's review of Corporate Governance, one of his report's key recommendations was to call for improved diversity in the boardroom. Closely allied to this was a need to shift away from informal recruitment of 'similarly minded' Directors who are often chosen from among friends or business associates. So what are the benefits of casting the recruitment net more widely, and how can organisational leaders avoid falling into the trap of tokenism in aiming for diversity?

Companies achieving real diversity on their boards report a number of benefits. By appointing board members with truly different ranges of age, experience, gender, nationality and so on, companies can keep in close touch with their existing end users and target markets. If your products and services have greater customer appeal then clearly you can gain real competitive advantage. For instance, established businesses competing in fast-moving online or web-based markets are bringing skills of younger Directors to the Boardroom, in order to ensure they stay in touch with the internet generation.

A board comprising individuals with different backgrounds and styles can formulate more thorough strategy through a deeper process of



challenging and critical thinking. However, managing a diverse and strong-minded collection of individuals can have downsides if not handled with sensitivity. The big risk of making mistakes in selection or board nomination is that the Chairman ends up with a dysfunctional committee, unable or unwilling to reach a consensus view on anything. While this might be an extreme worst-case scenario, it does remind us of the value of rigorous selection processes and carefully thought through terms of reference for board appointments.

The Chairman, therefore, must strike a careful balance between a desire for real diversity and range of backgrounds whilst avoiding candidates whose operating style and broader values do not fit with those of the organisation as a whole. It goes without saying that this is true of recruiting at all

levels, but becomes more important at the higher and more influential level. Nevertheless, get this process right, and the broad mix of expertise should result in a board which challenges appropriately and where necessary, in order to produce much more effective strategic outputs.

Indeed the Institute of Directors (IoD) is itself looking to share and promote the benefits of diversity through its Young Directors' Forum in particular. This regional and multi-sectoral group for networking and professional development is led by young, newly promoted and emerging leaders – in other words the influencers, entrepreneurs and Directors of tomorrow.

One of the key objectives of the Forum is to lead an informed debate to achieve and champion diversity through the IoD's national Age, Gender, Ethnicity, Disability (AGED) campaign.

The next South West Forum event takes place on 9 November 2006 with a breakfast event at Bristol Golf Club, just off the M5 motorway at Almondsbury. For more information please contact IoD South West on 0117 917 5800 or visit the IoD website www.iod.com where you also will find more information on the issue of diversity and our board development services.

Simon Face
Regional Director, IoD South West

Ageism in the workplace

According to the South West Age Equality Network, the South West has the largest proportion of older people than any other region of the UK and across the country the proportion of older workers is expected to rise, with 70 per cent of the workforce for 2020 already in employment.

With this in mind, the Government has been focusing on preparing for an ageing population. On one hand, activity has centered around plans to shake up pension provisions, with individuals and employers being encouraged to think responsibly about how to fund retirement.

However, attention has also been paid to the ageing population that will remain in the UK's workforce. With anti-discrimination legislation coming in to force in October, direct and indirect discrimination in the areas of recruitment, promotion and training will be outlawed. And while most concerns focus on older employees, the change will also impact on younger staff. It is vital that this is the case, because research conducted by Age Concern shows that while 70 per cent of people feel they would be comfortable with a suitably qualified boss over 70, only 58 per cent feel they would be comfortable with a boss under 30.

This is a worrying indication of the types of prejudice which may still persist in workplaces across the UK. The Chartered Management Institute's own research on age discrimination at work (www.managers.org.uk/researchreports)

revealed that nearly one-third of younger workers feel that they have been held back from promotion because of their age. Decisions about employment, promotion or retention should not be made on the basis of an individual's age – whether older or younger. The most crucial message for employees and organisations alike must be that skills, abilities and potential are the really meaningful criteria against which employees should be assessed.

The question this raises for employers and managers in the region is 'what should you be considering to make sure your organisation will comply with the legislation and continue to operate in a fair and ethically responsible manner?

Over the past few years, many organisations have realised that a diverse workforce is a successful one. Employers who still think otherwise are missing out on the substantial and proven business benefits that a good mix of workers can bring to their business – higher productivity, a broad range of skills and combined years of experience, to name just three.

And also, at a time when the skills shortage has become so acute it is almost a cliché, whole swathes of the working population are in danger of being overlooked solely on the basis of their age. Research published earlier this year by the Chartered Management Institute revealed that 53 per cent of organisations have failed to fill vacancies because of a lack of candidates with the specialist skills required.

According to the 2001 Census, by 2014, there will be more people over 65 in the UK than under 16. So think about the importance of meeting customer needs and expectations and building a truly diverse workforce. After all, it stands to reason that organisations will appeal to a broad marketplace if customers' own characteristics and values are reflected within the organisations they deal with.

Consider changing the criteria your organisation uses for promotion or recruitment if appropriate. Age should not play any part when it comes to appraisals or development opportunities because what really matters is how an individual achieves results. So introduce a policy that rewards people for what they can achieve through proven performance. If employees are aware that career progression is based on results, the drive to succeed will increase and the dangers associated with discrimination can be avoided.

Ultimately, make sure that the mantra of the Government's Age Positive campaign is recognised and 'don't let a birth certificate become a P45'.

For more information on the Chartered Management Institute, please visit www.managers.org.uk



inspiring leaders

Celebrating excellence in the Boardroom

Newton Abbot based foodservice provider, Pasta King, has been acquired by a new management team, enthusiastically led by two of its long standing board directors, Sue Davenport and Paul Haigney. In 2005, both Sue and Paul attended the Institute of Directors (IoD) Diploma in Director Development in Bristol, and here they explain how the programme has helped them with the expertise needed for this new and challenging business opportunity.

Why did you want to take on a new business?

Sue – I had always wanted to own my own business, my background has always been involved in growing businesses and I have worked at all levels within an organisation. Joining Pasta King as a board director presented new challenges and experiences at board level. Attending and completing the IoD Diploma was superb preparation for executing this role. When the opportunity came to own Pasta King, I felt ready and confident to take on the responsibility.

Paul – my background is working in some of the major food manufacturers in the country as a consultant – training teams on how to work together and how to work efficiently. After having worked with Pasta King for a while, we had this fantastic opportunity to acquire the company, and since taking over we have transformed the production process. We invested £150,000 in terms of regrouping the process, and that was paid back in just over a year.

What is it about your product that really excites you?

Paul – its been absolutely unique in the way we give our customers the equipment free, on loan. We train them how to use it, provide them with the pasta, and telephone sell their orders – they don't have to do anything! We then hand build their stock and orders and deliver it to their door. We provide a complete service, so it couldn't be easier.

Sue – we enjoy providing a solution that works, and we do that for our customers. We provide a food that is solving the healthy eating issues in a fun way, and the feedback we get from our customers, and their customers, is so rewarding! I just love to see the enjoyment when people are eating – it's a great business to be in!

You have both demonstrated a keen interest in learning – has this helped?



Sue – the most important thing for me with the IoD course is that it gave a very practical outlook of all management theory. Real life, real world examples working this through with other people on the course with their experiences I felt the Programme did this for us. There were some incredible people on the course. The tutors were first class too – we thoroughly enjoyed it.

Do you still consider yourselves to be learners – and do you still want to go on learning?

Sue – I enjoy learning and love the challenge. I was nervous about doing the IOD exam as it had been some time since I had sat any formal tests, but I was glad I did.

Paul – One of the things that I thought was empowering was going on the course and meeting other managing directors and leaders of businesses. Not everybody knows everything, and sometimes you work in your own little bubble and you get the impression that everyone else is doing really well, and understands everything. But this, of course, is not always the case and understanding that is reinforcing. Some of what you learn also reinforces the fact that you may already be doing it – so you get confidence in what you are doing.

What do you think is important about formal study?

Sue – It's the discipline of thinking through situations ensuring that you have everything you need to take effective decisions and understanding their impact on your organisation.

Paul – on a really practical note, we had to spend a lot of time with lawyers and accountants during the MBO, and the knowledge gained from the course

helped us to ask the right questions.

