

2007 sees celebrations all round!

This edition of Leadership Matters sees celebrations all around. We have moved to Phase Two of Leadership South West this autumn, with continued support from the South West Regional Development Agency.

We welcome to the project, partners from Bath University, Bournemouth University, Cornwall Business School and the University of the West of England. This academic network is an important part of extending the reach of our work and brings a broader perspective on leadership thinking.

You will find inspiring articles from these partners within these pages, and will also have the opportunity to access events within their locality.

Partnerships and networks such as the Beacon Company network are an important part of driving forwards a leadership philosophy; one that focuses on opportunities for people to share learning, celebrate best practice, take advice from peers and more importantly build energy around excellence in leadership.

The Centre for Leadership Studies is entering its 10th year and this is cause for much celebration - a leader in its own right, as a centre dedicated to the study of leadership.

The vision of its founders has evolved into an important international resource, bringing 21st Century thinking to the study of leadership. We are delighted, as a region, to play host to this mine of talent and we dedicate space within this edition to the story of its beginnings and its plans for the future.

Celebration also for the launch of a second cultural leadership programme in the South West - Creating Cultural Leadership South West launches this month.

Finally, thanks to all those who have been involved in Leadership South West over the past three years and welcome to all those joining us on the second leg of our journey. As a network we are here to support organisations in ensuring our region has the leadership talent to support a place within which people want to live, work and play!



Jackie Bagnall
Business Relations Manager

Creating Cultural Leadership Programme Launches in the Region

From January 2007, cultural sector professionals in the South West are invited to apply for 24 places on **Creating Cultural Leadership South West** - an innovative and nationally recognised professional development programme that is building leadership capacity across the arts; film, television and digital media; the historic, natural and built environment; museums, libraries and archives; sport; and tourism in the region.

Further details on page 15...

Inspire Conference – professional development for women in leadership

“Emergent Leadership – Locating the Energy for Change”
Xfi Building, University of Exeter – March 23rd 2007

The 4th in this series, this conference seeks to identify the very many ways in which leadership talent is being applied. It is recognition of those within society who have created impact, brought about change and made a difference. It is the energy and dedication brought to an issue from amongst a number of people which has really made the difference. We ask how we can learn from these examples to create change and improvement within our own organisations.

For further details and bookings – email: lsw@exeter.ac.uk

Leadership and Management Database

An opportunity to join in...

...If you are a consultant in Leadership and/ or Management and are looking for a simple way to raise your profile, then you need to be registered on the Leadership South West provider database which sits on the LSW website. This database can be accessed free of charge by anyone looking for development and recently sector skills councils have started signposting their networks to this service. There is a simple form to complete which helps categorise your skills and services, thus enabling those searching to locate the provider for them. If you would like to register, there is no charge and details can be found on the LSW home page.

“Firm, Fair, Flexible and Fun!”

These words aptly describe Julie Spencer Cingoz, Chief Executive of BIBIC – the British Institute for Brain Injured Children, based in Knowle Hall, Bridgwater, and Usk, Monmouthshire.



BIBIC is a national charity offering practical help to families caring for children with conditions such as autism, cerebral palsy, Down’s syndrome, developmental delay, traumatic and acquired brain injury as well as specific learning difficulties. It exists to help these children reach their full potential and live a fulfilling and more rewarding life. They now help over 800 children and about 2500 family members, as well as delivering training courses and working in partnership with other organisations.

BIBIC became a Beacon Company early in 2006 and their Beacon assets are listed as those of :

- Staff management and leadership
- Gaining national visibility
- Innovative approaches to health and safety

Julie Spencer Cingoz has been in post for 7 years and came from a background of nursing, the music business, medical sales and latterly senior management in Somerset Care and the Training and Enterprise Council. As she pointed out **“all experience counts, and there is always a strand of learning that you can pull from and apply to a new situation. If there isn’t, then you have wasted your time doing it!!”**

BIBIC has 29 staff, a team of consultants as well as a number of volunteers, and I asked Julie what the key factors were in developing a workforce for this specialised field.

“What we look for primarily is a positive attitude and flexibility before the particular skills base.

*However, more importantly than that is **the ability to recognise that whatever discipline you come from, or background you have worked in, when you come to BIBIC, everyone’s opinion is of equal value around the table when you are discussing the family group.** Total flexibility is important because everyone has to be able to pitch in and do whatever is required. We tend to “grow our own” fund raisers, put them through the Institute of Fund Raisers Course and give them the formal qualifications and experience here, because recruiting in the South West for this attitude and these skills is quite difficult.*

Would you say that BIBIC has a specific culture?

*“BIBIC has moved from being an insular, inward-facing, conservative organisation to being much more acceptable to main stream services. We are recognised as **the children’s service delivery charity to which hospital professionals should be referring families with children with brain injuries.** There has **been a real drive to work in partnership** with existing tripartite agencies, which is something we all need to be doing more in the voluntary sector.”*

Over recent years, BIBIC has been recognised for its innovative thinking in its approach as a charity. **In 2005, an independent think tank named BIBIC as one of the 15 most innovative charities in Britain.** Julie told me that they have been looking more laterally at their client base in terms of the children who need help, as well as the

help that their families need.

*“This has led us to develop partnerships with Bridgewater College where we have piloted a scheme encouraging parents to recognise the skills they were learning whilst looking after their child. They understand that they are learning enhanced communication skills and confidence when dealing with doctors, schools and social workers. **It’s all about empowerment – and we harness that by creating an optional qualification for families to study”***

They also have Avon and Somerset Police Force sending their trainee constables to them for placement, to learn more about learning difficulties which they may encounter out and about in the community.

A further research project, working with Alderhay Hospital, seeks to address the broader social impact of working in partnership with families on homebase therapies to alleviate the impact of stress.

I asked Julie about BIBIC’s involvement with the Beacon Company Network, and what the benefits of joining are for the organisation.

*“We were asked to consider Beacon status by our Business Link advisor. The assessor was looking for innovation and forward thinking and planning ,because it is **not just about receiving Beacon status that is the benefit, but what we can contribute towards the network itself.***

I did not know what to expect when we first joined, but the quality and calibre of the events which have been organised for CE’s, MD’s and senior staff have been really impressive. It’s delightful to find an organisation where there is a focus at this level for action and development. The training is highly proactive instead of just listening to speakers, and the Masterclasses are very good, bringing considerable repeat bookings. The emphasis is geared around your own personal development, which in turn impacts upon your organisation – they use Chatham House rules, in an atmosphere where you can share some of your organisation’s issues which you cant necessarily share with staff, or don’t want to offload onto your family”.

Julie told me about her participation in Beacon Boardrooms, where she did a joint presentation on “innovation” and “ideas generation”. This gave a rare opportunity for two very diverse organisations to present on a common theme, and generated plenty of lively discussion. Being a member of the Beacon Network is about having the possibility to work with each other’s services, instead of necessarily being competitive.

So, what does the future hold for BIBIC?

One of Julie’s main objectives is for BIBIC to become a household name all over the UK as well as internationally. At present they do deliver services to Holland, and are already geared to start delivering packages of therapy to overseas customers, or develop a franchise model.



Alongside that they are launching a Capital Build Appeal to upgrade their existing buildings for families and develop a respite care centre. This, Julie explained, is a huge challenge to implement, plus continually raising the core income, but she believes that it will help raise their profile to deliver a much needed service.

“One of the most crucial questions you should ask your customers in any business is not “what was good, or what was bad?” but “what would you have wanted that you did not get?” Without any shadow of a doubt, what comes up every time for us is “respite”. This is going to be a challenge for the next 3 – 5 years – but it all feeds into the vision of being a much more nationally recognised presence. The word “challenging” is permanently printed on all of our brows at BIBIC!”

Finally, I asked Julie what lessons in leadership she has learnt in all her fascinating career moves.

“Our organisation is a people based business, and the core lesson for me has been trying to get staff to understand and work with the fact that despite this, and being a charity, we are still a business.

The other leadership issue that I have learned is that a strong board of Trustees is crucial to the future of our Charity. We need Trustees who reflect what we are about and who reflect our national presence and can bring contacts on which we thrive and survive. It’s the same in commerce – strength around the table is crucial.

“I was once told that my style is ‘firm, fair, flexible and fun when appropriate’ – the lesson here is that you have to find the balance between all of these!”

Interview by Vanessa Ascough – Business Relations Editor

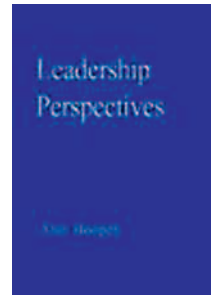
If you would like to consider taking up Beacon status, please go to www.beaconsw.org, or telephone 01392 229586 and speak to Sue Baker, Project Director.



‘Leadership Perspectives’

Edited by Alan Hooper
Published by Ashgate 2006

If you are a student at a business school, an academic researcher, a leadership consultant or a practical leader wishing to find out more about your craft, (Alan Hooper, the editor, has acted in all these capacities), then this is the book for you. And if



you happen to be in the midst of a dissertation and digging deeply into a literature review of leadership, then you have struck gold. For here, in one volume, is a collection of some of the best-published essays on this vast topic. So ‘living’ is this topic that embraces an international population, that it is hoped that this publication is the first of a series of collected essays. So watch this space.

The book is easily digested in bite sizes and divided into six parts covering the following core themes: **Understanding Leadership; Relationships, Power and Leadership; Leadership, Identity and Difference; Imagination; and Spirituality in Organisations.**

You can dip into it and find illuminating perspectives almost anywhere on this intriguing topic. What is most useful is that each of the themes is prefaced with a separate introduction, which explains the thinking behind the various essays and a guide to the key points.

We have ancient and modern – HBR classics and cutting edge thinking – all in one volume. So here you’ll find Tannenbaum and Schmidt (1958) rubbing shoulders with Gosling and Mintzberg (2003) – key classic texts on the original root of the ideas sitting alongside recent essays on interpretation and application.

As Alan himself explains, “this volume does not claim to provide a definitive set of readings” But it surely makes it much easier for us to access some of the best-published writing on the topic.

The best is often left to last isn’t it? And so it is. Margaret Wheatley’s profound piece “Leadership in Turbulent Times is Spiritual” is a fitting climax. She concludes with these words. “When we are playing our part in something more purposeful than our small egos can ever explain, we become leaders who are peaceful, courageous and wise.” We will certainly be much wiser having read this volume. Practising what it preaches, I’m sure, will make us both peaceful and courageous in 2007 as we face another testing, turbulent year.

