

The Ashridge
magazine

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ASHRIDGE

network



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In the past few weeks, I've had a chance to meet with a variety of Ashridge clients and business partners in various locations and have been encouraged by the levels of optimism that I've encountered. At the Ashridge Consulting OD Forum in Bad Nauheim, near Frankfurt, I heard very positive stories emerging from successful projects that had been undertaken. Over coffee, Achim Wolter from Siemens was telling me about his company's recent reorganisation which created a whole new division for large infrastructure projects. The idea is to create a unit which can integrate project management and services at city scale, an arena which is historically very fragmented across utilities, agencies, local councils, and others. Certainly, as someone living in London, I'd be delighted if infrastructure repairs were actually coordinated – at present, it seems to me that just when the electricity company has finished tearing up the roads, the water company starts and once that is finished, the gas company has a go!

Where I could really see projects at scale was in the UAE. In Dubai, and perhaps even more so in Abu Dhabi, the scale of ambition is breath-taking. The plans for Saadiyat Island include housing for 180,000 as well as a Louvre, a Guggenheim and a British Museum. In Masdar City, where Ashridge has recently opened an office, the plan is to build a city which is wholly carbon neutral, powered by solar energy. It is truly a strange experience to be looking at a giant patch of desert and then viewing a plan of what it will look like in only a few years' time. You can certainly understand the logic behind Siemens' new division when you look at these ambitions.

The optimism that comes across from both the private and public sectors in the Emirates was extraordinary. There is a real desire to build a community and a business community which is global and globally competitive.

This same spirit pervades conversations with our clients from China. I have had the honour of attending a variety of opening and closing banquets this summer with both China Post and with Sinopec. All of the delegates that I've spoken to are optimistic and ambitious, not only for their home markets, but also for their international plans.

While it is certainly true that there are a lot of economic and political challenges in the world, it is encouraging to see the levels of optimism and longer term planning which are taking place. I hope this edition of *Network* reflects this positive, longer term spirit. In a wide variety of articles, interviews and news items, *Network* is a window onto the Ashridge world. Strategy, culture, technology and sustainability, research, faculty, events – and a house even older than Ashridge – all combine to bring you a snapshot of another day at the Ashridge office!

Best wishes

Kai Peters
Chief Executive

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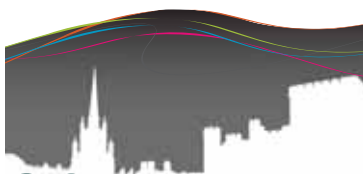
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A close-up photograph of a person's hands turning a brass faucet and cupping water in a blue basin. The person's right hand is turned clockwise, and a small stream of water is dripping from the faucet. Their left hand is cupped underneath, catching the water. The water is splashing and creating ripples in the blue basin. The background is blurred, showing other faucets and a blue sky.

Developing internal virtual
action learning facilitators for
sustainable development
across the globe

WaterAid

Developing leadership capability is a priority for most organisations, but for a charity whose investment decisions have the power to transform lives, that priority becomes critical. Jacqui Thomasen speaks to WaterAid to explore their challenges and approach to finding solutions.

Words Jacqui Thomasen

WaterAid is an international non-governmental organisation whose sole focus it to improve poor people's access to safe water, hygiene and sanitation. WaterAid is also a complex and ambitious organisation which plans to reach a further 25 million people directly with water and sanitation by 2015. As an organisation that is primarily funded through voluntary donations, effective spending is crucial: WaterAid's strategy to achieve their goal was clearly defined and required meticulous delivery.

The charity had identified that developing a culture of influential leadership was a key requirement in delivering the real results that they wanted to see on the ground. Working in 26 countries across Africa, Asia and the Pacific region, often in remote locations with limited resources, posed a challenge that organisations across all industries may increasingly come to recognise as business environments become more globalised and resources are squeezed, whether for efficiency, sustainability or austerity reasons.

Investing in a three day, intensive leadership training programme was a

vital part in developing the global leadership team, but only fulfilled part of the solution as Claire Newman, Head of Leadership and Engagement at WaterAid explains:

"Through the three day programme we had identified top performers, instilled key leadership behaviours and created a global momentum of shared learning. But what would happen when we got home and the day to day challenges of every day jobs crept back in? With no immediate support, I was concerned that isolation may lead to a return to old habits."