Sue – Being confident in your own abilities, and why you are doing something, is really important.

...and what did you learn informally about being on the course?

Paul – loads of shared experiences. I think the whole atmosphere helped people to come forward. We had some great debates!

Sue – the networking opportunity was a great thing on the course. The alumni meetings give us an opportunity to meet up with everyone on the course too, and we hope there will be lots more!

Paul – one of the things that always sticks with me from the course is this concept of the business as its own entity, particularly working in a family owned business as we were. It was very clear to us that the business is its own life force, and its own entity. The difference in our company now is that people will be more challenged, it will be more professional. Staff will have job descriptions, proper appraisals and development programmes set up – targets to meet.

Sue – the future is fantastic for our business! There are so many options and opportunities, picking and choosing the right ones is essential.

“The plan's in place, we are just living the dream!”

www.pastaking.net

Should you be interested in joining the next IoD Company Direction Programme, please contact Ann Cullum on 01392 262578

School of Business and Economics – SoBE

Leadership can be learned!

The School of Business and Economics at the University of Exeter is delighted to announce that this September they are welcoming the first students onto a new degree programme, **BA Management with Leadership**. Alison Wride, Head of Undergraduate Studies for the School, explains why she believes that this is such an exciting prospect.

“Leadership can be learned! Employers frequently cite leadership potential as one of the qualities they value highly. As one of the only providers of an undergraduate Leadership programme in the UK, we believe it will give students a distinct advantage. Combined with a broad understanding of the principles of management and business, the programme equips students for action in a competitive business or public sector environment that requires top performance from its players. It does this by giving them the ability to understand their own leadership qualities and limitations, as well as enhance their capacity to work with others as part of a team.

The programme will build on the strengths of

our existing modules in Management, and will make use of the expertise of the Centre for Leadership Studies, with a core of Leadership throughout the programme. In the third year, students will also be encouraged to take work experience or business project modules. Traditionally the UK has restricted Leadership studies to the Postgraduate sector; however we see a strong case for introducing this subject into undergraduate study. The opportunity to develop first an understanding of the theory of leadership, and secondly to observe this in the workplace, can only be an advantage in an increasingly competitive employment market. We believe that the programme will have unique employability strengths.”

For further information please see:

www.exeter.ac.uk/sobe/undergraduate

For specific programme enquiries, or to receive a copy of the SoBE

UK prospectus, please email

sobeug@exeter.ac.uk

The Artist as Brand Leader

Aesthetic leadership concerns how artists, and other aesthetic workers, perform leadership functions within groups, communities and culture, often outside established positions of authority. Aesthetic leadership implies expanding the notion of leadership to include aesthetic endeavour. In this sense, aesthetic leadership also connotes attainment beyond the insularity of particular aesthetic fields, such as art or literature, by gaining attention within a broader cultural or political arena.

Recently, artists have been called upon for aesthetic leadership in management – as leaders, practitioners, visionaries, and inspirers. Thus, aesthetic leadership need not refer merely to creativity or vision; rather aesthetic leadership may emerge from insight into cultural, political, or interpersonal issues, aesthetic statements on social injustice or crucial cultural concerns, or, at a more general level, providing alternative ways of seeing problems, history, or received wisdom. In this way, aesthetic leadership may either complement or contradict more traditional leadership forms, such as politics, religion or management. It may be that aesthetic leadership draws some of its power from the position of the aesthetic leader outside conventional leadership positions.

My research argues that greater awareness of the connections between the traditions and conventions of visual art and the production and consumption of images leads to enhanced ability to understand branding as a strategic practice. Artists offer exemplary instances of image creation in the service of building a recognizable look, name, and style – a brand, in other words. Successful artists can be thought of as brand managers, actively engaged in developing, nurturing, and promoting themselves as recognizable “products” in the competitive cultural sphere. So, why not turn to artists for insight into, say, branding, brand management, images, and value creation.

Prof. Jonathan E. Schroeder, Chair in Marketing – SoBE

For more information, contact j.e.schroeder@ex.ac.uk

DIRECTOR SEMINAR SERIES

Xfi Building – University of Exeter

These evening events are free of charge and provide Managers with thought provoking talks and opportunity to network over debate and discussion.

5.30pm refreshments, with presentation at 6pm

14th November 2006 5.30pm – 7.30pm

“Practical strategic thinking: a novel approach”

Professor Geoff Coyle

Visiting Professor of Strategic Analysis

University of Bath

Two further seminars will take place on **17th October** and **5th December**. Please check our website for further details of titles and presenters. www.sobe.ex.ac.uk

Strategic Operations Management

Professor Steve Brown, who teaches Operations and Innovations on MSc and MBA degree courses at SoBE, was the keynote speaker and member of an ‘expert panel’ at the recent Production & Operations Management Conference (POMS) in Boston. He presented on his theory of “Strategic Resonance” which is concerned with how Chief Operating Officers within organisations need to be more involved in strategic business decisions and not relegated to a technical, or tactical specialism. This problem is tackled in his book “Strategic Operations Management” in which he states: “If you were to

speak to a senior-level manager within an organisation, the likelihood is that within a short period of time you would be having a conversation that included a number of management terms including core competences, key performance indicators and critical success factors, amongst others. Ask the same manager about how operations and operations management line up within these terms, and the likelihood is that he or she might be mystified or perplexed by the question”.

According to Professor Brown, the problem with Operations Managers being cut off from the strategic business process, is that firms will then make a range of decisions merely to satisfy short-term financial interests of the firm. This approach may lead to killing off capabilities and competencies that reside within the firm.

The sessions in Boston were most successful and will lead to developing a paper for the Harvard Business Review, and an entire research track for future POMS conferences.

For further information, email: Steve.Brown@ex.ac.uk

'Walk a Mile in My Shoes: 'Dwelling' as a Means to Ethical Action'

In the wake of recent cases of executive wrongdoing it is perhaps understandable to assume that organisational leaders are routinely tempted by, if not engaged with, unethical behaviours and activities. However, the majority of leaders and managers I know and work with WANT to make sound ethical decisions. Unfortunately though, organisational factors can sometimes place well-intentioned organisation members in tricky ethical predicaments. As a senior manager of a leading financial institute related to me: 'If there is a code of practice which informs an ethical decision, then in my view, it's not an ethical problem. You know what to do and you do it. The situations our managers find troubling from an ethical standpoint are those for which there is NOT a clear code of practice or social norm. The more senior one is organisationally, the more of those kinds of issues there are.'

These kinds of ethical concerns often involve a strong relational element, as illustrated by the following story: A senior manager has information about an imminent organisational restructuring, which will necessitate a substantial number of redundancies, including that of a key person from her team. The manager knows that this particular subordinate has recently been headhunted by a competitor, but that because of his loyalty to the organisation, is planning to turn the new job offer down. The senior manager has been contracted not to release any information about the restructuring before it is announced by Head Office. She knows if she doesn't say something to her subordinate, he will be out of his current job, and miss the opportunity of the new job too. What should she do?

From a rules-based perspective, the answer is clear. The manager should remain silent. However, from a relational point of view, she cares about her



subordinate and wishes to see his best interests taken into account. Is there a solution which both honours her organisational commitment, and responds to the human connection she feels to her subordinate?

One approach which could potentially yield such a solution, is based in the notion of 'dwelling'. Colloquially, we know 'dwelling' to mean 'lingering'; it also has connotations of home-making. Besides this usage, the philosopher Heidegger wrote about 'dwelling' as a particular kind of psychological and spiritual way of being in the world (Heidegger 1971). It is characterised as the capacity to 'be' with another – whether a person, another entity, or a situation, in such a way that at least momentarily suspends one's own ego concerns and pre-occupations. In this way, it's more than listening, it's actually 'putting oneself into the other's shoes' and feeling the situation from their perspective.

Additionally, 'dwelling' allows for identifying and 'being with' all of the different characters involved in a situation and including their viewpoints in the decision making process as well. In the story above, all of the parties involved – the subordinate, the Company, and even the senior managers' own need for relational honesty, would have a part to play in the ensuing deliberations.