Review by Alan Rundle, Chairman, Rundle Brownswood www.rundlebrownswood.com an international executive search and selection boutique. Tel: 01275 374994

‘Mergers: Leadership, Performance and Corporate Health’

by David Fubini, Colin Price and Maurizio Zollo. Palgrave Macmillan 2007

Aimed primarily at CEOs and other senior managers who are past veterans of merger and acquisition integration projects, *Mergers* focuses on what is needed to create a truly



“healthy” merger, one that focuses more on a merged company’s longer term “corporate health” rather than one which has the more common short term goal of simply achieving project and financial synergy “number” targets. The “healthy” merger additionally includes a major contribution to areas such as operating and financial performance, business and technical capabilities, the strength of stakeholder relationships, corporate culture, the pace and focus of learning and the ability of the company to renew and enhance its strategy.

Mergers aims to provide a practical and effective leadership approach, based on the results of one of the largest surveys of merger performance conducted. A combination of the analysis of 167 mergers of diverse companies together with academic research aims to address the specific leadership challenges and opportunities faced in the broader “healthy” merger context.

Intended to be a quick read (short enough to read on a 3-4 hour plane trip), the book focuses on five leadership challenges that came up repeatedly in the survey to maximize the opportunity for success:

- Create the new company at the top before the close – this is considered by far the most important;
- Place the merger communications within the context of the corporate story;
- Focus attention on the performance culture needed for the new company;
- Become an active champion for crucial external stakeholders;
- Identify the need for and undertake integration-critical learning in Real Time

From these can be drawn three “classic” lessons that overarch in their general importance:

- Focus tenaciously on value;
- Systematically address people issues;
- Dynamically tailor each integration.

As well as focusing on the cognitive challenges of leadership, the book concludes with reference to the personal ones as well, that senior managers of integration often feel are just as challenging.

Overall, a very worthwhile read with a new take on the issue of how to have the best chance of achieving successful merger integration.

Review by Maria Harding – Business Consultant – www.transitionconsulting.co.uk

In order to extend the regional centre of excellence in Leadership, Leadership South West joins with other HEI partners to bring you the latest in research themes...



“Communication and Strategy in Leadership” *from Cornwall College Business (CCB)*

Based on some 35 years of business practice, moving up the ladder of success, I have found that Communication was one of the greatest assets of a leader, or a major inhibitor. Communication, in the form of a message, is transferred from one to another; it is a means of making contact and delivering and receiving information.

Message transfer is a complex process as we all have varying levels of skill in delivering and receiving communication. Some people are what we call ‘born communicators’ - they know instinctively what to say, how to say it and their timing is perfect. Most leaders have these communication qualities.

Good leaders use their senses in communication, what we hear and see, as well as body language. We understand how the mind filters and stores information. As humans we are inclined to ‘hear what we want to hear’. Classically, technology today allows leaders to get their message across to one or a mass audience rapidly, whereas in days gone by leaders had to be seen to be heard. Strategies are delivered by leaders using new age technology, and it is the effective use of these new media and new forms that ensure good communication. There is no one solution in strategy delivery by a leader; one must understand the importance of the message, audience reaction, and the elements of change that are required in the message itself.

Great leaders try and give their communication a personality. They create a ‘picture around an object’, and the more powerful the vision in the receivers mind, the more powerful the receiver’s conviction is that the message from the leader is right. If we look at the history of the world in terms of conflict, corporate growth and take-overs, it is clear as individuals that if we are passionate in the goals set by an inspirational leader, we will burst through brick walls and leap tall buildings! To me, it is argued that leadership cannot ignore the power of good communication in delivering messages of change of direction, and it is the quality of the delivery that indeed makes the message digestible.

Leaders who promise ‘what people want to hear’, are usually very successful in their outcomes, but the respondent of the message has to be ready and keen to change their ‘belief system’; it has to be primed to receive the message for the strategy or outcome to work.

I call it ‘feeling the pulse’ of how people, groups, and organisations view a situation and want to change if they were given a better option. This is where good leaders do their research. Leaders, if they are SMART, never go into battle without doing their research and being prepared as to how the opponent, or group to influence, thinks and will react to a change strategy. Reducing risk through sound research enables a leader to be successful

and drive a situation forward.

Because we often mistake our beliefs for reality, we forget that we change our beliefs all the time in the light of experience or new information. Leaders who understand how people change their beliefs have a core tool in effective leadership strategy. We are influenced to change our views. The cycle of belief change reflects our own doubts and wanting to believe something different, which forms a new belief which in turn erases the old belief. This process has been studied in detail in Neuro Linguistic Programming (NLP), the study of how the mind patterns information, and the role of linguistics in communication. Having studied NLP under Joseph O’Connor, I am a firm believer in NLP understanding and its application to leadership.

Where most communication fails to impact is when the leader does not think through the structures and change processes required by the audience of the message. The Physiology is vital to understand. All of our lives we are educated to ‘sell ourselves’ and so we do it all the time. However, research would now indicate that actually this ‘selling of ourselves, ideas, concepts’ may not be what the receiver wants to hear, and indeed good leaders explore what the audience is thinking and what they want from the exchange, and act accordingly. The assumption we make as leaders is that we know what to communicate, whereas radical new thinking states ‘maybe this is not the case’; rather, lets place ourselves in the mind and body of the message receiver and act accordingly.

To be a good leader it would seem we need to understand the ‘present state’ of our audience, group or organisation, look at the strategy of how to deliver our communication, and that in turn will deliver a ‘desired state’ within our audience, group or organisation. By facilitating the process, good leaders ensure that the individuals involved ‘make up their own minds’ and this would seem to be the basis of a stronger conviction of the individual in the new ‘desired state of mind’. Telling someone about something is one thing; making them believe and being committed to the leader, or leadership change, is another.

Leadership is in evolution, and further study of the role of Communication in effective leadership needs to be researched and understood as part of the leadership evolution process in order to tackle the performance challenges industry is facing, and will continue to face in the South West.

Jim Seligman is the Head of Development and Marketing Programmes at the Cornwall College Business (CCB) He programme manages the CIM Marketing courses and lectures marketing across departments.
www.ccb.cornwall.ac.uk



“Leadership in Partnerships”

Colin Armistead and Paul Pettigrew

Centre for Organisational Effectiveness

The Business School at Bournemouth University

How do professional managers working in multisectoral and multiorganisational partnerships conceive ‘leadership’ in these complex milieux? Do they consider ‘leadership’ to be different in partnership contexts as distinct from single organisations? How best can we conceptualise leadership to encompass partnership-working? These are just some of the questions we have been exploring as part of an on-going action research inquiry conducted by the Centre for Organisational Effectiveness in the Business School at Bournemouth University. The context for our studies is the government’s mission to effect a step-change in the quality of public services (Jas & Skelcher, 2005). Such transformation has increasingly depended on organisations working together from across the public, private and voluntary sectors in complex partnerships (Figure 1). The aim is to improve service levels and citizen choice ...and partnerships are seen as the means to deliver these public benefits.

Figure 1 Multi-sectoral Partnerships



For our purposes we have taken a working definition of partnership as: *a cross-sector, inter-organisational group, working together under some form of recognised governance, towards common goals which would be extremely difficult, if not impossible, to achieve if tackled by any single organisation.* We have mainly been concerned with partnerships which are strategic in bringing together the public, private and community/voluntary sectors to address shared issues, e.g. in health, economic regeneration, education/skills, etc.

Questions of leadership emerge within any discussion of the experiences of working in partnerships and while there are many sources addressing leadership in single organisations, there is no definitive work on leadership in multi-sectoral

partnerships. We have tried in our work to close that gap (see list of references).

We characterise leadership as comprising three dimensions, reflecting first, second and third person theories of leadership.

First person theories focus on the traits of people deemed to be leaders or performing a leadership role. In this conception of leadership, success is best understood as resulting from the possession of a set of personal attributes and skills that are deemed to be necessary in order for multi-sectoral partnerships to function well.

Second person strategies take account of the inter-relationships between people and within and between groups and factions in a partnership. This conception of leadership focuses on what leaders actually do in terms of influencing and shaping the vision and direction of the partnership and maintaining empathetic relationships and ongoing dialogues even in the face of underlying or outright conflict. Thus, this conception emphasises inter-personal and inter-organisational skills as well as the ability to encourage forms of distributed leadership.

Third person strategies focus on structures, processes and systems which are seen as embodying and encoding leadership at a more abstract level than the individual or group. Thus typically, these would be more likely to exist in more mature partnerships which have had time to engineer agreed rules, procedures and protocols that reflect learning from previous practice. They would also encompass the often unseen, undiscussed complex socio-technical systems based in historical precedent – what we call the ‘shadow of the past’ - that often underlie partnership dynamics.

Our partnership practitioners tended to focus mainly on the traditionally first person conceptualisation of leadership; secondly on the second person and hardly at all on third person conceptions, despite having indicated that they thought leadership in partnership needed to be differentiated from leadership in single organisations. Does this mean that leadership in partnership is indistinguishable from that to be identified in single organisations, or is it that first and second person conceptualisations of leadership are used as a metaphor for deeper conceptions which have not yet been surfaced and given voice?

Whatever the answer, the complexity which we see in partnerships suggests that leadership requires attention to all three strategies and thus theories about the nature of leadership in partnerships also require us to address these syntactic approaches.



This does not imply that one mode successfully replaces the other. Rather it implies an increasing degree of organisational and governmental complexity and over-layering in order to understand and resolve complex interrelated partnering issues. We suggest that these three broad strategies are necessary in order to view leadership in partnership holistically. However, we believe that further research is necessary to explore in depth the answer to the questions we posed at the beginning of this article, particularly in relation to exploring in depth the significance of ‘third person’ leadership in partnerships.

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Professor Colin Armistead

Colin Armistead’s research is in organisational effectiveness from a strategic and operational perspective in single and multi-organisational contexts. His work within the Centre of Organisational Effectiveness in the Business School at Bournemouth University encompasses three main areas: multi-organisational partnerships and networks, performance management in the context of organisational excellence and services management.

Dr Paul Pettigrew

Paul Pettigrew works for the Learning and Skills Council in the South West and is a Visiting Fellow of the Business School at Bournemouth University. He has a background in regional planning, economic development and marketing, particularly as a strategist. His current professional interests lie in learning policy, skills and workforce development. His research is in the field of partnership and collaboration.

How Bath School of Management utilises multi-stranded relationships with an SME

Encouraging interaction between business and education is vital for today's economy. The University of Bath School of Management's ethos of combining scholarly education with practical experience underlies its whole learning philosophy. It seeks to practice this in its research and in all of its teaching from first-year undergraduate studies through to executive education.

During its 40 year history, the School has built and developed its corporate links substantially and it is proud of the multiple connections it has with key organisations, which range from practitioner forums, such as the Change Management Forum, through an array of research, teaching and executive development links with organizations in the region. One such company, iris, offers an interesting case study of the multi-stranded relationships which exist between the School and the privately owned SME. It is a partnership which has been in existence for just over two years and one which continues to develop, impacting on its research, teaching, placements and projects, graduate employment and more recently, its marketing strategy.