Claire had identified the challenges that face HR and OD professionals everywhere: How can you make learning stick, apply theory to practice and ensure return on investment? Both the dispersed nature of the organisation and the limitations of funding highlighted the immediacy of these challenges.

Action learning, where a small group of people work together on real challenges, pooling their knowledge and skills to find solutions, appeared to provide a further piece to the puzzle, but Claire identified that the specific solution for WaterAid would be to develop their own team of Action Learning Facilitators. By developing coaching skills and building on

support and challenge techniques, a small group of individuals would have the potential to enhance the learning of the immediate Global Leadership Team (Senior 60 leaders within WaterAid) as well as leaders of the future. The locations that WaterAid operates in meant that any programme would not only have to be delivered entirely virtually but the skills the individuals had to develop also would have to be tailored to work in the virtual world.

Searching for a solution, Claire connected with Ghislaine Caulat of Ashridge Consulting, whose research and extensive experience in the area of virtual actual learning facilitation is recognised as world-leading. Ghislaine and Claire collaborated to design a programme that would meet WaterAid's requirements both short and long term.

Ghislaine explains: "WaterAid's approach to partner on this project was a really exciting opportunity. **I recognised that developing a small team of Virtual Action Learning Facilitators would be a truly sustainable solution for them** – not just in terms of budget and travel, people and time, but by embedding this learning within the organisation and developing their internal capabilities."

The six participants on the programme, all members of the Global Leadership Team, nominated themselves and were based in the UK, Bangladesh, Mali, Australia and India.

“I interviewed all the individuals by phone initially, as it was important to ensure each had a minimum understanding of group dynamics and facilitation, and also to understand their expectations and motivations for participating. And of course to assess their English language capabilities, to ensure the group could meaningfully work together. Only once these interviews were complete did I define the programme, tailored to the participants’ and the organisation’s requirements.”

The programme required a genuine commitment from all the participants as the programme is necessarily intensive. Following the phone interviews the group came together on WebEx, a desktop web conferencing and online meeting system, to work together over three consecutive days, for four hours per session.



Photography: WaterAid/Suzanne Porter

Phase 1	Phase 2: VALF Workshop (three sessions of 4 hours each on three consecutive days)	Phase 3: Three follow-up sessions between October and January
Briefing and contracting session	Developing skills and capabilities	Virtual Action Learning Facilitation in Action
<ul style="list-style-type: none">• Agree design and outcome of the sessions so everyone owns the programme• Agree times of day• Developing “rules”	<ul style="list-style-type: none">• Practical exercises• Reflection• Input• Group facilitated by Ghislaine	<ul style="list-style-type: none">• Each member asked to facilitate the group as they work on real challenges• Peer feedback• Ghislaine observes and feeds back

“ This opportunity made me part of a new network which would support me in my daily work and staff management ”

Claire, who both instigated and participated in the programme, found it a wholly positive experience:

“I was surprised by how long we could stay engaged in a virtual space – the time passed quickly and without distraction.

Checking-in properly was crucial to this – relaxation exercises, getting into the space, taking a proper break – the dynamic works really well. It’s different when everyone is operating virtually, it’s incredibly powerful. We were all surprised that none of us felt anything was lacking, or could have been achieved more effectively by meeting physically.”

Reservations felt by those for whom English wasn’t their first language were quickly dispelled too, Fatim Haidara, Country Representative from Mali, was excited by the opportunity to learn new skills and become more innovative and creative:

“This opportunity made me part of a new network which would support me in my daily work and staff management. By improving my team’s performance I knew we would see more results and impacts on vulnerable people in Mali. If I was concerned about my English skills at the start, the group fortified me and I now feel close to people I have never met. We established mutual support and confidence which



Photography: WaterAid/Layton Thompson

WaterAid's vision is of a world where everyone has access to safe water and sanitation. The international organisation works in 26 countries across Africa, Asia and the Pacific region to transform lives by improving access to safe water, hygiene and sanitation in some of the world's poorest communities. Over the past 30 years, WaterAid has reached 14.38 million people with safe water and, since 2004, 9.4 million people with sanitation. For more information, visit www.wateraid.org

A further update on the impact of WaterAid's work with Ashridge will be available in the Autumn edition of *Converse*, the magazine for Ashridge Consulting: www.ashridge.org.uk/converse

To learn more about virtual action learning facilitation and how it might benefit your organisation, see page 36.

enabled us to find solutions to most of the questions raised. From now on we have a friendly network who collaborate virtually and honestly by sharing experience."