Using this approach, a solution emerges from the dialogue between the stakeholders. This can be an actual dialogue, or an imagined dialogue, as the various viewpoints are given voice within the leader's imagination. Such an approach is already used in some organisations, as demonstrated by a senior manager who told me 'faced with insoluble relational dilemmas, I tell my managers to put themselves in the shoes of the various different people. See what you think is right to do then.'

What would such an approach imply for the scenario depicted here?

- Firstly, the senior manager would let herself 'be' with all of the different aspects of the situation, not tuning out anything because it shouldn't 'count'. 'Dwelling' would suggest that the relational aspects are equally important aspects of the deliberating process.
- 'Being with' the situation would also suggest the importance of inquiring into the views of others'. In the muddy waters of these kinds of ethical dilemmas a manager can feel very isolated, and sole decision making may not yield the best decision. Involving others (while being mindful of the political dimension of the problem) might help bring about a better outcome.
- Realising both the possibilities, and the limitations of one's role. 'Dwelling' as an

The Centre for Leadership Studies

– looks at leadership, where it occurs and where it is missing, where it comes from and where it is going – we get leadership into perspective. This 4 page pull-out highlights some of the latest thinking from CLS.

approach is very humbling because it is rooted in one's situatedness. As such, it alerts one to the limits of one's influence as well as one's sphere of responsibility.

Badaracco (2001), in his article 'We Don't Need Another Hero', suggests that finding ethical action in these kinds of circumstances resembles tightrope walking. It involves being creative in the way one thinks about the situation, biding time, and being alert for win/win possibilities. Rule-based approaches seldom allow for the kind of broadening of thinking which would foster other than black-and-white responses to grey areas. For instance, in a similar case to the story described above, Badaracco recommends that the senior manager should endeavour to have a conversation with the subordinate in which she encourages him to think about his own career aspirations and possibilities, an intervention that is well within the bounds of correct action.

'Dwelling', whether thought of as a way of making a home, or a way of coming into ethical relations, essentially calls for a quality of lingering with, making space to reflect, and relaxing into broader ways of thinking. 'Dwelling' takes time, but this may be time well spent if it allows the kinds of ethical solutions to emerge which will serve to enhance human connections and contribute to the 'good life' at the heart of ethical ways of being.

Dr Donna Ladkin,
Programme Director,
MA in Leadership Studies



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- For a longer exploration of the ideas presented here, see: Ladkin, D. (2006) *When deontology and utilitarianism aren't enough: How Heidegger's notion of 'dwelling' might help organisational leaders resolve ethical issues*, Journal of Business Ethics, Vol 56, 87-98.

MA in Leadership Graduates at the 2006 Degree Ceremony

MA in Leadership Studies

Around 30 students will be commencing the Leadership Pathway this year, with Induction Days being held in Exeter on 6th and 7th October. Participants from as far afield as Iceland, Kenya and the Middle East include members of the Church of England and the Military, a Health Consortium in Kenya, a Telecommunications company in Luxembourg and Voluntary organisations. This is the highest number of students we have ever

had in one intake and proves the popularity of the Pathway scheme studied by E-Learning, where participants can enter the programme at PG Certificate level and on satisfactory completion of that stage can progress on through the PG Diploma stage, emerging after two years with a Masters Degree.

For further information please contact

Sue Murch Tel: 01392 262558

Email: Sue.Murch@exeter.ac.uk



Centre for Leadership Studies Open Seminar Series – Autumn 2006

CLS presents a series of seminars this Autumn which reflect the latest thinking and ideas to address current debates on leadership. Both theoretical and practical in approach, these seminars will appeal to a wide audience - so we look forward to seeing you there.

- 12 October 2006:** **Professor Alex Haslam**, University of Exeter, Psychology Department:
'Social Identity and the Dynamics of Leadership'
- 26 October 2006:** **Dr Antonio Maturano**, Centre for Leadership Studies:
'The Race to the Human Genome Project: Lessons for Leadership Studies'
- 9 November 2006:** **Dr Patricia Gaya Wicks**, Centre for Leadership Studies:
'Spinoza's Repose and Blessedness of Mind: Leadership in the Ecological Crisis'
- 23 November 2006:** **Dr Georgy Petrov, Richard Bolden and Prof Jonathan Gosling**,
Centre for Leadership Studies:
'Like Herding Cats? Distributed Leadership in Higher Education'

All seminars are free of charge and will take place from 4.00-5.30pm in Conference Room A in the XFi Building, Rennes Drive, University of Exeter.

ALL WELCOME

Annual Leadership Forum "Leadership for Social Benefit"

The Centre for Leadership Studies will hold its Annual Leadership Forum in London on 1st November 2006. The theme this year is "Leadership for Social Benefit" and the Forum will confront relevant issues through its keynote speakers, workshop facilitators and, of course, the participants. We are pleased to announce that our

three keynote speakers will be

- Barbara Frost, Chief Executive of WaterAid
- Sam Younger, Chairman of the Electoral Commission
- Dr. Muhammad Abdul Bari, Secretary General of the Muslim Council of Britain

The conference fee is £175.00 and if you would like to receive an invitation to the Forum, which is an all-day event from 0900-1730 hrs please contact Tricia Doherty: Tricia.Doherty@exeter.ac.uk or tel: 01392 262567.

Leadership Development in Context

The third in a series of research reports from Leadership South West is now available. This report builds on from the last one, 'What is leadership development: purpose and practice', which explored the range of approaches to leadership development available to individuals and organisations and the assumptions and principles that underlie them. This is done by considering the impact of context on the appropriate content, style and format of leadership development.

The report is divided into two main sections. The first looks at how different organisational and individual priorities shape the content and format of leadership development. Thus, for example, what are the sorts of things an organisation needs to pay attention to when embarking on a process of strategic change? What is distinct about development initiatives targeted at different client groups (e.g. women managers, senior executives)? And how can topics such as ethics and self-awareness be effectively conveyed within leadership development?

The second section takes more of a sector/occupational focus on leadership development, looking at the most significant factors and challenges facing organisations in these different



environments. Thus, for example, what is distinct about the police or military context and what types of intervention seem best placed for organisations of this type? What are the key issues for leaders in local government and/or the education sector and how can leadership development help? And what are the main issues when dealing with people from different occupational groups and how can they best be engaged?

The report concludes with a summary of themes arising from the different sections and an integrated model for leadership development.

Key themes include:

- the importance of taking a systems-wide perspective on leadership development whereby it is considered in relation to other organisational systems and practices;
- the importance of ethical and inclusive leadership that recognises the need for leaders at all levels within organisations;
- the value of experiential and participative leadership development where participants are encouraged to discuss and reflect on their own experiences of leadership;
- the importance of succession planning and establishing a "leadership pipeline" that will develop the leaders of the future; and
- the need for core values that inspire and motivate individuals and groups to work together in the pursuit of shared (and meaningful) objectives.

To request your copy of this report please email your name and address to lsw@exeter.ac.uk or visit www.leadershipsouthwest.com

Transforming learning?

Have you ever wondered whether Business Schools teach their students the right things? If you have, then you are not alone. Numerous scholars have contested the nature and purpose of management education, particularly postgraduate programmes for experienced managers. Researchers claim that most business school education has little discernable positive effect on career success or management practice. Some blame the yawning gap between the unpredictability of managing contrasted with the teaching of management primarily as a science predicated upon the search for control. Perhaps leadership studies cannot be accused of this but even here, the link between Business School learning and individual performance still remains undocumented.

In response, scholars have argued that critical management education (CME) more effectively prepares managers for the complexity of the 21st century. CME challenges conventional assumptions about organisations, problematises the search for control and recognises management as a value-laden social activity with political and ethical dimensions. Supporters foresee CME graduates adopting new and supposedly 'better' forms of practice. In contrast they speculate that managers might suffer disturbing practical and emotional consequences,

arising from questioning deeply held beliefs and behaving contrary to norms within their organisation.