Collaborative research

For just over two years, academics from the School's Work and Employment Research Centre (WERC) have been involved in research which examines how different kinds of professional service firms combine the various forms of capital which exist inside their organisation. The project entitled 'Managing People and Managing Knowledge' involved Dr Nick Kinnie and Dr Juani Swart and was sponsored by the Chartered Institute of Personnel and Development (CIPD). It involved frequent site visits to iris's offices in London. Dr Kinnie, Reader in Human Resource Management and co-researcher on the project says:

"The two-year project involved lots of primary data collection and analysis including interviewing thirty employees, observation of key meetings and gathering survey responses."

The results*, published by the CIPD, were reported back to iris twice. Following the first feedback session in March 2005, iris took action by making changes on its training and development scheme. The second report was presented in September this year and involved a more comparative study of how iris differed from the 11 other professional service firms with which the group had worked.

Relevant teaching

Combining theory and practice on all of the School's programmes is another key example of how Bath interacts with iris. Predominately employed on the MBA but also used on the School's undergraduate BSc in Business Administration programme, a number of live case studies have been developed. Around six of these cases have been prepared with different organisations over recent years. They are jointly written with a key member of the participating firm's staff and use real data relating to a practical problem. This year the case was written with the Head of People at iris, Helen Wright. Bringing research into the classroom is a fundamental element to Bath's learning philosophy and one which students greatly value.



According to Dr Kinnie:

"We use the case throughout the week-long course to integrate the theory and practice and give course members a chance to deal with a real life HR problem. We will usually issue a case on the Monday and ask the students to examine it and then prepare questions. The next day we hold a Q&A session with a representative from the company and then on Friday the students present their report to Bath academics, company representatives and the rest of the group. It is quite common for the case study firm to take some of the MBA students' suggestions and implement them into their HR policy."

Placements and Projects

Offering placements and projects to the School's BSc in Business Administration (BBA) students is another example of how iris works collaboratively with the School. The BBA degree distinctively offers two six-month periods of work placement. These placements are real jobs, usually paid, and form an integral part of the degree. They provide a critical means of making sense of the academic content of

the degree by linking it to the real world of business. In addition, the BBA requires students to participate in Final Year Projects where four or five students undertake a piece of research for a client organisation and present the final report to the client and University assessment panel. This year iris is working with four BBA students and has, over the last five years, commissioned several Final Year Projects. The project is an excellent way of applying learning to a real life business problem or issue, and helps to prepare students for the workplace as well as enabling the organisation to benefit from contemporary research.

Graduate employment

iris's relationship with the School continues right up to employment. The joint Chief Executive Officer of iris, Stewart Shanley, is an alumnus from the BBA programme and three other current members of staff are also Bath alumni.

Marketing and External Relations

In addition to these links, iris has been working with the School's External Relations Office in developing an advertising campaign for the launch of its new MSc in Advanced Management Practice degree. This arrangement was borne directly out of the research and teaching links which have been in operation for over five years. It highlights the benefits involved for both the School and iris in developing multi-layered relationships which fulfill Leadership South-West's ambition of facilitating university thinking in the community.

For further information about the University of Bath School of Management, please go to our website www.bath.ac.uk/management or contact, Angela Gover on 01225 383526.

*Kinnie, N., Swart, J. (2006) Managing People and Knowledge in Professional Service Firms CIPD, London.





Finding the right Non-Executive advice

While much media comment and discussion on non-executive directors tends to focus on large listed companies, it is important to note, as we have already seen in earlier IoD articles, that they can also make a valuable contribution to private companies as well as a range of other non-commercial organisations. Indeed, there are growing numbers of South West companies, including relatively small ones, not to mention charities, housing associations and educational trusts that are now actively searching for the 'right' non-executive director or trustee to join their board.

As 'the voice of experience' that can guide your business forward, a good non-executive can provide valuable benefits. But how do you find and then manage the person you need?

Non-executive directors work with other board members to give an organisation strategic direction – the aim being to guide long-term growth and success. Virginia Field, IoD Bristol Committee member and Director of Verdant, a South West Executive Recruitment Company, explains: "A non-executive director is a key member of the board, albeit on a part-time basis. While he or she will have the same responsibilities and duties as a full time director or trustee, as a non-executive their role is more consultative, offering an alternative view and independent strategy and advice.

"Non-executives should not be overly concerned with day-to-day, operational or management issues, but clearly they should understand how the

organisation works, attend board meetings, and stay up to date with the accounts. While some non-executives may well get more involved in the running of a growing business in its first few years, really their view should always be of longer term, assessing future strategy for example in terms of market potential or funding expansion. This is where their true value lies."

Non-executive directors are also expected to give an objective assessment of an organisation's performance. Virginia adds: "Another benefit of appointing a non-executive director is that they bring tried and tested boardroom skills and experience from business, which can be particularly helpful in the not-for-profit sector or for start-ups. They can advise on the most appropriate organisational structures which will meet the standards of good corporate governance, particularly important if you have public sector funding and clients.

"Specialist knowledge and guidance is another important part of their job. Most non-executives are highly experienced people who having already enjoyed successful careers are now looking to 'give something back'. As well as using search and selection methods it is always worth exploring who you know thorough you networks who might fit the bill."

Before you go out to find and appoint your perfect non-executive, Virginia suggests the following tip: "Your non-executive is there to give strategic direction. In order to be effective you need

to have complete trust and confidence in one another. From the start of the process you must be very open with them – hide nothing about your organisation from them, keep them informed and get into the habit of using them to bounce ideas around.

"Of course there will be times on any board when there will be differences of opinion and agreement will be difficult to reach. But equally having someone who challenges existing thinking with good reason, and based on external knowledge or experience, can help ensure that your organisation does not blindly go off down the wrong track. Again, it is surely better for a board to have more debate at the beginning of the strategic process than to find out you have made a costly mistake in the longer term. Clearly, a key part of all this is ensuring you have the right mix or skills and personalities around the board table and in this sense a non-executive is an equal member of the team."

Virginia concludes: "This is by no means a standard nine to five job – so consider the non-executive's value to you and your organisation, not just the cost!"

If you are interested in becoming a non-executive and honing your skills, why not visit the Institute of Directors website www.iod.com where you will find more information. Simon Face – Regional Director IoD South West

Managers held back by red tape, lack of resources and lack of support

The meaning of professional success can take many forms. While some seek to gain promotion or address new challenges, others measure success by leaving the office on time or retaining their best staff. However it is defined, being a success not only benefits the individual, but can also have a direct impact on the organisation. For example, if providing excellent customer service is a mark of success, achieving it can be a defining factor in job satisfaction and fulfilment.

A recent survey by the Chartered Management Institute shows that many individuals define success by the delivery of results. Others are motivated by their impact within the organisation, recognising and wanting to take personal responsibility for continued development which will allow them to stand out from their colleagues.

So what can be done to ensure managers achieve success? It isn't an easy question to answer in today's dynamic environment, where increasing pressure to deliver better and faster results than the competition plays a major role in delivery.

The Institute's research shows that although managers are exerting significant efforts to achieve their goals and objectives, they do not feel they are reaching their true potential. While more than half of those questioned (53 per cent) suggest they would go the extra mile to achieve success, fewer than half (47 per cent) believe they are fully using their skills in their current job. This suggests that

the ability to achieve potential is clearly at the forefront of people's minds, but organisations are not getting the best from their employees. If this situation is allowed to continue, the impact on performance, productivity and morale could well be negative.

The idea that UK managers are plagued with regret and believe they have failed to reach their true potential, as suggested in the survey, is of great concern. When questioned as to what would help them develop their career, 17 per cent of managers cited developing experience within one organisation, 14 per cent looked to the achievement of professional qualifications and 13 per cent valued the support derived from networking and mentoring. Surely, then, it is in the interests of employers to harness this drive for success by providing opportunities that help managers achieve their potential?

Of course, questions should also be asked about why it is that managers look back over their career with a sense of regret? When questioned, 26 per cent of managers claimed that bureaucracy was a major factor in reducing their activity and 23 per cent were held back by lack of resources. Junior and mid-level managers were more likely to blame stress than senior managers and directors and more female managers attributed their failure to achieve potential to a lack of internal support.

The evidence suggests that organisations are not

doing enough to support managers and allow them to achieve their potential. But managers also need to take responsibility for themselves, so it is worrying that many admit they fail to keep up-to-date with market trends: less than half are well informed about budgetary or financial management issues and only six in ten agree they are aware of management best practice. Additionally, only 20 per cent of the UK management population boast a professional qualification. The result, in many cases, is reduced productivity, low morale, stress, and increased absenteeism and this situation must be addressed if organisations and individuals are to prosper.

Self-diagnostic tools that identify areas where managers need to build their knowledge base will go some way to rectifying the problem, but this must be accompanied by organisational support and open communication. Ultimately allowing managers to fulfil their desired potential is vital to boosting staff motivation as well as overall productivity.

Jo Causon, Director, Marketing and Corporate Affairs, Chartered Management Institute



South West businesses now have easier access to an international Centre for Strategic Process and Operations

The eXeter centre for Strategic Processes and Operations (XSPO) based in the School of Business and Economics at the University of Exeter, has enhanced its capacity to deliver business collaboration and support in the South West through the development of the PROgramme for Strategic Process Education, Consultancy and Training project (PROSPECT).

PROSPECT is funded by the South West Regional Development Agency through the Knowledge Exploitation South West 2 fund, which was created with the purpose of boosting the productivity and competitiveness of regional business through better exploitation of the Higher Education knowledge base in the SW.

Officially, PROSPECT is a collaborative project jointly led by Professor Roger Maull and Dr. Andi Smart (from XSPO) and Dr. Stephen Childe from the School of Engineering, Computer Science and Mathematics (SECaM). This allows PROSPECT to build on the collective experience of a university



based research team which comprises permanent staff and Research Fellows who have extensive experience in research and consultancy projects in the UK, Europe and the USA.

The service to organisations in the region includes seminars, training days, and direct interventions aimed at developing a more systemic approach to process management. As a research-led centre, XSPO aims to develop new knowledge

in Business Process Management and to disseminate this knowledge to companies in the form of joint research projects, bespoke executive education and consultancy support.

The centre currently has four main themes to its research:

1. Identifying the relationship between managing processes and customer satisfaction;
2. Developing a set of rules and guidelines for improved process design;
3. Linking value creation and process design to generate increased revenue; and
4. Developing strategies for Business Process Outsourcing.

Free advice to help businesses to improve their customer relationship strategies and organisational processes.

Dr. Luciano Batista, Research Fellow – SoBE
For further information, email:
L.C.Batista@exeter.ac.uk

NORFACE – Policy research seminars on the international venture capital industry

Academics and policy makers can learn a lot from each other

A series of 3 international venture capital research policy seminars in London, Helsinki and Berlin, have brought together senior academic researchers and policy makers from a dozen countries as wide apart as Iceland and New Zealand. The goal is to encourage government-academic collaboration in the fields of venture capital, risk capital, and the early-stage financing of innovative companies.

