



the work foundation

## Principal Partner Exchange Forum

### Collective leadership for sustainable high performance

*Effective leadership, in our increasingly complex and interconnected world, cannot be simply about individuals. For far too long, the emphasis of leadership development interventions has been on developing the capabilities of those people in formal leadership positions, or those seen as having the potential to be the 'leaders of tomorrow'. Whilst there is doubtless still some value in this kind of investment, its impact is never likely to be truly realised without a corresponding, if not greater, investment in nurturing and releasing collective leadership capability.*



The Work Foundation's exchange forum on Collective Leadership for sustainable high performance forms part of a new initiative aimed at bringing together members of our principal partner organisations around areas of common interest. Other exchange fora include the themes of Health and Wellbeing, the Creative Economy and the Contribution of Business to Society.

This forum will give participants unique access to a network of peer colleagues who share a keen interest in the opportunities and challenges involved in realising the full potential of leadership distributed amongst, and demonstrated by, the many, not the few. This will be achieved through a vibrant focus on the key challenges organisations face in harnessing the true capacity and potential of their people. This is achieved through an exchange of ideas, research and practical experience.

### **Who is it for?**

This exchange forum is aimed at senior managers, Human Resources, Organisational Development and Learning & Development professionals who share a passion for making sustainable high performance leadership come alive in their organisations. It will be composed of 12 – 15 participants, including some key members of our leadership research and consultancy team.

### **Membership benefits**

There are many benefits to be gained from participating in this exchange group, including:

- Opportunities to form effective business relationships with, and to learn from, other leading organisations and The Work Foundation.
- Platforms to share and exchange experiences and questions around an area of common interest .in a safe and supportive environment
- An in-depth appreciation of the emerging findings from our Leadership for Sustainable High Performance research and the opportunity to explore how those might be applied to your own unique business challenges.
- Opportunities to directly shape and influence the focus of The Work Foundation's future research programme.

## Format

- Four half-day sessions per year at The Work Foundation's offices in Palmer Street, London.
- 12- 15 members per forum with no more than one representative from each principal partner organisation
- Chatham House Rules.
- Combination of presentations, interactive discussions and exchanges.
- Briefing papers, articles and research papers circulated to forum members.

## Themes

The objectives and aims of this exchange group will be shaped by its members. We anticipate that the initial programme of sessions may choose to focus on and address the following questions:

- What kind of leadership is required to secure sustainable high performance through the many, not the few?
- What does collective leadership look like in practice?
- What steps can be taken to encourage, develop and reward collective leadership?
- What are the respective roles of line management and the HR function in building and releasing social capital?

## Dates and Times

Each session will start at **9:30** and will finish by **1.00**. The dates for 2008/9 are as follows:

28 January 2009

22 April 2009

10 June 2009

30 September 2009

## Cost

As these exchange fora are integral to our offering to our principal partner organisations, there will be no additional cost.

## Hosts

This exchange forum will be hosted by:

### **Penny Tamkin, programme leader, leadership.**



#### Background and Expertise:

Penny Joined The Work Foundation in April 2007 after a thirteen year career with the Institute for Employment Studies where she was an Associate Director managing the employer research team of 14 people undertaking research and research based consultancy assignments for employers and employer bodies.

Over the last 13 years Penny has undertaken a wide range of projects with employers, employer bodies and policy clients. This work has

tended to fit within three main themes:

- The impact of development on individuals and organisations
- The capability of UK managers
- The impact of human capital/HR investment on business performance

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### **Ian Lawson, business development director, leadership**



#### Background and Expertise:

Ian has been with The Work Foundation for over 23 years. In 1991 he was appointed to head up its leadership work and lead the flagship Runge Effective Leadership Programme. In 1998 he established the Campaign for Leadership Foundation and has an alumni of some 3000 former participants.

Clients have spanned organisations from all sectors and include:

Metropolitan Police Service, North Yorkshire Police, Ford Motor Company, British Airways, the Home Office, Association of Chief Executives of Voluntary Organisations (ACEVO) and many others. Ian has worked with young leaders and students right through to running Executive workshops. He frequently presents at conferences and business schools. These have included Ashridge, Henley, Manchester business school, National Union of Teachers (NUT), American Management Association, European Junior Chamber of Commerce and The Moscow School of Political Studies. He has successfully completed the School of Coaching programme.

Ian has written four books on leadership and aspects of people management and is on the editorial board of the journal of public sector leadership and is a board member of the British Army Leadership Training School.

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**Graham Johnson, associate director, leadership**



**Background and Expertise:**

Graham has over 25 years hands on experience in Business, Performance and People Development roles. Working with managers at all levels, Graham specialises in improving their leadership understanding, skills, performance and effectiveness in order to deliver inspirational results. Graham's experience includes taking a lead role in a number of high profile assignments for blue chip organisations including Royal Bank of Scotland, AstraZeneca, E.ON, Powergen, Nestle, PwC, DHL Exel Supply Chain

and a wealth of other internationally recognised firms. His impressive track record is also acknowledged through his work in developing new and progressive leadership thinking and Graham has the distinction of being one of the founder Affiliates of The Centre for Leadership Studies based at Exeter University.

Graham is a well respected business and leadership coach, has published articles on Leadership in industry magazines and has been a guest faculty speaker on Strategic Thinking for an international management programme as well as a regular speaker for the Institute of Leadership and Management on the topics of Leadership, Coaching and Team Development.

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**Peter Wall, senior consultant , leadership.**



**Background and Expertise:**

Peter is a specialist in Organisational and Leadership Development and Executive and Team Coaching. He has been a leader of a results-focused Training & Organisation Development group (27 team members) in a complex multi-brand, multi-national business.

Peter has extensive, practical experience in Performance coaching, Leadership and organisation development, Process facilitation and team effectiveness coaching, Cross-cultural cooperation and team working, Culture change/Business improvement, Training and development, Regular 1-1 and team coaching work at senior/ executive manager level.

He has recent, personal experience of leading large-scale employee engagement and culture change processes, culminating in winning the 2006 National Business Award for the Outstanding Workplace of the Year.

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