So what are the practical and emotional consequences for managers participating in CME? This area is under-researched, so during my MPhil I have studied the experiences of 12 students on the Exeter MA in Leadership Studies and the Ashridge Masters in Organisational Consulting. The findings are encouraging - take Hugh for example. Using knowledge from top business schools, Hugh had developed a change management methodology which was highly regarded within his organisation. However the methodology rarely delivered the change and certainty which it promised, so Hugh was angry and impatient. During his Masters programme Hugh shifted his thinking and practice away from mechanistic methodologies preferring to focus on people, relationships and unstructured conversations which allowed ideas to emerge. This caused consternation among colleagues who expected plans, recipes and models, but Hugh persisted and began to convince others, achieve results, and feel much calmer.

Each research subject's experience is unique but the common theme is transformation. Many who experienced emotional turbulence during their

learning subsequently transformed their practice, replacing the anxiety provoking search for control with a conversational people-oriented approach. Many describe feeling more relaxed, more engaged and more effective in their work, but does this mean that they are 'better' managers in terms of delivering outcomes? The jury is out but clearly there are plenty of opportunities for further research!

Elaine Dunn – Assistant Director, CLS
If you would like to know more about this research please contact me at Elaine.Dunn@exeter.ac.uk

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Do *You* do Inspirational Leadership?

“Inspiration” was the most popular response from over 55% of managers when asked what they most wanted from their leaders in a recent DTI survey...but only 11% said they were getting it.



Leadership is all the rage today and to get a sense of just how much is written on the topic then go to Google, type in ‘leadership’ and you’ll get over 5,650,000 entries to browse through! However, in this short article I’ve dipped into some of the recent research and offered straightforward answers to the question, “What do inspirational leaders do?”

You can’t really make a study of inspirational leadership without starting with the followers – after all that’s where the effects of inspirational leadership become evident. So, if you know a team that solves problems, takes decisions, supports each other, communicates freely, takes responsibility, and works to be better, then somewhere, not far away, you’ll find an inspirational leader at work.

Boxall and Purcell¹ make the point rather more elegantly when they assert that an individual’s performance is a function of **Ability + Motivation + Opportunity**. From this perspective it is clear to see that the leader’s responsibility is to impact on all three components. Indeed, leaders wanting to benefit from simple, powerful advice might ask themselves each day “**What am I doing to improve ability, motivation and create**

opportunity in my team?”

One answer to exactly this question, comes from a recent piece of CIPD sponsored research² which sets out to understand the linkage between people and performance in organisations. In the research they were able to isolate and compare the actions and performance of leaders in the retail stores of a major supermarket chain, which were comparable in almost every respect. They found that the best leaders were running more motivated teams, and in turn producing better financial performances.

So, what were these successful, inspirational leaders doing? The answer was a series of small actions on a daily basis that were having a major impact on employees’ experience of working life, such as;

- Keeping everyone up to date on proposed changes
- Providing employees with a chance to comment on changes
- Responding to suggestions from employees
- Dealing with problems
- Treating employees fairly

The good news for all those aspiring to inspire

their people is that these things aren’t difficult to do, providing the leader pays enough attention to them. Inspirational leaders seem to have the right mindset which ensures they focus on the simple things that matter to their followers.

Inspirational leadership may be in demand, but we shouldn’t leap to the conclusion that inspiration can only be delivered by charismatic extroverts. Many more leaders inspire in a quiet way, so that they communicate their vision, maintain focus and involvement and demonstrate true respect for their people.

Steven Burch is an Affiliate of the Centre for Leadership Studies and Managing Director of Quaestus Consulting. Contact: 01803 299740 or email: stevenburch@quaestus.co.uk or visit www.quaestus.co.uk

¹ Boxall, P and Purcell J. (2003) *Strategy and Human Resource Management*

² *Understanding the People and Performance Link: unlocking the black box* (2003) CIPD Research Report

The skills to get a good job done



I trained as a furniture designer and maker 25 years ago, and then spent 12 years at the bench before pressure on the existing office staff in the company prompted me to make the transition from craftsman to manager. As is the case in many small companies, people assume managerial roles without training, learning by trial and error and often coping with the complex problems that arise on a daily basis by relying on their intuition and the knowledge of their peers. While this approach may provide a good start, **my training as a maker had taught me that there was no substitute for a good skill base.** Increasing competitive pressure on the firm and my personal need to improve my performance drove me to look for a training to

supplement the experience I had so far gained.

The MD of the company suggested that I considered taking an MBA. I had mixed feelings at the time because I had no involvement with academic study since leaving school and was uncertain, not only of my ability, but also the relevance of the training. I had previously associated an MBA with the needs of would-be high flyers in larger organisations. I discussed these concerns with previous students and staff and soon decided that an MBA was appropriate as it offered a chance to learn best practice in a way that was relevant to smaller organisations.

Once enrolled on the 3-year part time course at Exeter, I rapidly discovered two things. The first

was that the subject matter was extremely interesting - the second was that application of theory to practice was far from straight forward. My obsession throughout the time spent studying was finding ways to relate what I was learning to the world of business that I knew. There were times when it was hard to see the relevance. What sustained me was the challenge to make it work.

Piece by piece an overall picture emerged as the modules linked together until it was possible in the third year to choose, from the wide and often bewildering array of information, the bits that mattered the most. Learning to be selective and prioritise is probably the most useful skill I have learned. With this in mind the dissertation was far more than just an academic exercise, it gave me an opportunity to consolidate the experience of helping run a small company with the best of what the training had to offer. It was possible to both confirm the belief in what the company, and I as a manager, had achieved and to offer suggestions to improve what we were not doing too well. It was personally and professionally an excellent way of taking stock and making plans for the future.

By common consent the company now has a better idea of what it needs to do to improve its performance. My responsibility is now to help it achieve that aim.

**Colin Mackenzie, Contracts Manager
William Garvey Ltd.**

To find out more about whether the Exeter MBA is right for you, visit our website at www.exeter.ac.uk/sobe, or contact the MBA Administrator, Maureen Costelloe on 01392 264494 or email: M.W.Costelloe@exeter.ac.uk

Professional Development Programme 2006 – coming next!

There are some excellent modules, which can be taken as stand-alone short courses, coming during the Autumn from the Continuing Professional Development Postgraduate Award Programme.

With first class tutors in the University's outstanding Xfi Centre, these courses provide excellent opportunities for Managers and other professional practitioners to enhance their business skills still further as they strive to meet the increasing challenges of a fast-changing, demanding, commercial world.

11th – 13th October: Developing a Winning Team

This 3-day team-building course is intended for mainstream managers who are comparatively new to the role. It provides an insight into the

mainstream management of teams and how to build those teams, by discussing favoured team roles, how to motivate individuals whilst meeting team needs and an understanding of communication.

Cost: £600

23rd/24th October and 21st/22nd November: Change Plus : Making Change Happen

A 4-day course, which will provide you with a real insight into your organisation and is suitable for management from both the public and private sectors. It will enable you to understand the context in which change is made and to understand and apply a range of approaches, in order to bring about sustainable change in your organisation.

Cost: £850

12th – 14th December: Accounting and Finance for Managers – *NEW!*

First class and invaluable for non-accountants to understand key financial concepts and essential accounting matters – unlocking the financial maze. The 3-day course will provide delegates with a sound introduction to, understanding of, and working knowledge of the key concepts, theories and calculations of basic financial accounting, management accounting and finance in general.