Professors Gordon Murray (UK) and Markku Maula from the Helsinki University of Technology (Finland) have initiated this series and have considerable experience in working on policy based issues with governments. However, they have found that, regardless of the benefits, getting policy makers and academics to share their collective experience and knowledge is not at all easy – “...they often approach issues from such different angles that a common ground can prove hard to establish” says Murray.

Establishing routes from theory to action – and back again

“The two parties speak different languages, and the commonality of their interests are sometimes not obvious. While in science, issues are explained in two books, policy makers often need the same thing explained in two sentences” says Maula.

Murray agrees, “Policy makers are almost invariably under a burden of having to find quick solutions that satisfy their political masters. They need to see and understand a direct route from academic theory, or empiricism, to policy action. Academic research rarely provides such easy prescription”.

The seminar series, funded by Norface (with further financial assistance from UK and Finnish host governments as well as the European Investment Fund), is important not the least because of its classic networking effect: nothing helps mutual understanding as much as an opportunity for informed people to meet face-to-face and tackle complicated topics together.

Going global – lost to the world?

Policy misinterpretations based on faulty or redundant assumptions happen easily, and are not that uncommon. “Take Finnish software companies, for instance. The Finnish software industry covers 1% of the global software market. It’s obvious that if you want to grow, you have to become global” says Maula

Unlike bank debt or hire purchase that has been around for a long time, the venture capital industry is still very young, and the body of knowledge and theory is still limited. Most business owners have no idea what venture capital finance is, or does. Professors Murray and Maula believe, however, that



as the global interest increases, the understanding of the significance of this industry will grow rapidly. Stopping governments making mistakes by sharing international policy and research experience is obvious and desirable. But it happens surprisingly rarely as Norface has shown.

Professors Murray and Maula hope that after the last seminar in the series, a more permanent basis for collaboration could be established. Prof. Maula says: “... in the global sphere of venture capital, risk capital and international financing of new firms, novel and complex issues will continue to emerge at a growing pace. These phenomena will attract the attention of researchers. That academics and policy makers can discuss freely and candidly what we know, what we don’t know and what we should know is in everyone’s interests”.

Prof. Gordon Murray – Professor of Management School of Business and Economics University of Exeter
For further information, go to: www.norface.org

MA in Leadership Studies Conference and Awards Event

On Friday 1 December 2006, graduates and current participants in the MA in Leadership Studies gathered for a day-long conference to share the findings of their final in-depth inquiries into various aspects of leadership. The event included presentations from five speakers, Colin Laker, Andrew Hill, Tony Donahoe, Alison Stapley and Bobby Watkins, (pictured here) all of whom had been awarded Distinctions for their work. The topics covered ranged from an examination of the role leadership played in the amalgamation of an offshore Indian based Information technology team with an onshore English team, to the role of authenticity in leadership performance in the RAF. All the topics covered reflect a breadth of perspectives, context and concerns to which programme participants have been able to apply their learning. In many ways, their work constitutes some of the most contemporary and relevant enquiries into this long studied subject undertaken in the UK today.



That evening, a representative from the Royal Mail, Peter Turgoose, who directs their Leadership Academy, awarded Alison Stapley and Bobby Watkins the first annual prize for the best MA and MRes dissertations respectively at a celebratory dinner. We are very grateful for the support of the Royal Mail in agreeing to award these prizes, and

we appreciate that this sponsorship is a recognition of the Royal Mail's dedication to fostering leadership development.

Dr Donna Ladkin
Programme Director
MA in Leadership Studies

Accountants to Receive Leadership Education

The Association of Chartered Certified Accountants (ACCA) and the Centre for Leadership Studies at the University of Exeter have signed a partnership agreement to enable ACCA members to gain a MA in Leadership Studies, which combines personal coaching with e-learning.

The Centre's MA Pathway in Leadership Studies will be offered to ACCA members giving them the opportunity to study for the award of postgraduate Certificate in Leadership Studies or to progress further to Diploma or Masters. The programme is delivered via an innovative coached e-learning format which is a 'world first' for a University leadership programme. Students benefit from extensive personal coaching augmented by a dedicated website providing study materials, discussion forums, and a personal learning log. They may also attend Learning Sets which give them the opportunity to work face-to-face with their personal coaches and fellow students.

Clare Minchington, managing director, education, learning and development at ACCA, said: "Recent research from ACCA shows that the finance

professional of the future will have to be more decisive and more focused on leading a company through business complexities. So exploring and understanding leadership challenges is becoming increasingly important."

Paul Draper, Head of the School of Business & Economics at the University of Exeter said "We are delighted to be entering into a partnership with the ACCA through which the MA Pathway in Leadership Studies will be one of three programmes recommended to senior ACCA members. In time we envisage that this partnership will develop in several other areas of mutual benefit perhaps building on the School's excellent reputation in Accountancy and Finance."

Donna Ladkin, Programme Director of the MA Pathway in Leadership Studies said "The ACCA partnership offers us a fantastic opportunity to continue to grow student numbers, particularly international students, and our experience shows that this increases the richness of the learning experience for everyone involved. The coached e-learning format means that the programme is

ideally suited to part-time students who are geographically dispersed, and we look forward to welcoming ACCA members from all corners of the world."

The agreement with the Centre for Leadership Studies at the University of Exeter is part of ACCA's strategy to link with internationally respected universities to give ACCA members opportunities to undertake relevant postgraduate training as part of ACCA's commitment to Continuous Professional Development (CPD). Under the Partnership Agreement, ACCA members will also benefit from access to the Centre's intellectual property including the latest articles, working papers and book reviews.

Dr Donna Ladkin
Programme Director



“2007 celebrates the 10th Anniversary

WHY NOT? – The story of CLS

‘Tell me, Oh Oracle, how was the idea of the Centre for Leadership Studies conceived?’

‘Well, it is an interesting story – it all started at a dinner at Reed Hall in 1991, over a good bottle of claret!... the dinner was arranged to decide whether Exeter University should start a Postgraduate Diploma in Leadership Studies. Those attending the dinner included John Adair, John Potter, Peter Cuthbert-Smith (still marking assignments!) and Mark Blacksell (the Dean). The meal was good and the wine was excellent. Suitably emboldened, the decision was taken at the end of the dinner to launch into this brand new field.

‘Alan, you know something about Leadership – so, you’d better take the lead.’

‘But you know nothing about how the university works, so you had better come and see me for some advice,’ said the wise Dean.

This was a brave decision by Exeter because no other university in Europe had ventured into this field and there was some disquiet about whether Leadership could be considered a proper academic subject at all! Despite this I was never discouraged by my academic colleagues, indeed quite the opposite, and I had great support and advice from such people as Mark Blacksell and Alan Cannon (the Academic Secretary). The attitude was best summed up by the reaction whenever I came up with yet another hair-brained idea. Instead of trying to block me they would say ‘Why not?’ and then advised me how to better my idea.

It took us some eight months to design the course and get it passed by the appropriate academic committee, and another year to market the first course which was launched in April 1993 with eight delegates drawn from both the public and the private sectors. They proved to be an excellent first cohort and played a significant part in shaping the course which, by now, had been developed into a Masters programme.

During those early years the course was run from the Centre for Management Studies (where I was a senior lecturer) in partnership with the Department for Continuing Education and Training, with the former providing the administrative support and the latter leading on the marketing. As for academic content, the key contributors included Keith Bolden, John Potter, Peter Cuthbert-Smith, Bob Witkin – and John Adair. In addition to his status as the ‘father’ of leadership studies in UK, John provided me with expert advice and support

during this crucial early period – and he was to continue to do so as we grew into a Centre.

During the first three years I was determined to ensure that we developed a course that combined sound academic content with good practical input. We gradually improved the syllabus and, with helpful feed-back from our delegates, began to develop a good reputation in the UK. We were therefore well positioned to take the next step and become a centre. The person who identified the potential was the newly-appointed Vice-Chancellor, Sir Geoffrey Holland. Following a study by Sir Peter Davis (who was on ‘gardening leave’ before taking

Bennis who came up with the idea of the ‘Partners.’ Sometime earlier, he had initiated events in the US in which selected senior executives met six times a year for six hours, and wondered whether we could use the same model. When I discussed this with David Rogers (Director of External Relations) and Elaine Dunn (the newly appointed Assistant Director) we came up with the idea of the ‘4X4’ Group. As Elaine remarked: ‘senior executives are working so hard in the UK that they can probably only manage four hours, four times a year!’

The initial group of six organisations (DfES, Honda, Prudential, the Royal Air Force, Sainsbury’s, and WBB Minerals) have now been joined by three more (Barclays Bank, Exeter Friendly Society and Wincanton). Renamed the Exeter Leadership Partners (ELP) this exclusive group, consisting of representatives operating at the strategic level now facilitated by David Marshall and myself (and very ably administered by Tricia Doherty), celebrates its 7th anniversary in January 2007.

The ELP is one example of the creative ideas associated with CLS’ exciting journey. Others include the web-based MA in Leadership Studies (the first of its kind in the world and the fore runner to the current ‘close-learning’ MA) initially developed by Paul Dennison and subsequently refined by Peter Case – borne from our paranoia that another

business school would jump on our band wagon. To our surprise, only Lancaster has joined us. This progress has continued at increasing pace under the excellent and energetic leadership of my successor, Jonathan Gosling with such initiatives as the MRes programme, Leadership South West, the CLS Fellows, the growing academic reputation through the publication of good peer-reviewed publications - and two new books from the faculty in the past year.

CLS is now a leading department within the School of Business and Economics (SoBE) and is well established at the fore-front of the university’s future plans. Not bad progress for a small department that was once described as an ‘off-shore island!’ And to think that this all started 16 years ago at a civilised dinner well lubricated with a good bottle of claret.

AND WHY NOT!

Alan Hooper – CLS Fellow



CLS Team

over as the Group Chief Executive of Prudential), he asked me whether I would be prepared to be considered for taking on the responsibility of starting up a centre. As a result, and after surviving some penetrating questions by the selection panel, I was appointed as the Founding Director in January 1997. The administrative team was lean! Apart from myself there was Sue Murch (Administrator), Dennis Norman (Financial Manger) and Di Ewing (Secretary). I could not have done the job without this excellent team.

John Adair was appointed as the first Visiting Professor and helped significantly with establishing the necessary academic rigour. He was also instrumental in attracting other well-known figures in this field as Warren Bennis, Meredith Belbin and Amin Rajan to become visiting professors as well. Apart from their significant lecturing contributions, these key individuals helped in other ways. John Adair worked closely with Sir Geoffrey Holland and myself in developing the strategy, and it was Warren

of the Centre For Leadership Studies.”