The programme's success lies not just in its impact in the virtual space, but the facilitation skills acquired are transferable in the physical space too. Fatim explains:

"Now, I can facilitate meetings more successfully, by asking the right questions and by supporting everyone in resolving their problems. I also developed the capacity of the senior management team by sharing my experience with them and helping them to practise, as I had done.

"My listening skills in English have improved through "VALF" and I take part in bilingual discussions without calling upon translators. During the last Regional Meeting, I facilitated one day with all the participants (approximately 25 people) in English and it was wonderful. It was a true success story. **In short, it has allowed the country programme to optimise its resources and its results.**"

WaterAid is now rolling out the learning as individuals begin to apply the skills to real challenges in their regions.

Ghislaine summarises:

"Six people have learnt how to facilitate a certain type of learning intervention virtually. In this instance in the context of a leadership programme, but longer term, this can be applied to other types of development. The opportunities for WaterAid to continue to see a return on this programme means that it has been a much more effective learning investment."

“It's different when everyone is operating virtually, it's incredibly powerful”

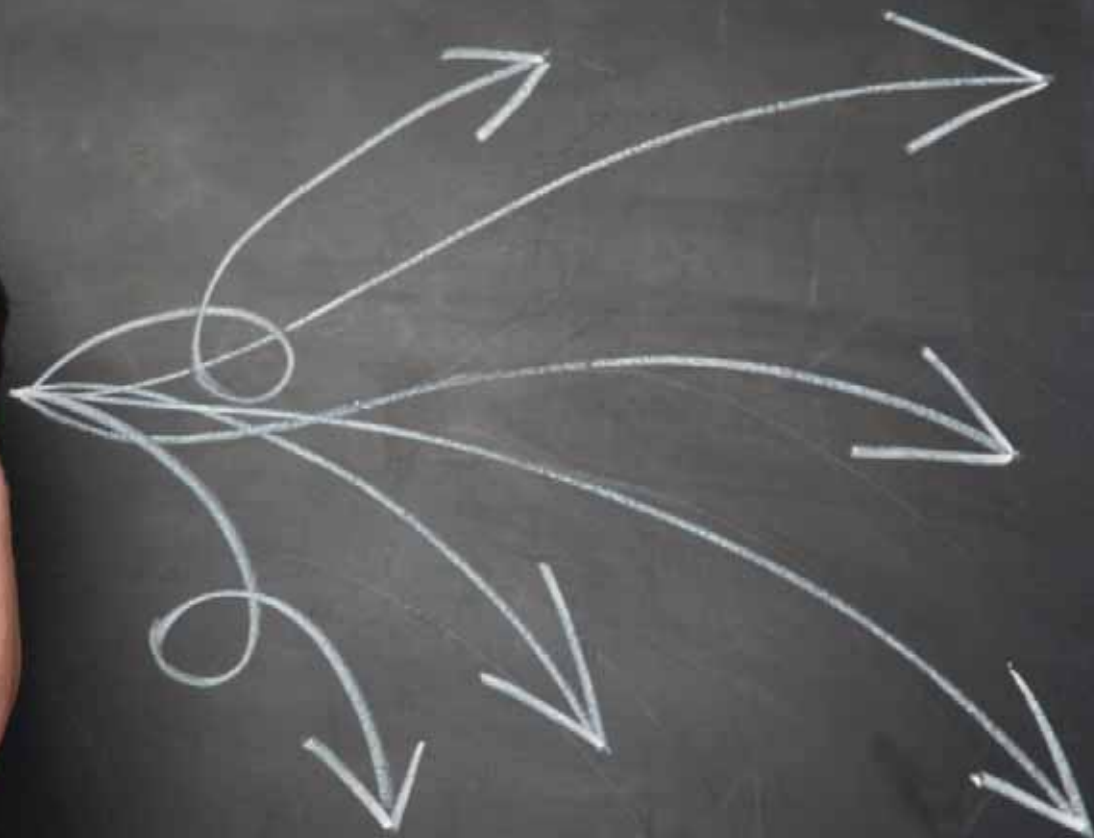


Photography: WaterAid/Eva-Lotta Jansson

Strategy refresher

You may be facing unprecedented strategic challenges but it's a long time since you were last in a classroom learning about strategy. This taster of Jo Whitehead's recent book *What you need to know about strategy* will help refresh your thinking.