Cost: £900

For more information, or to reserve a place on one of these courses, telephone the CPD office on: 01392 263770, or email: cpd@exeter.ac.uk

"Helping Your Professional Development"

“Leadership for personalizing learning”

11th December 2006 – Exeter / 12th December 2006 – Bristol
9.45am - 3.30pm

Hosted by: Centre for Leadership Studies, University of Exeter
and: Faculty of Education, University of the West of England, Bristol

Keynote address:

“Leadership for Personalizing Learning” – Prof. John West-Burnham

Learning spaces and workshops:

“Leadership Development and Personal Effectiveness” – Prof John West-Burnham

“Building the Capacity to Personalize Learning: The Challenge for Leadership” Howard Green

Closing address: Exeter - Prof. Jonathan Gosling – CLS, University of Exeter
Bristol – Prof. Ron Ritchie, Dean of Education, University of the West of England

of education, through a reconceptualization of the nature of learning, the status of the curriculum and the role of teachers and schools. In essence, it advocates a movement from schooling the pupil to educating the learner’.¹

In a recent review of this book, Tim Brighouse (Chief Adviser to the London Schools Challenge) writes of Professor West-Burnham, ‘He is indeed a remarkable presenter, with a rare capacity for thinking on the spot, while giving a comprehensive, compelling and coherent view of this chosen subject’ and further writes that the chapter on ‘Leadership for Personalization’ was the one that ‘filled his cup to overflowing’.

Howard Green will also be hosting a workshop for both these events. He has recently developed two National Programmes for Leadership Teams at NCSL, having previously worked for the DfES as a special adviser on leadership and the TTA (TDA) where he set up the Leadership Programme for Serving Heads (LPSH).

The closing address in Exeter, entitled “Up Close and Personal – The Way Forward for Leadership Education” will be given by **Professor Jonathan Gosling**. Director of the Centre for Leadership Studies, Prof. Gosling heads a team who work closely with organisations both national and international on their leadership development. His recent research projects include how leaders learn from each other, feeding into non-formal, but highly focused opportunities for senior directors to learn from their peers in other companies.

In Bristol, the closing address given by **Professor Ron Ritchie** is entitled “Leadership for Learning: Development Leadership through Partnerships; Networks and Learning Relationships”. Dean of Education at the University of the West of England, Prof. Ritchie has worked with teachers and Headteachers in the context of leadership development over many years. He has published books on a number of topics including school improvement, subject leadership, assessment, science and design and technology.

It would seem that for the participants of this event, Christmas has indeed come early!

Tickets are priced at £75, with a 15% reduction for group booking of 3 or more. The event is open to everyone, both in or out of the education arena.

For further information, or to receive a booking form, email: Christina.dithmar@exeter.ac.uk. If you would like to raise your profile at this event, we can offer you some space in the foyer to leave your flyers or brochures. Please contact Christina for further details

¹ West-Burnham, Prof.J. and Coates, Max ‘Personalizing Learning. Transforming education for every child’ (2006) Introduction, Page 9.

Christmas comes early in the South West!



December 2006 sees the exciting new launch of the first in a series of learning events called “TALKING LEADERSHIP”, devised by Leadership South West and aimed at creating conversation around leadership. The intention is to offer leaders, and those aspiring to leadership roles, largely within the education arena, the opportunity to access thought, opinion, research and innovation which in turn will stimulate ideas, conversations and connections. It will be a perfect opportunity for participants to have their say, give their ideas and, most importantly, be able to share best practice.

Championing the theme of personalizing learning and distributed leadership, this first event takes a look at how the rhetoric can be brought to life and have positive impact.

The keynote address, on both occasions, will be given by **Professor John West-Burnham**, who will also be leading one of the workshops.

Professor West-Burnham is a teacher, writer and consultant in Leadership Development, and is senior research adviser at the National College for School

Leadership. He is a prolific author and has recently co-written, with Max Coates, ‘*Personalizing Learning, transforming education for every child*’. It is from this timely and innovative book that his keynote address will be taken.

In order to give some insight into this event, the following is a brief synopsis, an ‘amuse bouche’ to whet your appetite!

The above book first of all explains what is meant by “personalizing learning”, and speaks of the concept of a ‘service provided to individuals to meet their specific and personal needs’ as opposed to people ‘having to fit into the systems and structures’ of bureaucracy. It speaks of the ‘needs’ of the individual learner, ‘aspirations for individual success’ which schools have for a long time recognised as of utmost importance, and which many have already incorporated or on which their mission statements are based. However, we are also let in to the reality of it, seeing that schools are still ‘generic experiences’ and are ‘organised in terms of standardised experiences’. The book ‘argues for the personalization

Bristol leaders focus on their learning

The Bristol Leaders of Learning (BriLL) Project is currently being implemented with two groups of school leaders and aspiring leaders in Bristol. It was jointly planned between the University of the West of England and Bristol Local Authority (LA) and funded by the LA to complement a range of new leadership development initiatives being introduced in Bristol. BriLL provides an approach to school improvement that is based on developing the 'leader as learner' through the use of learning sets. Its key idea is that leaders need to see themselves first and foremost as learners who are seeking to improve things for pupils and students in their schools. Learning to lead more effectively and offering a role model as a professional learner is a significant way to contribute to making the school a more successful learning institution. The model is based on the author's previous experience of similar initiatives in several other local authorities (see, for example, Ritchie & Ikin, 2000).

Learning sets 'promote and sustain the situated learning of its members' (Jackson and Tasker, 2004, p.2). They offer leaders the opportunity to maximise their learning by ensuring it is collaborative – learning sets are essentially cross-school learning networks (or communities of practice (Wenger, 1998) implemented so as to focus on the participants' learning. The set provides 'protected space' for participants to explore issues related to school improvement that are of most concern to them and to engage in learning conversations with others to move their thinking forward. The concept of critical friendship is central to effective learning sets – as the participants learn to balance the dimensions of support and challenge. Learning sets require facilitation as, to be effective, they need to operate in a systematic way based on explicit ground rules. Within BriLL, the facilitation is being provided by the author, a local authority officer and an experienced primary headteacher who has been seconded to the authority.

The project is underpinned by a number of principles that have informed its planning and implementation:

- Leadership involves a moral imperative (Fullan, 2003) which gives school leaders collective responsibility for learners within and beyond their own specific schools;
- Leadership can and should be distributed (Bennett et al, 2003) and leadership capacity built amongst all in schools;
- Leaders are learners with responsibility for their own learning;
- Leaders' learning is enhanced through collaboration and dialogue;
- Leadership capacity and school improvement can be enhanced through school-based research / enquiry;
- Leaders are agents of change, who are more

effective when they better understand the nature of change;

- Self-evaluation at school and individual levels is an essential tool for improvement;
- Collaboration between professionals needs to be based on trust, respect and confidentiality.

Two phase-specific action learning sets of eight senior leaders have been formed and have met regularly since Easter. The primary set comprises headteachers, deputies and an AST. This group is focusing on the implementation of a new curriculum model being developed in Bristol in collaboration with the Qualification and Curriculum Authority (QCA). The secondary group is made up of assistant and deputy heads. Its members are working on more diverse issues, although a majority are exploring whole-school approaches to coaching. After a full introductory session, the sets are meeting monthly (for 1/2 days) to: review and discuss progress and issues; validate the enquiries under way; identify new learning needs; share ideas and materials; receive input or focus on identified topics. Meetings often begin with a discussion on a pre-agreed topic (recently, for example, the primary group explored subject leadership in the context of more integrated approaches to the curriculum and the secondary group tackled the relationship between coaching, monitoring and performance management) and then move into paired work before adopting a formal learning set mode during which each participant has an allocation of time to address his/her particular concern/issue. Informal contact of designated partners is encouraged between meetings. Participants are maintaining learning logs in a variety of ways and sharing materials and ideas. A final conference day will be held jointly in April 2007 for both groups to which other headteachers and school leaders will be invited to disseminate the outcomes of the

enquiries and share practice.

There are potential benefits for a number of key groups:

- Pupils will benefit from school improvements introduced through the project;
- Teachers will benefit from approaches to distributed leadership and support heads and senior leaders will provide through the school-based work;
- Headteachers and senior leaders directly involved will benefit from the development opportunities provided;
- Other leaders in the authority will benefit from the dissemination phase of the initiative;
- The local authority will benefit from increased leadership capacity and examples of practice to share.