“The best leadership for the future”

The Centre for Leadership Studies (CLS) was founded ten years ago to both study and teach leadership. The subject has changed tremendously in that time, and so has our own approach to teaching it. The year of our foundation – 1997 – saw New Labour come to power, partly in reaction to public disillusionment in the aftermath of the ideological clarity of the early Thatcher governments. All through the 1980s, social turmoil was justified by reference to the ‘big idea’ of free markets, led by the Iron Lady. But the rebellion against the poll tax revealed the personal ambition and self-interest within political elites, and by 1997 the UK electorate were ready for a party presenting itself as free of ideological bias, its values defined in response to focus groups and popular whim. Leadership studies would now have to address complex interactions of belief and cynicism, hopefulness and instrumentalism, trust and indifference; these ambivalent attitudes towards authority and established institutions spread well beyond politics, and show no sign of diminishing in the wake of the Iraq war. In the corporate world, the melt-down of Enron led to a tangle of regulation that seems to restrict the power and creativity of leaders, but provides little assurance that companies as a whole will behave any more responsibly towards society, notwithstanding the intentions of individual leaders. In the public sector, target-setting seems to have reduced leadership to budget-management, though the marketisation of public services provides new challenges for leadership, especially to deliver services through multi-agency partnerships. This is a very dynamic subject to be studying and teaching!

In 1997, Exeter’s was the only UK centre specialising in the study of leadership. Now almost every business school has people-teaching courses, and are writing articles with ‘Leadership’ in the title. Every branch of the public services has its own leadership centre, there is a respectable scholarly journal published by Sage, an annual academic conference on ‘studying Leadership’ draws over 100 participants, and the British Academy of Management hosts a special interest group on the subject. CLS has played a part in all of these developments, and has itself grown fourfold in the past 5 years. We are now at the heart of a lively network encompassing scholars, consultants, managers and students addressing leadership challenges as they emerge, seeking practical responses and insights. Here is a brief selection of current initiatives:



We have launched the UK’s only joint honours Bachelor’s degree in Leadership Studies (which this year attracted over 60 students) and offer leadership and teamwork options to all Exeter’s undergraduates. Our post-graduate courses are all now offered in blended-learning formats, allowing a flexible mix of face-to-face and private study, attracting students from all round the world.

Leadership South West (LSW) runs the Inspire Network, which encompasses the Institute of Directors Diploma Programme and brings dynamic and thought provoking development to senior women throughout the South West. LSW also brings world-class speakers to the region, and active support to leaders in key sectors such as the arts, leisure and sports.

CLS now employs over 20 people, and includes a much wider network of professional leadership developers and consultants. We have 20 accredited Affiliates, and a dozen Fellows contributing to research, teaching and consulting activities – the latter now a substantial business with a distinct CLS approach. Clients include the European Central Bank, Luxemburg Post and Telecomms, Prudential PLC, and many others.

All this – and our growing international reputation – rests on our research. We set out to be Europe’s window onto leadership studies; one of the most significant contributions has been the series of research digests, freely available on our website, written or edited by Richard Bolden. But as a top-20 research University, Exeter can provide a home for us only if our professional identity and our concrete output is rooted in original scholarly research. We now have projects looking at leadership in sustainability-oriented development, the impact of performance

management systems on leadership effectiveness, religious leaders’ contributions to peace, leadership in partnerships and communities, in Africa, in universities, in the arts and in minority ethnic communities. Other projects are re-casting leadership as an aesthetic practice, as narrative continuity, and as a function of social identity. Our staff publish this research in the best international journals, in newspapers and magazines, in commissioned reports and downloadable web pages. All this adds up to the most significant concentration of leadership studies research in Europe.

So CLS has come a long way since its founding dinner, described in Alan Hooper’s article on page 10. But the future beckons, and we are ambitious for more. Leadership Studies is a hybrid subject, drawing on philosophy, psychology, sociology, history, anthropology, economics, law and many other spheres. We will flourish only as long as this admixture provides relevant and stimulating insight into the challenges of leadership; these are always changing, and our mission is to provide an intellectual base from which to observe, analyse, interpret and evaluate these changes.

Prof. Jonathan Gosling
Director

Centre for Leadership Studies

Open Seminar Series - Spring 2007

CLS presents a further series of seminars this Spring, which reflect the latest thinking and ideas to address current debates on leadership.

18 January: Peter Villiers, free-lance writer and lecturer,
Former Head of Human Rights at Bramshill Police College:
'Fathers and Sons, Joseph Conrad on Leadership'

1 February: Dr Lesley Prince, Director, Osiris Rising and
Honorary Lecturer at the School of Public Policy, University of Birmingham:
'Into the Bewilderness, Anarchism, Leadership and Groups'

15 February: Dr Inma Adarves Yorno, Centre for Leadership Studies,
'When do People Detect and Respond Positively to Creative Leadership?'

1 March: Professor Veronica Hope Hailey, Cass Business School:
'Who has the potential to transform? Motivation and loyalty in Corporate Transformations'

15 March: Dr Mark Stein, Imperial Business School:
'The inner struggle for leadership: the tension between generosity and envy'

*All Seminars are free of charge and will be held from 4.00-5.30 at the XFi Building, University of Exeter.
For bookings please contact Kay Bishop on 01392 262563 or email Kay.Bishop@ex.ac.uk*

Happy Memories!

We managed to contact a few of those involved in those early days of CLS, and they gave some fond memories.

"...a very busy period...with all the frantic activity that goes with setting up a new venture".
Sue Murch – CLS Administrator

"...I have very happy memories of those early days...!"
Di Ewing – CLS Secretary

"...Alan's natural ability to communicate with all 'ranks' soon won him respect..."
Dennis Norman – CLS Accountant

"...the end of year 'Oscar Ceremony' were most amusing!"
Keith Bolden - Consultant

"I owe a lot of my achievement to what I learned at CLS..."
Bob Quick – Chief Constable, Surrey Police

"...a strong influence on my personal journey"
Wing Commander Dan Archer

The full texts can be read on the CLS website.

Welcome to Inma!

Just when you thought that leadership could not encompass any more subjects than it does within the Centre for Leadership - you may be mistaken.

Dr Inmaculada Adarves-Yorno joined the Centre in October 2006 and brings with her a wealth of experience and knowledge gleaned from all over the world. She has a five-year degree in Psychology, two masters and a PhD in social and organisational psychology.

She has studied and worked at University Autonoma of Madrid (Spain), University van Amsterdam (The Netherlands), Queensland University (Australia) and the University of Exeter (School of Psychology)

Inmaculada started conducting research in 1996 and has worked and collaborated in a wide range of topics including "perverse norms", discrimination, affirmative action, creativity, social influence, framing, leadership and health related behaviour. Her current research interests are divided into three areas: leadership, performance and innovation and well-being. An exciting new research project for her is in the key areas of religious leaders and leadership and spirituality.

As before, our Open Seminar Series (programme above) will appeal to a wide audience as you will

see from the variance of subjects. Amongst them, Inma will be presenting on "Creative Leadership", so do make time to come along and find out more from this inspiring speaker.

Dr Inmaculada Adarves-Yorno,
Lecturer in Leadership Studies.
email: I.Adarves-Yorno@exeter.ac.uk



Working Papers Series – Extended Essays Series

We are delighted to be able to share news of an exciting development at CLS: namely, the CLS 'Working Papers Series' (WPS) and 'Extended Essays Series' (EES). In accordance with the Centre's mission, the WPS and the EES aim to stimulate in-depth discussion and critical debate on a broad range of issues and questions related to the study of leadership and leadership development and practice. The series will publish work of high quality submitted by researchers at CLS and by reflective practitioners associated with it. Both the WPS and EES are designed to contribute to the growth of CLS as a centre for excellence in the study and practice of leadership by offering a forum for dissemination of ideas, conceptual work, empirical research and reflective pieces. Specifically, the WPS is designed to enable researchers and academics to publish their work for discussion and comment prior to submission to external peer-reviewed journals. The intention is, therefore, that the editorial process, wider dissemination of work-in-progress, and any feedback received will enable contributors to develop the quality of their work so that it may subsequently be submitted for publication elsewhere (an important quality standard for all University research centres).

Meanwhile, the EES provides a forum for work which makes a practical and meaningful contribution to leadership practice and development. Perhaps the most important criterion for publication in this series is the essay's potential to contribute to the development of readers' critical judgment and reflective practice. CLS is fortunate in that it is able to draw on the knowledge and experience of a significant number of reflective practitioners as part of its network. We anticipate that these are the kinds of people who will be able to offer interesting leadership insights and new leadership questions through a critically-engaged, reflexive exploration of their own experience and practice.

All working papers and extended essays are subject to editorial review before acceptance. The In-house Editor is responsible for arranging for two anonymous reviewers to read the manuscript and to provide detailed, constructive feedback and an editorial recommendation. Once accepted for publication, an electronic version of the manuscript will be up-loaded to the WPS/EES web-site, currently under construction. Electronic copies will be available for downloading and printing.

We currently have a number of extended essays under review, covering a range of issues and

questions of great significance to leadership in current times. These include essays which focus on the practice of embracing chaos in leadership; the role of leadership in fostering innovation, creativity and spirit in organisations; dysfunctional leadership and the contextual considerations which influence its emergence; and the role of transformational leadership in unlocking human potential.

We are thrilled with the enthusiastic, engaged response we have received from contributors and reviewers alike, and we would like to take this early opportunity to offer our thanks to those contributors who have so willingly and generously shared their work with us, and to those reviewers who have embarked on the editorial review process with such energy and rigour. Through this process, we look forward to participating in many constructively critical debates and to developing work of high quality.

For further information on any aspect of the WPS/EES, including submission guidelines and details on the Editorial Process, please contact the WPS/EES Editor, Patricia Gayá Wicks, at Patricia.Gaya.Wicks@exeter.ac.uk.

Recent publications by Staff at The Centre For Leadership Studies

BOOKS

- Hooper, A. (2006) **Leadership Perspectives** London: Ashgate
- Gosling, J., Case, P. and Witzel M. (2007) **John Adair: Fundamentals of Leadership** London: Palgrave
- Marturano, A. and Gosling, J. (2007) **Key Concepts in Leadership Studies** London: Routledge

PUBLISHED ARTICLES

- Adarves-Yorno, I., Postmes, T. and Haslam, S.A. (2006) **Social identity and the recognition of creativity in groups**, *British Journal of Social Psychology*, 45, 479-497.
- Adarves-Yorno, I., Postmes, T. and Haslam, S.A. (2006) **Creative innovation or crazy irrelevance? The contribution of group norms and social identity to creative behaviour**, *Journal of Experimental Social Psychology*, In press.
- Bolden, R. and Kirk, P. (2006) **From 'Leaders' to 'Leadership', Effective Executive**, ICFAI University Press, October, 8(10), 27-33.
- Ladkin, D. **Leading Beautifully: How Mastery, Congruence and Form Contribute to Inspirational Leadership Performance'** *Leadership Quarterly*, In press.
- Case, P. and Gosling, J. (2007) **Wisdom of the Moment: Premodern Perspectives on Organizational Action** *Social Epistemology* special issue on *Wisdom and Stupidity in*

Management Vol 37(4), 419-428

- Gosling, J. and Mintzberg, H. (2007) **Leadership Education as if both matter** *Management Learning* Vol 37(4), 419-428



CONFERENCE PAPERS

- Bolden, R. and Kirk, P. (2006) **Transforming Communities through Leadership Development: A Pan-African Example**, *British Academy of Management Conference*, Belfast, 12-14 Sept.
- Bolden, R., Gosling, J. and Petrov, G. (2006) **Leadership in Higher Education: Distributed, dissipated or disastrous?** *Studying Leadership Conference*, Cranfield, 14-15 December.
- Dunn, E.L. (2006) **Being critical in practice: The voice of mature students involved in critical management education**, *Studying Leadership Conference*, Cranfield, 14-15 December
- Gaya Wicks, P. (2006) **Spinoza's repose and blessedness of mind: Leadership in the ecological crisis**, *Studying Leadership Conference*,

Cranfield, 14-15 December.