Words Jo Whitehead



You are faced with the task of preparing a strategy. As you brush the dust off your Ashridge folder marked “strategy”, you may well wonder whether the old tools and techniques are still valid. Are Porter’s *Five Forces* still relevant, is *Blue Ocean* thinking a better approach, or is there something totally new in the airport bookshop that might contain just the golden bullet you need to make your business a success? What do you really need to know?

You may be relieved to hear that coming up with a good strategy boils down to answering just six key questions, for which a memorable crib might be E-I-E-I-O! To answer those questions you can use your intuition and the thinking of the people around you – supplemented by a few basic concepts, tools and frameworks – many of which will be familiar.

The Six Key Questions

What is the external Environment?

What is the Internal situation?

How might the situation Evolve?

What is the primary Issue?

What are the Options?

Which Option is best?

What is the external Environment?

The first critical step is to segment your industry. **If you don’t know the industry you are in, it’s impossible to create a sensible strategy.** This involves dividing up an industry into sub-industries, each of which is different on one or more of the following key dimensions:

1. The growth rate
2. The inherent profitability
3. What it takes to win – also described as “sources of competitive advantage”.

Porter’s *Five Forces* can be useful in analysing the inherent profit potential of an industry or segment, perhaps supplemented by a *PESTLE* analysis (political, economic, social, technological, legal and environmental influences) to collect information on broader environmental forces.

What is the Internal situation?

Of course it is important to know both the objectives of the organisation and its capabilities. **But, what is really vital, is viewing them in the context of the external environment.** You must understand the factors contributing to how your organisation creates value for customers and how its capabilities compare with those of your competitors. In other words: “Are you winning?” Often, the real winners are those who create new sources

of value for their customers, as Apple did with the iPod and iPhone, and Google with its search engine – an idea that is central to the popular *Blue Ocean* strategy. In more mature businesses, slogging it out by gaining a cost advantage may still be the key. Strategic thinking has developed from believing that position and market share are the keys to success, to recognition that organisational capabilities in processes, knowledge, culture and leadership also play a significant role. Reading a mix of authors, from Michael Porter to Tom Peters, and Gary Hamel to George Stalk, will give you a rich view of what it takes to win. But, make sure that you don’t rely on any one author!

How might the situation Evolve?

Your strategy will play out in an uncertain future. **It is vital to project how things might evolve and identify the greatest sources of uncertainty.** It is possible to think about uncertainty in a systematic way – for example by considering whether your industry might deconstruct, or by creating alternative scenarios for the future environment. Then, think through which ones need to be addressed by your strategy. In addition to the analysis, there is a need for intuition and creativity. Your strategy should be robust and adaptable enough that it does not automatically fail in the face of

unforeseen events (for example, see Stephen Bungay's article on *The Art of Action*¹.) One of my favourite quotations is Seneca's "Luck is what happens when preparation meets opportunity". Expect the unexpected and make sure you then get lucky! This is one of the great challenges of strategy: you place big bets when you do not fully know the odds.

What is the primary Issue?

Successful strategies tend to result from resolving a difficult issue in a way that is novel and hard for competitors to copy. **Doing so often occurs only after the issue has been reframed several times.** For example, for Honda in the US motorcycle market, the initial issue was how to sell big, fast bikes in competition with US and European competitors. Later, it was redefined as how to develop

the market for small motorbikes – but only after a long period of failing to build market share in the initial target segment.

What are the Options?

Once the issue has been properly defined, options need to be identified. Different views have been taken about how to do this. Chris Zook suggests that the most viable strategy options are often incremental expansions that build on the core business. Edward de Bono holds that new ways of thinking are the best way to generate new ideas and options, whereas Clayton Christensen favours "disruptive" innovations.

Which Option is Best?

Make sure you evaluate the options from multiple perspectives – including strategic and financial attractiveness and feasibility.