To date, according to feedback from participants, the project is already beginning to demonstrate outcomes related to the first three points above. There are, of course, challenges, for example establishing the necessary trust within the group. However, despite the challenges, the learning sets are demonstrating, to some extent, the characteristics of professional learning communities identified by Jackson and Tasker (2004): shared values and vision; collaborative learning built around enquiry; collaborative and shared personal experience; supportive and shared leadership; collective responsibility for student learning and success; and supportive conditions. The outcomes of the dissemination conference will be reported in a future issue of Leadership Matters.

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“Confessions from a grey coach”

An irreverent look at coaching accreditation

One thing you can say about coaching is that there is a lot of it about. There are frequent conferences, dedicated journals, numerous books and articles, and countless web-sites. These all suggest that forces have to be marshalled urgently as a new peril is upon us – the peril of a leader adrift without a coach, or, perhaps worse, a manager with a poor coach.

This has led to an increasingly vociferous debate about accreditation. The prevailing wisdom suggests that letters on the business card are essential. Perhaps starting with an ‘F’ for Fellow supported by an ‘M’ for Masters (both curiously gender specific in this age of welcoming diversity), and preferably backed by an “Sc” to remind us that dealing with people should be backed by science, not values or beliefs.

The path to gaining such letters takes many forms, however. Recent articles suggest that mere accreditation is not enough – management coaches apparently regularly find themselves faced with those who have serious psychiatric disorders and a view is that only a qualified psychologist is skilled to deal with these. Such a rule might also protect some clients from unstable coaches. There is, however, the possibility that most coaching is more mundane and about improving the performance of reasonably sane people, and an undue psychological interest might actually be restrictive.

Another path focuses on the need for “a model,” arguing that the coach must have the security of such a systematic approach before venturing into conversations that the client may wish to influence – and, perish the thought, even try to control. Such models must have extant purpose and lead to verifiable outcomes so they can be blessed by the purchasing authority. Never mind the coaching, does the model look good?

Some regard general models as too vague, however. They argue for behavioural techniques such as Neuro Linguistic Programming (NLP) or Transactional Analysis. English, it is argued, is an ambiguous language at best and to allow emotion and creative thought to surface unchecked, especially in a one-to-one discussion, is considered far too risky (for the coach).

Others prefer the use of instruments such as the Myers-Briggs Type Indicator (MBTI) or Fundamental Interpersonal Relations Orientation-Behaviour (FIRO-B). Since such trait analysis helps identify people who really should not serve in submarines, then it should also be useful when working with people trying to scale the executive floors of an office block. If the coach can categorise the client, it makes coaching much simpler.

If all else fails, having coached lots of people over

a period of time is a useful way of suggesting a coach is competent. After all the coaching of Carly Fiorino, Jacques Nasser, and most of the Enron executives are still used as credentials by top US coaches.



So the roads to accreditation are being laid out and large numbers of people are progressing past the milestones and collecting the coveted letters. There are now courses for people to be coaching supervisors, and a number of people are now announcing that they are ‘master coaches’. This latter may be unfortunate, however, with its echoes of Ibsen’s “Masterbuilder” and the realisation that Wembley stadium is presumably being designed and built by accredited professionals.

In such turmoil the Middle Ages may provide an unlikely source of reflection for a humble management coach. In the thirteenth century the Church found it useful to sanction the Dominicans – to fight off the increasingly heretical thinking of the universities - and the Franciscans – to provide solace for the growing urban populations. So the “black friars”, usually bright and educated, fought the battles of belief and theology and provided a

liturgy for those who needed justification. Whilst the “grey friars”, often uneducated, mixed with the populace, and as their founder urged “spread the gospel by every means, even (if necessary) using words”. With their simple views of bringing ‘hope where there is despair’, and ‘light where there is darkness’ the grey friars must have scared the theologians to death. No wonder they constantly sought to ‘accredit’ them.

Recently, I listened to a very experienced coach (and NLP practitioner) Ian McDermott, make two telling points. First that “NLP (and any such tool) makes a good servant and a lousy master” so do not confuse the two. Second that “coaching is a conversation” and if the coach can just create a space in which it is possible for the client to reflect and regroup, then the coaching may prove of benefit. I am not sure how you would accredit these skills; but they have values I can believe in. So perhaps there is a role for grey friar type coaches like me who cannot cope with the high theology of creating a ‘coaching profession’. This does not mean that I will not look with wonder at those who wear the academic “black gowns”, reading their pronouncements, and trying to follow them. After all another tenet of being a grey friar was the humility to learn from all things, human and natural: but I think I will try and avoid coaching in bare feet.

Roger Niven - CLS Fellow



The Generation Game: from cuddly toys to zimmer frames

Friday 15th September 2006
Xfi Building, University of Exeter

This one-day event spans the generation gap, taking us from the emergent workforce, those currently entering the labour market right the way through to those facing the twilight of their working life. What do the hopes, fears, understandings and social realities of this generational span mean to leadership?

- Mind the Gap: Managing the Next Generation
- Worldly wise or Weary: Managing the older workforce

The next CPD event will take place early in 2007 – please check our website for details

The SWOOP project



According to the CBI, 85% of companies in the South West experience difficulty in filling vacancies. However, estimates suggest that there are up to 100,000 people in the region aged over 50 who are not in work, but who would like to be.

SWOOP (South West Opportunities for Older People), a 2 year ESF and SWRDA funded partnership project is investigating ways of removing barriers for older people, whether that be staying in work or obtaining new employment. This includes looking at why employers reject older workers on the basis of myths such as 'older people have worse health!' A Department for Work and Pensions study, shows that far more significant than health, in terms of days absent from work, is lifestyle. Taking exercise, smoking, drinking or being overweight are in fact much greater factors, and companies we have worked with show that days lost through sickness reduce as staff get older.

Aside from the legislation - which in October makes it illegal to recruit, whether for external or internal posts, purely on the basis of age - reduced birth rates means that there will no longer be the supply of 'young blood' to growing businesses.

Businesses will need to look at more flexible working including adaptable retirement options, a better assessment of the skills of their current workforce so they are not ignored when it comes to filling vacancies, and developing policies which comply with the new law but also follow its intention, resulting in a more forward looking approach to HR. SWOOP is already addressing these issues through workshops and forums with employers.

Discover how SWOOP might be of value to you. Come and talk to us about the subject, join one of our workshops or forums, or even talk to us about a one-off event for your organisation. We need to make the best use of our people for their benefit, for ours and for the region!

For further details, contact Alan Denbigh on 01392 264754 or email on Alan.Denbigh@exeter.ac.uk www.swoop.project.org.uk



The CLS Professional Network...

is a series of initiatives organised and managed by the Centre for Leadership Studies, for the benefit of professional consultants, enterprise leaders and other practitioners. It is designed to build upon the leverage and unique positioning of the Centre among UK universities in its dedication to research and teaching in the area of leadership. One of the cornerstones of the Network is the Accreditation of Affiliates.

With 17 Affiliates having already joined the Network, we are delighted to announce a further 2 accreditations - **Dr Geoffrey Ahern PhD and Rosemary Jackson.**

Geoffrey Ahern now works independently. Until 2003 he led the executive coaching delivery for RightCoutts Management Consultants, and before this, practised as a management consultant involved in the CPD of seasoned management consultants. As a post-doctoral researcher, he has recruited and led social research teams and tutored on diverse cultures for the Open University. He is also widely published, has presented at international conferences, and for several years has contributed to the European Mentoring and Coaching Council (EMCC), currently as a UK executive board member.

Geoffrey has "always been fascinated by people's motivations, by cultural and other differences, and by how common purposes can be enhanced. I am an organisational consultant and MBACP accredited coach who works with senior executives and organisations for effectiveness. My approach includes surfacing personal, team and organisational agendas and enabling long-lasting alignment linked to strategic demands. I have directly delivered at senior level to over 30 well-known private and public sector organisations, as well as to SME's".

Rosemary Jackson brings a variety of skills and experience to the Centre: strategy and performance work with Boards, individual and team coaching for leaders, experiential workshops, leadership competencies and facilitation at national and international levels. She has extensive international experience and has a keen interest in diversity.