- Gosling, J. and Purg, D. **How to be Sanguine in Sarajevo: Leadership as transformation or tragedy?** *Business as an agent of world benefit*, Cleveland, OH, October 2006
- Gosling, J. **Research on Leadership: Some Trends in Europe** *European Leadership Centre* June 2006
- Ladkin, D. (2006) **'Mobilising for Sustainability: The Impact of Leadership**, *Positive Organisational Scholarship Biennial Symposium*, University of Michigan, Ann Arbor, 6-9 December 2006.
- Petrov, G., Bolden, R. and Gosling, J. (2006) **Distributed Leadership in Higher Education: Some preliminary findings from the UK**, *28th European Higher Education Society (EAIR) Annual Forum*, Rome, Italy, 30 Aug-1 Sept.
- Petrov, G., Bolden, R. and Gosling, J. (2006) **Opening the Boundaries of Leadership? Perceptions of Academic Leaders in UK HE about Distributed Leadership**, *Beyond Boundaries: New Horizons for Research into HE*, *SRHE Annual Conference*, Brighton, 12-14 December.
- Wood, M. and Ladkin, D. (2006) **The event's the thing: Brief encounters with the leaderful moment**, *Studying Leadership Conference*, Cranfield, 14-15 December.
- For further details of these and other publications by staff at the Centre for Leadership Studies, please visit: www.leadership-studies.com/research/publish.asp**

“Movers, Shakers and Breakers”

Leadership and the Alchemy of Corporate Implosion



For James Bond’s adversary in the 1999 MGM film *The World is Not Enough*, world domination through industrial espionage and the theft of a nuclear device was the rather less benign version of globalization envisaged by the mysterious terrorist known as The Anarchist. Thanks to Bond and the ever vigilant “M,” The Anarchist’s plans are thwarted and the world is free to await its next global combatant or super-villain.

In the real world, of course, it’s not that simple, and it may take a little longer and require the combined forces of stock markets and shareholders to unseat those narcissistic CEOs whose ambitions will ultimately be thwarted by the realities of globalization. To observe the actions of Skilling, Messier, Conrad Black, (their lordships are not immune) Ebbers, Kozlowski, and others of similar notoriety, one might be forgiven for assuming that for them, truly, the world is not enough. Or at best, only just sufficient.

In January 2001, *Fortune* magazine published an article profiling the movers and shakers for the forthcoming year entitled “People to Watch.”

Bernie Ebbers headed the cast of those we were exhorted to watch. How closely they needed to be watched (and weren’t) became apparent only much later! Ebbers failed, closely followed by later revelations about Worldcom that left investors reeling and the telecoms sectors in even worse shape than before. Another casualty of an overworked ego was the ironically named Global Crossing which suffered a 99.7 percent fall in its share price over the first six months of 2002 and subsequently filed for bankruptcy. Prior to the bankruptcy, its chairman, Gary Winnick, whom *Fortune* named “the emperor of greed,” cashed in \$735 million in stock over a four year period.

Yet in terms of sheer *folie de grandeur* one would be hard-pressed to locate an ego larger than that of Jean-Marie Messier, whose autobiography is entitled “J6M.com” J6M stands for Jean-Marie-Messier-Myself-Master-of-the-World. Messier’s rise and fall would have done justice to the Roman Empire. In 1996 he became CEO of Vivendi and over the next

five years turned Vivendi from a largely utilities giant into a global multi-media giant with debts of £11 billion. To do this would require Messier selling off some of the assets he acquired, in effect admitting that his vision and strategy were flawed. For a while it seemed that the French establishment (often the subject of Messier’s scorn) would stand by him after appointing a corporate oversight panel to supervise him. But in June 2000 shares plunged to a 14 year low; fellow board member and erstwhile ally Bernard Arnault resigned from the board. Without Arnault’s support, and having enraged another board member Henri Lachmann, Messier could not survive. The reign of J6M had come to an abrupt and ignominious end.

Some of Messier’s problems were of his own making. His love of the limelight set him apart from the more low-key profiles of his French CEO contemporaries. A French shareholder activist, Colette Neuville, was quoted in the *Wall Street Journal* as saying: “It has become like a drug for him. Seeing his name and his face in the media every day is his daily fix.”

There are many global realities; one of these is that the synergies that ego-driven CEOs are quick to claim in order to convince investors often fail to materialise in practice. This happens frequently, because those whose jobs it is to generate those synergies are often neither included in the due diligence process nor sufficiently involved in post-acquisition integration planning.

AOL Warner suffered the biggest quarterly loss in corporate history, pushing its share price to a new low. Viacom absorbed a £1 billion loss for the first quarter of 2002. While there seems to be no inherent reason why such acquisitions should not create additional shareholder value, these write-offs reflect the view that companies paid too much for their acquisition, based on overly optimistic expectations that synergies could be achieved. A further problem is that investors and analysts tend to understand portfolio management, rather than the psychological, leadership, and organizational challenges of post-merger integration. But some

measure of integration is fundamental to the achievement of nearly all synergies. Consequently, the more heterogeneous a company, the more difficult it is for the City or Wall Street to evaluate its performance, or its potential successfully to assemble and construct the building blocks of its strategic architecture.

Executive ego, narcissism, rampant over-achievement – call it what you will, are not merely unattractive (or attractive, depending one’s point of view,) personality characteristics. When present within those who lead companies, they exert a powerful influence on the business, not only in terms of the impact of their management style on the culture of the organization, but on its inherent ability to bring its strategic intent to fruition, and thereby its ability to *create and sustain value*.

A better understanding of the relationship between dysfunctional leadership and organisational performance, and the congruence of leadership style and strategic rationale, is vital if we are to further the interests of employees, shareholders and other stakeholders in creating sustainable economic success. It is therefore encouraging to note that in 2007 the Centre plans to launch a major study into executive success and failure. This research will embrace a broad spectrum of issues within the orbit of both functional and dysfunctional leadership.



**Neville Osrin –
Professional Network Director**

Creating Cultural Leadership South West 2007/2008

'The British cultural sector is a success by any standards... [and if it] is to continue to prosper and grow as it should, we must recognise the role of our cultural leaders in delivering that success.'

- Rt Hon Gordon Brown MP, Chancellor of the Exchequer, June 2006

From 8th January 2007, cultural sector professionals in the South West are invited to apply for 24 places on **Creating Cultural Leadership South West** - an innovative and nationally recognised professional development programme that is building leadership capacity across the arts; film, television and digital media; the historic, natural and built environment; museums, libraries and archives; sport; and tourism in the region.

Creating Cultural Leadership South West (CCLSW) aims to:

- Inspire and support emerging and mid-career leaders in the region's cultural sector
- Build confidence and encourage individual and organisational change
- Increase and reflect diversity in cultural leadership
- Critique leadership in general and cultural leadership in particular, and contribute to ongoing regional, national and international debates
- Encourage cross-sectoral working

- Facilitate the sharing of skills, knowledge and approaches across and beyond the cultural sector
- Support mobility across all cultural sector domains in the region
- Help build a South West cultural sector 'human resource bank'
- Raise the profile and impact of the cultural sector in the region

CCLSW is supported by the Treasury funded Cultural Leadership Programme and a host of regional agencies (including Arts Council England South West, Sport England South West, Tourism Skills Network and South West Screen). It is co-ordinated on behalf of Culture South West by the Centre for Leadership Studies at the University of Exeter, in partnership with Dartington College of Arts.

For further information, contact:
Kay Bishop, CCLSW Administrator at
kay.bishop@exeter.ac.uk or on 01392 262563

Skills for Business Network, led by SkillsActive, launches sector-wide management and leadership programme

Action learning for leaders: a practical programme

At the heart of the development process is the 'action learning set'. This is where a group of 6 to 9 managers meet at regular intervals and each member can explore a really challenging open-ended business issue. Every member has the opportunity to work on their 'issue' and benefits from the support and challenge of others in the group. The aim is to help each manager tackle the issue and, importantly, learn from the diversity of perspectives.

Positive results from pilot programmes

Significant business benefits were reported during the pilot programme, including:

- Cost savings of £2,000 per month for one business
- A business action plan based on a 25% increase in turnover.

Two companies that have been 'saved' from potential failure – one due to the leader's lack of motivation and the other due to the leader's imminent retirement.

Individual participants have described personal improvements in many areas, including a better

work-life balance, improved time management, greater confidence to change the company, improved delegation, increased personal motivation and instigating new initiatives to improve staff motivation.

Rolling out action learning for leaders

The Skills for Business Network is currently seeking to make these programmes available for employers across the counties and regions of England. We are working to get funding channelled into new projects and to identify and collaborate with existing programmes that match up to the Network's good practice guidelines.



For further details about the project:
<http://www.sfbn-mandl.org.uk/leadermodel.htm>

"Finding a way forward"



On the 11th December 2006, we had the good fortune to host Margaret (Meg) Wheatley, renowned international writer, speaker and co-founder of the Berkana Institute. Over 80 participants joined us for a day of thought provoking insights into how we look at leadership today, both within the world and within ourselves.

Meg presented us with a challenging look at how we are influenced by the trends and dynamics in today's culture, and the impact those are having on us as leaders. In describing these trends, she linked us to stunning photographic images of nature and art which flowed through the mind and deepened our thinking.

Meg talked about how, in the Western world, we have forgotten that we are a community and how pleasurable it can be to work together – how we are locked into the belief of the power of the individual as leader, and what the dangers can be if we continue in this state. *"We are really struggling with this myth of the individual... really destroying ourselves with this idea of isolated individuals"*

We were reminded that another current trend is the belief that people are treatable like machines, that we are too busy to give enough attention and care to each other. We are moving faster and faster – the expectation is that we should just be able to speed up and match the growing speeds of our computers! But treating each other humanely, and giving each other time should be the base line, not the high point.

Some group reflection time half way through the day explored how we are personally affected by these trends – and produced some revealing insights!