You should go round the cycle of framing the issue and generating and evaluating options several times in an iterative way. This cycle – which will probably involve a degree of messiness – might well lead to some options being abandoned and others emerging, plus a lot of learning as the strategy evolves!

Recent developments

Overall the old frameworks and concepts are still perfectly sound and can be used to answer the six basic strategy questions – albeit with some new twists and ideas. What else, if anything, is new? That depends on when you last updated your views on strategy. Here is my personal view of what else has changed in the last decade. The internet has accelerated the deconstruction and reconstruction of industries, contributing to the emergence

of competition between networks or organisations rather than individual firms. There is more thinking on how to manage the biases that influence strategic decisions. Ashridge Strategic Management Centre has developed parenting strategy, demonstrating how critical is the role of corporate and divisional layers in adding value to the businesses under their control.

Important areas where the answers lie are disputed, murky or emerging include: the merits of cooperation versus "hardball" competition, how to organise to stimulate profitable growth (many different solutions are proposed); the link between strategy and organisation (there is agreement that it is important – but no generally accepted approach to addressing the issue) – and, how to be agile (nice idea – but how to do it in a cost effective fashion?)



The strategy process

Many experienced directors and managers will be inclined to come up with answers to the questions very quickly, their strategic analysis having become fused with "gut feel" based on experience and industry knowledge. That's not wrong, but just two warnings might be helpful here.

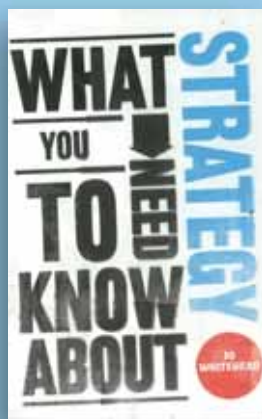
First, differentiate between what you really know and what you are not so sure of. Thinking of a "T" approach might be useful: the stuff you know might be represented by the horizontal bar – needing to be checked with only some relatively shallow analysis. However, you must be prepared to do a "deep dive", as represented by the vertical bar – drilling down where you are unsure, in order to gain the extra knowledge you need. Beware of wrongly held assumptions: some challenge might result in a deep dive into areas you now realise you didn't really know well after all!

Second, be aware that good leaders can make bad decisions.

Irrational thinking, bias, poor judgment and self-interest can creep into the strategy decision making process, even with the best intentions. These are best avoided by bringing in the right processes and people that will provide a system of checks and balances. A well-designed process should include safeguards of data and analysis, debate and challenge, governance and monitoring. These will enable greater objectivity and ring alarm bells if things aren't working (See the article on *Think Again*² for more ideas).

The process also needs to ensure that those with valuable insights and those who will have to implement the strategy are emotionally involved, through collaborative engagement. You can read how over two thousand people worldwide across the Cochrane Foundation were engaged in the development of its strategy, in Ashridge Consulting's *Converse* magazine³. The more people involved, the greater the diversity and innovative thinking. It is also likely that an organisation across which there has been real collaborative engagement, is better able to respond effectively when the unexpected strikes. More people thinking strategically, more of the time, will really enhance the strategic capability of the organisation. **After all, strategy is not rocket science: it's just being able to answer six questions!**

To comment on this article, or find out more about strategy programmes at Ashridge, contact jo.whitehead@ashridge.org.uk



Jo's most recent book was published earlier this year, and is available from the Ashridge bookshop.

For details please email:
celia.tucker@ashridge.org.uk

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Jo Whitehead is director of several of Ashridge Strategic Management Centre's executive development programmes, including *Strategy Tools*, *Strategy and Finance* and *Strategic Decisions*.

Emerging culture leaders taste the heat of the media

Words Chris Johnson

For the past seven years Ashridge has been involved in the *Clore Leadership Programme*, which develops some of the best leadership talent in the arts and the cultural sector.

Initiated by the Clore Duffield Foundation in 2003, the programme is designed to train and develop a new generation of leaders through a combination of learning, work, research, training, mentoring and secondment.



Competition to win a place on the year-long programme is intense, and since it first started a total of 178 participants have benefited. These have come from across a wide range of cultural activities, in areas including theatre production, the visual and performing arts, film and digital media, heritage, museums, libraries and cultural policy.