Rosemary has a particular commitment to the non-profit sector. She writes: "I have always wanted to make changes in society, so I strongly support the values and ethics of a number of organisations working to the end of enabling all individuals to achieve their potential. I spent about 4 years working with the Government of India, with scientists and farmers to improve their (very poor) working relationships in order to increase their food production. This was fascinating and important work.

I have also worked with all the UK Commissions (including the Commission for Equality and Human Rights), national Task Forces, the NHS Executive and other Government Departments. All of these assignments have contributed to these organisations' efforts to make social changes in the areas of justice and equality"

For further details about the Accreditation process, please contact Kay Bishop on: 01392 262559, or email: Kay.Bishop@exeter.ac.uk

"Seeing the world differently"



On the 11th December, we at Leadership South West have the great good fortune to be able to present one of the most inspirational speakers of our time – Margaret (Meg) Wheatley. Meg writes, teaches and speaks about radically new practices and ideas for organizing in today's chaotic times.

She has worked in virtually every type of organization and on all continents (except Antarctica), and has been a dedicated global citizen since her youth. She has been an organizational consultant and researcher since 1973, a professor of management in two graduate programs, and serves as president of The Berkana Institute, a global charitable leadership foundation.

She received her doctorate from Harvard University and holds an MA in Systems Thinking from New York University. She is also the author of 4 books, the latest of which *Finding Our Way: Leadership for an Uncertain Time* was reviewed in Issue 5 of Leadership Matters.

Margaret writes: "I've wanted to see beyond the Western, mechanical view of the world and see what else might appear when the lens was changed. I've learned, just as Joel Barker (the first person to popularize the concept of paradigm shifts for the corporate world) predicted when he introduced us to paradigms years ago, that 'problems that are impossible to solve with one paradigm may be easily solved with a different one'."

Her work as a consultant and speaker began in 1973 and since then she has worked with almost all types of organisations and people. They range from the head of the US Army to 12 year old Girl Scouts, from CEOs to small town ministers, Margaret considers that every organisation is wrestling with a similar dilemma – how to maintain its integrity, direction and effectiveness as it copes with relentless turbulence and change.

The Berkana Institute was founded in 1992 and is dedicated to serving life-affirming leaders - indeed anyone who wants to help at this time.

As co-founder and President Emerita, Margaret has worked in dozens of countries, mostly in the third world, supporting local initiatives committed to strengthening a community's leadership capacity and self-reliance by working with the wisdom and wealth already present in its people, traditions and environment.

As Margaret says: "...no one discipline, institution or specialisation can answer the questions that now confront us. We all must draw from many different perspectives to reweave the world"

We invite you to share with us the privilege of "seeing the world differently" with this most inspiring speaker.

Contact lsw@exeter.ac.uk

The human side of leadership

“Never doubt that a small group of thoughtful, concerned citizens can change the world. Indeed it is the only thing that ever has”

Margaret Mead, anthropologist



From time to time the media presents us with some inspiring stories of leaders in the South West who are deeply committed, courageous, and confident in a quiet and under-stated way, and whose strong set of values are built on honesty, openness and true respect for their people.

It has been my privilege to have connected with some of these people and to have heard their stories – the first, in an on-going series, is presented in this issue.

Colour Sergeant Matthew Tomlinson (“Tommo”) who serves with 1 Assault Group Royal Marines at Instow in North Devon, was awarded the Conspicuous Gallantry Cross in May of this year. This is one of the country’s highest bravery awards, and was recommended for *“his sustained courage, leadership and presence of mind under fire”*¹ C/Sgt Tomlinson led a counter-attack under enemy fire in Iraq. He was commanding a US Marine Corps assault force in the Euphrates River near Fallujah in November 2004, when they came under enemy fire. He responded by turning the lead craft in his force towards the attacking enemy and creating an element of surprise to overcome the Iraqi troops. Due to his great personal courage under fire, the lives of those under his command were saved.

C/Sgt Tomlinson described his career in the Royal Marines as *“a strange sort of enjoyment – you realise every day that you are achieving something and doing something with yourself and your life”*. He explained that there was a high degree of bonding and discipline within a working team. If a task was not fulfilled by a single individual, it was the whole team who would be disciplined. Similarly, rewards were

not taken until all others in the team had completed their tasks. This creates an incredibly strong team spirit, a sense of collaboration and respect for each other, which is an essential part of getting through when facing action. *“You can’t do anything in our line of work on your own – not one thing”*

While in training, the Marines are taught the 6 qualities and functions of leaders - JBWICK:

- Judgement
- Bearing
- Willpower
- Integrity
- Courage
- Knowledge

Are these qualities that are inherent in all of us, or do they have to be learned? Matthew feels that you have to have confidence in yourself to start with, then by challenging yourself in each different aspect of JBWICK, it becomes a natural process. *“Maybe you can become specialised in being a leader – I don’t know. I think we are all special leaders in the military”*.

Training also involves being capable of taking on the role above you, in a split second, so that if an officer is no longer able to be in command you can immediately take his place. *“You look on an officer with respect, hopefully, and you know that the respect will fall on you from the rest of the lads if you have to take his place”*.

This aspect of ‘respect’ is a key component. Having spent 2 years in North Carolina, Matthew feels that the Americans have more of a sense of respect in society than is evident in the Britain of today. *“Respect gives a really good feeling – to have it and show it. In Iraq, if I had not had respect from my*

team, and I for them, then I would have been dead and that would have been it”

Courage is also an essential element which, Matthew says, can only be obtained from those around you. If you know that your team are going to be with you through thick and thin, then your mind lets you know that you can do it – it will be alright. He explained that in extreme situations, in which they found themselves in Iraq, because of the respect that had built up during training between all the men in his team, there was the feeling of disregard for self and more thought for each other - *“Its all about looking after each other”*.

I asked Matthew what gaining the Gallantry Award meant to him, and in his very unassuming way he said *“It is nice to get recognition – I think recognition is important, and there could be more within the British Forces. It shows other people what that person has achieved”*

“ I don’t want to be a role model, and I am no different from any guy downstairs, and I have looked up to people in the past and wondered if I would ever win medals like them. It makes your family proud!”

“But, you can’t do it individually. You need people supporting you. If your guys aren’t there with you, then you can’t do it on your own.”

“What I have learned is that I may not be able to change the way things are, the values, the respect, the things I feel strongly about. But through my experience, I feel that I can talk to people and help them to understand to expect things to change in a split second and learn to deal with it afterwards.”

I asked Matthew what lesson in leadership he felt he would like to pass on to our readers. His reply was to have the courage of your convictions and to believe in yourself – not think about ‘what if’s’ – they are usually too late anyway. *“The courage of your conviction in that split second decision – surveying the situation at all times and sensing situational awareness of what is going on around you. I do try to do this in civilian life too... just wanting to help people.”*

Colour Sergeant Matthew Tomlinson is one of those rare individuals who mixes well rehearsed training with a deep sense of commitment and empathy with those he commands, and by his example he has touched the lives of those around him.

Vanessa Ascough – Business Relations Editor

¹ Recommendation for Honours and Awards: Naval Attache, Commodore Royal Navy April 2005

Leadership in a cold climate

Ann Daniels is a record breaking Polar Explorer. She was part of the first all women's team to ski to both the North and South Poles in 2002 and she now intends to break one of the few remaining polar records – to be the first woman in the world to ski solo to the North Pole in International Polar Year 2007. She was awarded an Honorary Degree by Exeter University in 2002.



experiences in both these roles. "Both men and women can do these extraordinary feats of endurance, but we do it in different ways. When things go wrong the emotional input needed comes more from women – at the end of the day we would hug each other and talk about how we felt and that helped us. The physiological differences between men and women mean that men are more driven when challenged, whereas women's physical strength is not the same. So, therefore, it is important to care for each other emotionally, which allows our bodies to survive"

The all women's team was not the first expedition which Ann attempted. In 2001 she acted as the main guide for a mixed North Pole Expedition, and in January 2000 she was part of another all women's team to reach the South Pole on foot.