Meg drew us into thinking about how we can notice our own path to change, helping us to realise that we do not necessarily have a leadership crisis – the shift is that we have to realise that we are the leaders that we have been waiting for. *"A leader is any one of us who sees something that needs to change and we step forward... because we have seen something that we hold a possibility about and we know that this could be different..."*

Her many inspiring stories from around the world of people who have *"walked out of constraint and inhibition, and stepped forward to help others"* were truly humbling, and left us charged with a sense of possibility and enthusiasm – that wonderful place which is the human spirit when, on hearing the truth, says **"Ok, now let's get on with it"**.

www.margaretwheatley.com

“Yummy, yummy – the ‘roadmap’ to success!”



I graduated from the Royal College of Art Film School in 1993, and during the 1990's produced TV commercials either through my own company or for a variety of other production organisations. I had had an interesting career, working with talented directors, cameramen and designers, making commercials for many household name products, and filming all over the world.

However, by the early 2000's I began to feel that I was no more than an experienced project manager in my niche industry. I could see problems looming on the horizon – the question mark over traditional TV advertising was growing, with talk of TV on demand, convergence of TV and online platforms, and clients taking money out of TV and into other channels seemed to be physically impacting on my career. Fewer contracts and lower

budgets were the norm. But I was working in a cottage industry structure where the concept of management training which would equip one for rapid change was virtually unheard of.

So, I felt that I needed to self educate and enrolled on the part time MBA course at Exeter, and spent 3 days a week in London continuing to produce with my director partner at Jam Creative. Although mixing academic work with the practicalities of running a production company have on occasion been testing, the course has helped me immensely. There are practical contributions, especially within the financial modules, but the greatest benefit is perhaps the most simple. All of the modules of course require academic research and thought, and to build a company in a fast moving environment these processes have to be

continued in order to formulate successful strategy.

Jam Creative's work has gradually moved away from commercials in the last five years towards the world of 'branded content'. This is producing film content for clients that can be used for a variety of purposes – as commercials, programming or sponsorship idents either on TV or as online material. Many aspects of this process have been helped by the MBA, not only through continuing research as to what is possible in the market, but also in that to communicate effectively on behalf of our clients we need to be able to grasp their business model and brand values rapidly to recommend an appropriate route to pursue. An MBA gives you the 'roadmap' to enable you to understand disparate businesses and to recognise the issues involved with formulating and executing an effective piece of communication on each client's behalf.

I enjoyed my academic days at Exeter – they were challenging but have given me a grounding of knowledge which combined with my prior experience has enabled me to position Jam Creative to go from strength to strength. In 2006 we created a comprehensive branded content campaign for Unilever's Persil, and received a BAFTA nomination for work we created for Nickelodeon. Who knows what 2007 will bring?

Eddie Marshall – Jam Creative Ltd
www.jamcreative.com
 0207 439 1600

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

Putting Knowledge to Work

Future Professional Development Opportunities February to April 2007

Why not consider attending one of the University's excellent CPD short courses, which can also be used to gain credits towards a Postgraduate Award - Certificate, Diploma or Masters.

With first class tutors and superb facilities in the modern Xfi Centre, the courses provide outstanding learning opportunities for managers and other professionals to improve their business skills further as they strive to meet the challenges of a fast-changing commercial environment.

Coming soon:

27/28th February and 13th March - 3 days: PROJECT MANAGEMENT

Designed for managers involved in projects and aimed at those who wish to go beyond a standardised 'how to' methodology and examine a selection of tools, techniques and approaches available in project management. **Cost: £800**

13th to 15th March - 3 days: LEADERSHIP MATTERS: CONTEMPORARY DEBATES

This course is for people who want to learn more about leadership, want to lead more effectively and want to understand what their leaders are up to, with tutors from the University's Centre for Leadership studies - a recognised centre of excellence in the country. **Cost: £900**

27th to 29th March - 3 days: BUSINESS PROCESS MANAGEMENT

A practical course for managers interested in

achieving substantial performance improvements in their business processes. **Cost: £800**

18th to 20th April - 3 days: CHANGE PLUS

For managers who are eager to effect change in their organisations; who have already managed a number of change projects, but who perhaps feel that there is more that they can do in order to deliver sustainable and accelerated change. **Cost: £900**

24/25th April and 22/23rd May - 4 days: ORGANISATIONAL PERFORMANCE MANAGEMENT

Designed for managers in both public and private sectors who want to improve the performance of their businesses. **Cost: £900**

For more information, or to reserve a place on one or more of these courses, please telephone the Professional Development Office on 01392 263770 or e-mail: cpd@exeter.ac.uk

'Trying not to sound like a lawyer!'



I was delighted this year to be asked to become a Course Leader for the IoD. That is not just because the IoD courses and materials have a

fiercesome reputation, but because training for directors fits so well with the areas I have always felt so passionately about as a lawyer.

After leaving the City, I joined Burges Salmon in Bristol and for many years was Head of Litigation there. They were very exciting years being involved in driving the business forward to the heavyweight firm it is today. However, as ever increasing specialisation of lawyers became more and more prevalent as part of that process, I also became correspondingly interested in mentoring and training. Coaching young lawyers working with me, and seeing them blossom, has been hugely satisfying. What about more structured training though? English law covers a huge area and as specialist lawyers begin to know more and more about smaller and smaller areas (whether that be competition, environment, PFI or whatever), so the fundamental need arises to train them to develop a breadth of vision about the law generally. In that sense, commercial lawyers are no different to directors and other businessmen. We all need training to know enough to enable warning bells to ring so that risk can be avoided or minimised by talking to the right people early enough.

To begin with, my foray into training was focused on devising training for lawyers and helping to deliver specialist training for my own litigators. That

developed into a much broader and interactive training for other lawyers needing to develop well-tuned antennae to identify possible issues outside their day-to-day expertise. The realisation that lawyers and commercial clients have many needs in common led to training with clients in two ways. First, like lawyers, to enable them to develop breadth of vision to identify and deal with issues that might become problems. Secondly, and which gives me a particular buzz, training on the practicalities of dealing with and managing lawyers effectively, and as much as possible structuring communication, control, and accountability as an extension of the business model.

I think there is not a lot to be said about my training style that has evolved through doing all that. If there were three things that I hope would be said about me, then they are that I get alongside my audience; that I never pretend to know the answer if I don't know it; and that I try my hardest not to sound like a lawyer!

As a result of training I received myself at the beginning of my career in the City, I have always believed passionately in looking for every opportunity for settling disputes that have arisen. In that context, in 1997 I became interested in mediations and trained as a Mediator. Based on all the work I had done over the years with clients, both in advising them and training with them, the mediation ethos struck a chord. That was one of facilitating communication between senior executives who were being asked to focus on the

reasons for and consequences of the dispute. Since then I have spent more and more time mediating, so much so that I have now retired early as a Partner of Burges Salmon and now spend most of my time either mediating disputes or training and mentoring directors and lawyers in dispute avoidance and resolution. It would be hard for me to dream up anything more interesting, satisfying or worthwhile.

That was why I was delighted to be asked to become an IoD Course Leader. The IoD structures and material provide the perfect scope to work interactively with directors to demystify the law; to develop the breadth of vision needed to minimise risk; and to deal with the practicalities of how to work with and manage lawyers effectively.

Finally, for me, the humbling thing about training with a group of directors is discovering collectively just how much they know and have done. I often walk away thinking I have learnt far more from them all than I have given out!



**BURGES
SALMON**

Adrian Llewelyn-Evans – Mediator

Tel: 0117 939 2272

Email: adrian.llewelyn-evans@burges-salmon.com

Successful women gain IoD Diplomas

In 2006 we had another successful year on the Institute of Director's Company Direction Diploma with several passes at both Certificate and Diploma level.

It is no easy task to return to study with the pressures of demanding work loads at the same time, so we do congratulate these achievements.

Kathryn Pennington is the new business initiatives manager for the Devon and Cornwall Housing Group and Westco Properties Ltd, and she completed the course in order to progress up the career ladder. Already a qualified Chartered Surveyor, Kathryn said that she believed having the qualification would lead to promotion soon. "I took it so I could furnish myself with skills I might need in the future" she said.

"The law section of the course was excellent; you get taught everything a director needs to know. I chose to do the course in Exeter because I wanted to support

the University of Exeter, and I have made several local contacts here".

Another successful candidate, Rachel Taaffe, is chief executive of Weststar Holidays Ltd – a family run holiday park based in Cornwall, Dorset and Hampshire. She took the course because she wanted to brush up on her business skills. Already a member of the Institute of Directors, this is Rachel's first post as director, and she also wanted to learn more about law.

"What attracted me to the course was its flexibility. The University was also very supportive and there were good networking opportunities. Having done a similar course in London, I think the support from tutors here was much better"

The coveted prize at the end of this achievement is gaining Chartered Director status, and we would also like to congratulate Sue Davenport, Managing Director at Pasta King for gaining this status last year!

A new cohort in January 2007 begins in Bristol, and a further cohort rolls out in Exeter in September.



Should you be interested in joining the next IoD Programme, please contact Ann Cullum: 01392 262578 or email: Ann.Cullum@exeter.ac.uk

Talking Leadership Conferences went off with a bang

December 2006 saw the start of the Leadership South West's TALKING LEADERSHIP conferences, aimed at leaders within the educational sector.

Both conferences entitled 'Leadership for Personalizing Learning', were held in Exeter and Bristol respectively, in order to open up these important events to as many school leaders and educationalists as possible – and it certainly worked – with the Exeter event attracting over 100 people, and at Bristol an additional 81 people attended – the majority of them Headteachers or Principals, some deputies, a few Senior Leaders as well as other educationalists and consultants.

Most importantly, a school or college from within every Local Authority (of which there are 16 in the South West) with the exception of one, attended the events. This really is great news for creating dynamic professional networks for schools and colleges across the region.

Professor John West-Burnham gave the Keynote Address. He spoke of Personalizing Learning as "emerging as a dominant theme in the reconceptualization of the way in which education is provided" and that at the "heart of the Personalization debate is recognition of the concept of a service provided to individuals to meet their specific and personal needs". John's keynote was excellent and comments of 'inspirational' and 'thought-provoking' followed him throughout the day.

It was followed by 2 learning space workshops where delegates concentrated on the 'here and now' of school leadership, and how to 'Build the Capacity' to Personalize Learning. In some respects it really brought to light the reality of what is needed on a daily basis to achieve the vision of a future based on Personalizing Learning.

One delegate spoke of the day being: "...super to have time to stop, reflect, and listen to an inspirational speakers and to feel the connection with areas I am currently working on within our school".

Networking and catching up were important parts woven in to the day and recognition of 'talking space' as an invaluable commodity in a world filled with 'doing' - enabling leaders to speak to their colleagues in a stimulating environment. It is intended that conversation time is used for discussion forums around specific topics followed by plenaries in order to bring valuable thoughts and ideas together.