At Ashridge they take part in a two-day media awareness module where they examine the strategy and skills on how to present themselves most effectively, and this is then put to

the test in stressful real-life situations, including a press conference and television, radio and newspaper interviews. Here they have to shape their message and connect with the media in a style that avoids courting controversy.

The programme has been designed and run by Ashridge faculty members Angela Whelan and Jon Teckman who have brought their experience as, respectively, a theatre producer and Chief Executive of the British Film Institute, to create a programme that directly addresses the needs of the cultural sector.

As one of this year's participants Tilly Walnes comments:

"The programme was exciting, unexpected, incredibly well planned and an experience I'll never forget. I'm still not sure exactly what came over me when I volunteered to speak at the press conference, but being plunged in at the deep end was an exhilarating experience, and one that I'm still enthusing about. The final day was intense and inspiring, terrifying and fun, all at the same time."



Away from Ashridge, over the course of a year, the structure of the programme includes residential courses, an extended placement, individually-selected training, mentoring and coaching. Fellows have unparalleled access to senior cultural leaders and to extensive networks.

Most Fellows can choose to take a period of seven months away from their jobs and receive a bursary while undertaking their programme, or continue to be attached to their place of work, with their employer being compensated for the sustained periods when they're away.

The impact of the Clore process has been wide-ranging and Fellows have found many different contexts in which to be leaders. Some, for example, have gone on to take significant leadership roles within organisations, heading up museums, theatres, orchestras and library services; some have returned to their jobs with renewed confidence, more extensive networks and advanced skills.

The programme is tailored for each individual, but as Sue Hoyle, Director of the programme, points out, it is important they come together for certain elements such as the media awareness module at Ashridge.

"It hones their presentation skills to express themselves clearly and to be able to adapt to a variety of situations and media, and to handle themselves with confidence. We respect Ashridge's teaching and the learning environment which emphasises that learning is not something that can be plucked from the shelf but has to be customised. Ashridge applies considerable thought and guidance towards helping develop Clore Fellows as cultural leaders.

"The feedback on the Programme overall is that they become more confident as leaders through acquiring a range of skills and by meeting and working with those from other branches of culture. Evidence of the seven years of the programme has shown that it gives significant benefit to individuals, helping them to make step-changes in their careers and their organisation.

"It embeds within them skills that combine leadership, management, finance and the willingness to take artistic risk, which is so important in attracting audiences to cultural events and venues."

During these harsh times of austerity, the cultural sector has bucked the trend over the past year with a nine per cent growth which has obviously required decisive and creative leadership.

This cannot be attributed to the Clore programme alone, but as Sue adds: "We hope we have produced leaders who are better connected and more resilient, and who can help the cultural sector grow even stronger."

The final words go to two of Clore's most eminent authorities and to a Clore Fellow.

Sir John Tusa, Chair of the Programme, says: "The demand for powerful, independent, imaginative leaders in the arts has seldom been greater. Leadership is needed and demonstrated at many levels, and the opportunities for those who combine a wide range of professional skills and exceptional personal qualities are rich."

And Dame Vivien Duffield, Clore's Patron, adds: "By enabling this ever-increasing group of exceptional individuals to make a step-change in their skills and career potential, I believe we have made a real difference."

Suzanne Hay, Arts Council of Wales Clore Fellow 2010/11, Education and Community Manager at BBC National Orchestra of Wales and currently on secondment to the Barbican:



"The media awareness programme at Ashridge helped to strengthen our skills in dealing with television, radio and the press. The standard of delivery was very high with many examples of life-like scenarios. There was also an element of surprise – just as we were set to wind down at the end of a demanding first day, we were presented with a crisis situation. This involved collating an immediate response to a BBC journalist from local TV news as well as preparing for a press conference at the start of the next day. We also were given the opportunity to experience media interviews with journalists from a wide range of TV and radio programmes as well as a variety of newspapers.