Ann's amazing achievements, and her belief that the human spirit is boundless, have seen her through both victory and disappointment. "Whatever background and education you have, it does not stop you from challenging yourself" she says. "You can always try to be the best that you can. To be the first person to have achieved anything is great, but the main thing is the journey – how you get there"

This 'journey' has seen Ann leading both women's and men's teams, and she talked about her

Once during the North Pole expedition in 2001, Ann found that her role was needed in a nurturing context. When one man was injured and found it difficult to transport his equipment, it took some negotiating to get him to allow her to carry his kit so that he could survive. "Helping yourself in that way is not a weakness. By letting others help him, he was also letting them feel involved and part of the team"

Ann put forward her own 8 key qualities as a woman leader:

- Responsibility for the team is the first step
- Communicating and getting to know your team

- **Letting the team take responsibility too, and understanding their needs – this is the key to leadership**
- Give feedback throughout – acknowledge what others are doing
- The courage to stop if things are not right – reconsider with no blame attached
- Control your team – know when to step in and take over with an explanation as to why that is necessary
- Lead by example – "follow the shadow"
- Be true to yourself as a woman – don't try to be like a man

Have these expeditions changed Ann? "I have more belief in myself, having thought these sort of endeavours were not possible, and more belief in the human race, and the potential people have within it."

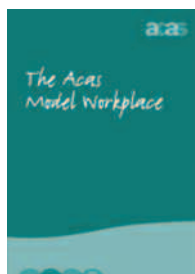
"I go back and challenge myself to do "firsts" because I am on a journey and have not got to the end yet. It is about having the courage to do what YOU want to do. What started as a bit of an adventure has become a job – the ultimate pinnacle is to get to the North Pole solo, but I never want to stop inspiring people to believe in themselves".

Listening to Ann Daniels' attitude to the highs and lows of her remarkable expeditions was indeed inspiring, and we do wish her every success for the next leg in her journey of life.

Vanessa Ascough – Business Relations Editor

The Acas Model Workplace

Founded in 1975, Acas (Advisory, Conciliation and Arbitration Service) is an independent, publicly funded organisation which aims to improve organizations and working life through better employment relations.



They provide up to date information, impartial advice, high quality training and they work with employers and employees to solve problems and improve performance.

A wide range of factors contribute to making a business effective. These include planning; operational efficiency; sales and marketing; design and innovation; sound financial management and effective day to day management. All of these factors involve people. People are vital to the performance of any business. They bind all of the other elements together. But how do you get the most out of the people in your workplace?

Acas has applied its thirty years of experience in workplace employment relations to produce a model, the Acas Model Workplace, to help

employers, particularly small and medium sized employers (SMEs), develop high performing and high achieving businesses. Whilst the idea of a model workplace is partly aspirational the Acas model is grounded in realism recognizing that solid, practical building blocks need to be in place for any business to progress and thrive.

The model reflects the fact that the way that we think about the workplace has changed. The workplace is no longer somewhere that employs people, produces goods and services and adapts to change as best it can. The workplace is a dynamic place. It needs to promote equality, value diversity, develop teams, encourage initiative and build relationships based on cooperation trust and respect. If these elements are missing an employer is likely to be playing "catch up" in an increasingly volatile, fluid and global market place.

The Acas Model Workplace is based on eleven key principles or values and covers areas such as putting the right systems in place to deal with people issues; developing relationships at work and the benefits of greater employee involvement in the operation of the business and decision making. Using the model is entirely voluntary. It is not

intended as a way of checking up on employers or catching them out. It is, however, a new contribution to the drive to create workplaces which are high performing but which, at the same time, respect and value the main component of any successful business – its employees.

The Acas Model workplace is available free of charge at www.acas.org.uk. Employers are free to use the model as they see fit but it can act as a bridge to further Acas services such as bespoke training interventions or practical advice on policies and procedures as well as providing a framework for organisational self development or improvement.

Free advice and guidance on employment matters is available from the Acas Helpline on 08457 47 47 47.
www.acas.org.uk



NB: Change of details

We know that many of you enjoy reading Leadership Matters, and we are delighted to continue mailing this out to your office or home address.

Sometimes we may not reach the right person at your organisation, or your address may have changed, and as we are concerned to get this important information correct on our database – could you please take the time to let us know any change of details.

You can email the editor on Vanessa.Ascough@exeter.ac.uk, to let us know of any updates. Many thanks.

“The Executive Programme”: A new approach to tourism management skills

Tourism executives across South West England are set to benefit from a new programme of master classes to help develop their management expertise.

The 3-year ‘Executive Programme’ of tourism master classes and best practice seminars, launched in November by the Tourism Skills Network South West, has received funding from the South West of England Regional Development Agency.

The programme, which is tailored specifically to the needs of managers and directors in the tourism, leisure and hospitality industry, will focus on improving customer service, leadership and management, marketing and quality, as well as other areas which underpin the regional tourism strategy, ‘Towards 2015’.

Each master class consists of a guest speaker, highly regarded within their field of expertise followed by a review with a tourism specialist - providing businesses with an opportunity to take away real benefits from the session. The programme is designed to engage businesses of all sizes - from start up companies to established leaders in their field. Events take place in the South West England and are open to everyone.

To receive more information on ‘The Executive Programme’, contact Annabel Pobjoy on 0117 9897735 or email: admin@tsnsw.org.uk.

Raising our Game in Leadership

The South West ‘Leadership and Management Project’ continues to make excellent progress across the South West. The project is jointly funded by the Regional Development Agency and the Learning and Skills Council and is a good example of continuing collaboration between these agencies.

The ambitious aim of the project is to raise the leadership capabilities of South West Businesses and Social Enterprises whilst endeavouring to understand more about the links between management development and productivity (the Holy Grail?)

The project has got off to a flying start with 1323 organisations benefiting from both the organisational review and the £800 grant for tailored management development. Activities vary widely e.g. ‘Strategy days’ for the top team, getting assessed against the new IIP standard and enabling individual managers to pursue management ‘NVQs’. (Over 2,300

individual managers are now benefiting from the programme).

One interesting finding from an early project evaluation is the contribution organisations are making towards their management development is growing exponentially which indicates this activity is viewed increasingly as an investment not a cost.

The programme is administered by the 6 South West Business Links. Due to the early success Devon and Cornwall, Dorset and Wiltshire Business Links are now operating waiting lists. The good news is there are still plenty of opportunities for new business to benefit in the Somerset, Gloucestershire, and Business West Business Link areas.

For further details please contact the relevant Business Link organisation or Terry Youll at the LSC project office on 01793 608071.

Delivering impact, delivering results - Free Workshop, 31st October, Bristol Zoo

- How can you access £800 to improve the management and leadership capability of your managers?
- What skills do you and your managers need to deliver the results to which you aspire?
- How can your management team operate to deliver improved productivity in your business?
- Where are your leadership and management skills now, and what should you develop?
- How can you accelerate the development of the team so that you achieve more than your competition?

If you would like to find the answers to these questions then Business Link can help. We are running a free workshop on the 31st October at Bristol Zoo from 0830 – 1300. Call John Urry on 01275 370 858 to find out more.

Women in Business Conference 2006

“Together the Future is Ours”

**Sandy Park Conference Centre, Exeter
Tuesday, 31 October 2006 0900 – 1630**

A fascinating array of speakers, workshops, round-table discussions and personal development sessions chaired by the Womens Business Support Network. Titles include:

- Confident leadership: what role does subtlety play?
- Entrepreneurs Boot Camp
- ‘Living in Balance’
- Emotional Intelligence
- The Art of Networking

If you wish to book online, please visit www.businesssupportnetwork.com or email VivDaly@dmservices.freemove.co.uk

Business South West 2006

12th/13th October
Westpoint, nr. Exeter

Around 200 business exhibitors and 4,000 executive visitors will be taking part in this event, where business leaders can benchmark competitors and pick up cutting edge ideas from a diverse range of industries and professions

**For more information contact: mark.mitchell@tjw.co.uk
www.business2businessshows.com**

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A black and white version of this newsletter is available on our website

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