One delegate really "enjoyed the opportunity for professional dialogue, where we were able to explore rather than report back" and felt that the "speakers were well prepared (with an) amazing subject knowledge (and where) the opportunities to discuss were very useful and discussion forums were well organised".

The day was rounded with a closing address given by Professor Jonathan Gosling, of the Centre

for Leadership Studies at the University of Exeter entitled "Up Close and Personal – the way forward for Post Graduate Leadership Education". In Bristol, the closing address was given by Professor Ron Ritchie, of the University of the West of England, whose address focused on "Developing Leadership through partnerships; Networks and Learning relationships"

Dates for your diaries:

- **June 4th Xfi Building, University of Exeter, DEVON**
- **June 12th School of Education, University of the West of England, BRISTOL**
- **June 25th Tremough Campus, University of Exeter, CORNWALL**

We have had an enormous amount of response to the request for members of a virtual 'Event Working' group and are delighted that so many people feel that they want to contribute to shaping future Events.

This Working Group will be contacted by email in February 2007 and will be involved in shaping the themes of the summer schedule.

For further information contact Christina Dithmar on Christina.Dithmar@exeter.ac.uk

Encouraging leadership...

"The task of leadership is not to put greatness into people, but to elicit it, for the greatness is there already." – John Buchan

Some of us, like myself, may be quite unaware that there is a group of dedicated people patrolling our streets in the evenings and weekends, providing reliable eyes and ears available at all times of the day and night to monitor and report on nuisance complaints, to lock up our parks and generally keep a weather eye on potential problems.

Amy Clarke is one such Community Patroller at Exeter City Council, and her enthusiasm and passion for the community that she serves shone through when she received a young person's DCLG National Wardens' Achievement Award in September of last year. The judges were impressed by Amy's willingness to intervene in incidents where groups of young people were causing distress to others in the community.

Amy has been doing the job for just over a year, and the work is not always easy - she has to tackle anti-social behaviour, animal rescue, arson, bogus callers and dog fouling (to name but a few), but it is



to listen to both sides of the story which makes her exceptional in how she involves herself in situations.

What arose last summer from numerous complaints about youths playing football and causing a nuisance, turned into Amy organising a special five-a-side football day for these young people,

designing leaflets to advertise the event, getting sponsorship from local shops and offering a free football as a prize to the winner! "Football is brilliant - it gets people out, gives them a positive focus and keeps them from hanging around drinking" explains Amy. "Everyone who came enjoyed the day!"

Amy feels that being approachable, giving people time and listening to both sides of the story goes a long way to solving potentially difficult situations. "Listening to people, working out what's really wrong, and trying to find a solution or an alternative is far better than going in with a patronising attitude" she says.

Plans are afoot for organising other projects for young people during the winter months and Amy and her team have lots of ideas brewing.

But, whatever Amy is involved with in the future will have her stamp of enthusiasm, creativity and respect for people and her community behind it. Congratulations, Amy!

**Vanessa Ascough
Business Relations Editor**

Setting out on lifelong leadership

“With the Foundation for Young Leaders (FYL), we are letting young people see and experience leadership for themselves— making it fun, practical and different for them.” Farren Drury, Director of the FYL, says the real benefit is felt as all young people start to believe that they can set higher aspirations for themselves in their studies and future lives and they are given practical tools to make it happen.

The work of the FYL is attracting the interest of forward thinking educationalists and business leaders. Such people recognise that those young people who get a strong foundation in intelligent self leadership stand a far better chance of success in their education, their work and their personal lives than those who do not, regardless of whether they ultimately decide to be leaders of teams.

On completing the schools' FYL programme, students say that they feel more confident, clear and motivated for the future. Within months, many have followed through on their personal goals to achieve higher academic, sporting and personal success.

“It's clear that what the FYL is doing is desperately needed. Without such leadership development, we'll find it increasingly difficult to compete in the future. It's a smashing idea,” says Alan Hooper, Founder of the Centre for Leadership Studies, University of Exeter.

Sixth formers in schools in Taunton and Monmouth have been amongst the first to experience the FYL's innovative programme and pilots have been run at primary level too. According to Hugh Tatham, Head of Sixth Form at Monmouth School, staff are familiar with leadership schemes. What is different with the FYL is the combination of emotional intelligence alongside strategic planning in one event.

The Visual Development Plan

Each student leaves the programme with their own Visual Development Plan (VDP), a roadmap of their personal aims for the next two years. The latest VDP software is loaded onto the schools' network so that students can develop and personalise their plans and track their progress with the support of their tutors, family and peers.

Tutors are well aware of their students' tendencies to leave everything to the last possible minute. Yet they have major life decisions to make around university courses and gap year activities as well as exam pressure. Staff acknowledge that the Visual Development Plan offers a prime opportunity to keep tangible goals at the forefront of students' attention, thus making everyone's lives easier.

'Being' and 'Doing'

The FYL approach is to allow young people to get a sense of both the 'doing' and 'being' aspects of leadership, based on a proven methodology in Leadership Intelligence™.

When schools sign up for the programme they choose from a menu of interactive exercises tailored to their learning agenda. In a typical FYL event, students learn the softer 'being' skills of self awareness, identifying their values, attitudes and personal motivation and addressing their self-limiting beliefs. Their curiosity in others is



stimulated, enhancing their leadership potential and allowing their relationships to flourish. They also have fun 'doing' exercises such as the Rope Square – one that challenges communication and planning skills in business leaders three times their age!

Head start at work

For businesses, the FYL makes commercial sense because young leaders can make a stronger contribution faster. It also fits with the increasingly

visible Corporate Social Responsibility agenda on which corporations are measured by their stakeholders. In addition, there's a new breed of talented and responsible young workers emerging who want to work for those employers who can demonstrate that they are ethical and socially responsible.

Life long journey

Farren Drury's personal drive and enthusiasm is infectious. Coming from a distinguished career in the Army, he embodies all the best qualities of a modern leader. Mary Mason, Head of Sixth Form at Taunton School, found “Farren's passion for this is inspirational and the pupils really respect him. We've bought into the programme and are now working with our pupils to get the maximum value out of it.”

Farren says that the FYL is about setting students off on a lifelong journey in which they build self-confidence, awareness, empathy and the ability to create fruitful relationships. “Above all they take ownership of their own future and learn that by leading themselves and making the right decisions they can realise their dreams.”

The FYL is engaging with corporate and community leadership circles to win support to achieve a great vision. “Most people have experienced both ends of the leadership spectrum, the 'toxic' impact of bad leadership on the one hand and the empowering benefits of great leadership on the other. Our vision for the FYL is to introduce leadership at a young age in order to build a sustainable and far reaching ethos of leadership which will have a truly significant impact on the future success and happiness of the young people we touch, in this country and in time further afield”

Setting goals

All successful leaders know the power of setting clear goals and targets.

Kev Norris, the Head teacher of St Peter's R.C. School in Plymouth was curious to see how he could use the FYL with primary pupils and teaching staff.

“When students hear that some 95% of the population work for the 5% that have set out goals for themselves, they sit up and notice.”

Kev says: “The programme really challenges the pupils in different ways. They think leadership is about solving problems and they'll have had some experience of that. They find out lots about leading themselves that they'd never thought about, and they're excited when they begin to plan out the next two years of their lives and break it down into stages.”

If you would like to know more about the FYL, please contact: Farren Drury, Director, Leading Initiatives Worldwide Ltd Ashridge Manor, Forest Road, Wokingham, Berkshire RG40 5RB. farren.drury@leadinginitiatives.com Tel: 01189 742352 / 07773 200058





South West RDA takes the lead on aerospace technology

The South West of England Regional Development Agency – now with added responsibility from the DTI as lead region for the UK's aerospace, marine and defence sectors – is playing a key role in championing the technologies which will reinforce the region's pre-eminence in these sectors.

In particular, the Agency is urging companies in the region to offer their expertise to a series of pioneering projects flowing out of the National Aerospace Technology Strategy.

The South West RDA has already announced a £2.1 million investment in a national public-private sector programme called ASTRAEA which will pave the way for unmanned vehicles to operate in UK civil airspace. It involves Rolls-Royce in Bristol, Thales UK at Wells in Somerset and Flight Refuelling at Wimborne in Dorset, all of whom are committed to working with SMEs within the region.

The Agency is also investing £2.7 million in the Integrated Wing programme. Led by Airbus UK at Filton in Bristol, it includes Gloucester-based Messier-Dowty, BAE Systems Advanced Technology Centre, also at Filton, and Smiths Aerospace at Cheltenham.

To find out how SMEs can contribute to aerospace technology programmes and for further information, contact Mike Franks, Senior Adviser, Aerospace Innovation & Growth Team, South West RDA, mike.franks@southwestrda.org.uk

South West Regional Skills Partnership Annual Conference

Holiday Inn, Taunton – 19th April, 2007

A key conference for those with an interest in skills provision in South West England. Central topics include: SW RSP Gap Analysis and the New Skills Strategy

For more information, contact Emily Leach: Emily.leach@lsc.gov.uk or telephone on 01823 226029

"Know your business, Grow your business" event

Exeter, 6th March, 2007

Are you a decision maker in your business? If so, come along to our free workshop and find out how to unlock the potential within your business.

During the day you will have the opportunity to reflect on both internal and external factors that may impact upon your business, and plan for any changes you wish to make.

By the end of the workshop you will have identified your priorities for people and business development, and be able to take away a host of practical ideas and tips to improve both.

Call the Train to Gain at Business Link, now on 08456 047 047

Evolutionary Coaching & Visionary Leadership Course

**Eden Project in Cornwall
18th-19th May, 2007-01-10**

The evolutionary Network is presenting a two-day course on new paradigm leadership and evolutionary coaching. Based on Soleira Green's new book 'The New Visionaries', this breakthrough course will take you to new heights as a transformative coach and visionary leader.

For more information, visit www.evolutionarycourses.com, email: soleira@newvisionaries.net, or call: 01444 248273

Leadership South West, in partnership with the Learning and Skills Council, is offering an exclusive opportunity for Sector Skills Councils (SSC's) and their employer groups to take part in a newly launched Management and Leadership Programme. This will be a valuable opportunity for business leaders to share their practice, ideas and leadership challenges in small, confidential learning groups led by an experienced facilitator.

For further details contact: lsw@exeter.ac.uk

Great Businesses need Great Leaders!

To make a positive difference in their organisations, leaders are required to consistently perform at their best - no mean feat in the complex chaotic and often uncertain world of business.



Whole Person Performance™

ONE is a new personal development programme for leaders designed to enhance performance time after time. We've drawn together some of the UK's leading thinkers on leadership to share stimulating new insights and a sophisticated toolkit of ideas and processes for how leaders can lead with greater impact and purpose – presented in a truly unique combination, the ONE Programme will run over a period of one year.

ONE will be running exclusively in the South West from February 2007.

To find out more about ONE and how to book your place, please visit our website www.theoneprogramme.co.uk or contact us on 0845 226 5354.

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

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