

Under Pressure: Leadership for our times



Date: Tuesday 12 May 2009
Time: 10:00 – 16:00
Location: The Work Foundation, 21 Palmer Street, London SW1H 0AD

Speakers include:

Gordon Frazer, MD, Microsoft UK

Mark Hackett, Chief Executive, Southampton University Hospital NHS Trust

Denise Milani, Director of Diversity and Citizen Focus Directorate, Metropolitan Police Service

Des Thurlby, HR Director, Jaguar Land Rover

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Leadership, never easy, just got a whole lot harder and a whole lot more necessary.

As we move into the deepest recession since the 1930s, the economic outlook is darkening, job losses are mounting, and more organisations are moving into survival mode. What does it mean for leaders? Difficult decisions lie ahead. Costs must be cut and talent retained. Uncertainty must be addressed and confidence built. And all this, of course, while leaders themselves are under immense personal scrutiny: having benefited from the rising tide, some are now blamed for sinking the ship.

It is time for new models of leadership to emerge – with less focus on the rational, self-interested individual and more on the collective, ethical business of building a practical culture of leadership.

This conference aims to bring together the personal reflections of top leaders with insights from the largest study of leadership behaviours currently under way in the UK, carried out by The Work Foundation. Come and hear some open and honest accounts of how leaders navigate through the most turbulent of times.

Leadership in Microsoft UK

In conversation with Will Hutton, Gordon Frazer, MD at Microsoft UK will share with the audience how Microsoft UK is faring in these challenging times. Aware of its responsibilities as an industry leader and corporate giant, Microsoft's Corporate Citizen Initiative shapes the ways in which it does business. So how does Microsoft continue to honour its commitments to customers, partners, governments and employees under increasing economic, environmental, political and social pressures? Does a high-tech, knowledge-intensive organisation inspire a more creative, inventive response? And crucially what role does leadership play and where does that leadership come from?

Leadership for high performance: what the research is telling us

Penny Tamkin, Programme Director of The Work Foundation's leadership team will release the latest findings emerging from The Work Foundation's research into high performance leadership. Over 200 interviews have been conducted and analysed to discover the philosophies and practices of effective business leaders. What are the key characteristics and practices, is there a predominant style, is there a better way? How is leadership felt by direct reports and do these experiences mirror leaders' self-perceptions? What are the implications for leaders and organisations today?

Tales from the front line

Senior leaders from some of our best known organisations: EDF Energy, Guardian Media Group and Tesco, sponsors and participants of the research, will join Penny in a discussion into how leadership is evolving in their organisations, how they have reacted when times are difficult, where leadership is headed and what is driving this change.

Collective leadership: how can you access the collective wisdom and intent in your organisations?

As the interconnected world around us evolves, how is leadership also changing as a response? This session makes a compelling case for an emerging approach to leadership whereby collective wisdom and collective intent is both honoured and enabled. What are the principles behind collective leadership, what makes it different to conventional leadership approaches and how can your organisation gain access to this unlimited organisational resource? This glimpse into the future is intended to provoke and inspire your organisation to explore leadership through new and more sustainable perspectives.

Under pressure: personal accounts and the lessons learned

Denise Milani, Director of Diversity and Citizen Focus Directorate, Metropolitan Police Service, Mark Hackett, CEO, Southampton University Hospital NHS Trust and Des Thurlby, HR Director, Land Rover have all personally faced the vertiginous challenge of crafting success whilst staring at failure and will tell their own stories on leading under pressure. Hear from first hand experience what leaders did and continue to do, where they feel leadership has emerged, from whom and how did this happen?

Who is it for?

Leaders in business and public sector organisations, organisational development specialists, HR practitioners and business strategists.

Fee

£150 + VAT

There are a limited number of free places available to partners.

Contact details

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Under Pressure: Leadership for our times

Under Pressure: Leadership for our times – Agenda

Time	Topic	Speaker
10:00-10:20	Welcome and introduction	Will Hutton, Executive Vice Chair The Work Foundation
10:20-11:00	Leadership in Microsoft UK	Gordon Frazer, MD, Microsoft UK, in conversation with Will Hutton
11:00-11:15	Q & A	
11:15-11:30	Tea/Coffee	
11:30-12:15	Leading for Sustainable High Performance – the latest findings from The Work Foundation’s three year research programme, followed by Q & A	Penny Tamkin, Programme Director – Leadership, The Work Foundation
12:15-12:55	Panel debate: Evolving leadership chaired by Penny Tamkin with Q & A from the audience	Billy Anderson, MD, GMG Radio Scotland, Guardian Media Group Alex Dower, Category Director, Tesco Eva Eisenschimmel, Chief Operating Officer Customers Branch, EDF Energy
12:55-13:40	Lunch	
13:40-14:40	Collective Leadership: how can you access the collective wisdom and intent to lead through tough times?	Discussions in break out groups
14:40-15:40	Under pressure: personal accounts of leadership in tough times and the lessons learned	Mark Hackett, Chief Executive, Southampton University Hospital NHS Trust Denise Milani, Director of Diversity and Citizen Focus Directorate, Metropolitan Police Service Des Thurlby, HR Director, Jaguar Land Rover
15:40-16:00	Conference round up	The Work Foundation
16:00	Tea/coffee and networking	

We provide:

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