The Clore Leadership Programme has enabled me to meet and learn from the world's top cultural leaders. Also through working so closely with my cohort of fellows, I have developed a network of new business connections and friends across the arts. My skills have been fine-tuned to help me deal more effectively with challenging situations as well as increasing my knowledge and experience of leadership, business planning, advocacy, communication and media. There has been an on-going process of mentoring and coaching which has improved my self-awareness and assisted my personal as well as professional development. As part of my time on the programme I am currently on secondment to the Barbican Centre leading a project exploring how the digital aspects of the Barbican's Arts and Learning offer could be developed further. I am already putting my new skills to good use and I look forward to returning to the BBC later this year with an enhanced self-awareness and increase in confidence to help me be a more effective leader in the arts."

For further information on the Clore Leadership Programme, please email: jon.teckman@ashridge.org.uk



Words Chris Johnson
Fran Montague

The changing world of business...

...and executive development

The global financial crisis struck at the heart of many businesses and organisations. Few escaped apart from those in niche markets, those that profit in times of downturn or those in countries such as China, India and Brazil, where there was some growth instead of recession. It has caused many to re-think their business strategy and for leaders to face new, unexpected challenges. As a business school whose primary activity is working with organisations and executives, we see these changes and needs every day. As organisations have adapted, business schools have had to adjust and be innovative in their approach. Ashridge is no exception.

To examine the economic crisis and its effect, *Network* discussed this topic with colleagues at Ashridge, with an economics consultant and with a number of our clients on how they had found the last couple of years.

A time of great challenge ... and opportunity

When the financial crisis first arrived, few realised the effect it would have on almost every individual and every business. For some, such as financial services, the effect was immediate. For others, like the public sector in the UK, the implications are only now becoming evident.

"The credit squeeze was unique with most of the global economy suffering at the same time," said David Ross, who monitors economic sector trends for Ashridge. "Not only did it force many to go out of business, and others to incur mergers or takeovers, we witnessed significant changes in the terms and conditions of workforces, such as redundancies, temporary closures, or reduced hours or pay."

For example, one particular banking organisation, who Ashridge works with to design and deliver a customised leadership programme, describes its remarkable journey.

Since being taken over and transformed from severe losses in 2008 and 2009, it is back to a profit-level equivalent to before the crisis. This is mainly thanks to prosperous macro-economic conditions: low interest rates, low wage drift, increasing household savings, and improved quality of credit portfolio. However, in the past two years, leaders and managers had to personally deal with heavy reputational damage and a severe drop in motivation. Clients and staff incurred severe financial losses, breach of trust and psychological impact. Motivating its people to drive the business forward is now vital and this, along with people management skills, is a key focus for its L&D activities.

Before the crisis, the banking organisation's culture was one of accelerated growth, of bold moves and risk appetite. With the crisis and the subsequent 'rescue', many of its 'old' top executives have left and made way for more 'humble' figures. In the light of a near bankruptcy leaders and managers had to adopt more conservative attitudes and risk adverse behaviour. It sees leadership development as one of the levers in achieving a more customer centric and risk aware organisation.

Green shoots continue to appear

Growth of business in the Far East and Brazil was a common thread amongst clients interviewed for this article. As Ashridge's David Ross summarises: "There is absolutely no doubt that those who export to China, India and Brazil, or have a strong export business elsewhere, are progressing better than others. It is noticeable, too, that the developing world has generally recovered far better than the developed world."

For a leading global brewer, currently running a customised leadership programme with Ashridge, executive development is seen as critical to its growth.

For this business, the effect of the economic downturn has been reduced sales in Europe, but this has been counter-balanced by growth in other regions such as South Africa and Latin America.

Elsewhere, to stimulate growth and appeal to consumers with far less discretionary income, the company has needed to be innovative in its product offerings and develop a more attractive product portfolio.

Reflecting this, its current L&D focus is around developing innovative and commercial mind-sets and solutions. It believes strongly in the importance of 'up-skilling' its employees at all levels.

A leading FMCG supplier also needed to be innovative in its product range in response to the recession, specifically to cover a wider range of prices.

They are now experiencing an upturn in sales, since late 2010, although consumers are still careful in some countries, even those where the economy is getting stronger.

It has maintained a leadership development programme and sees this as a key part in their commitment and challenge to attract and retain talented personnel.

As a result of this economic strife, leaders and organisations have clearly had to adapt to steer through these difficult times. Many clients are seeking executive development that can help them address the most pressing issues to take them out of recession, looking at their specific leadership challenges.

Adjusting to ever-changing needs

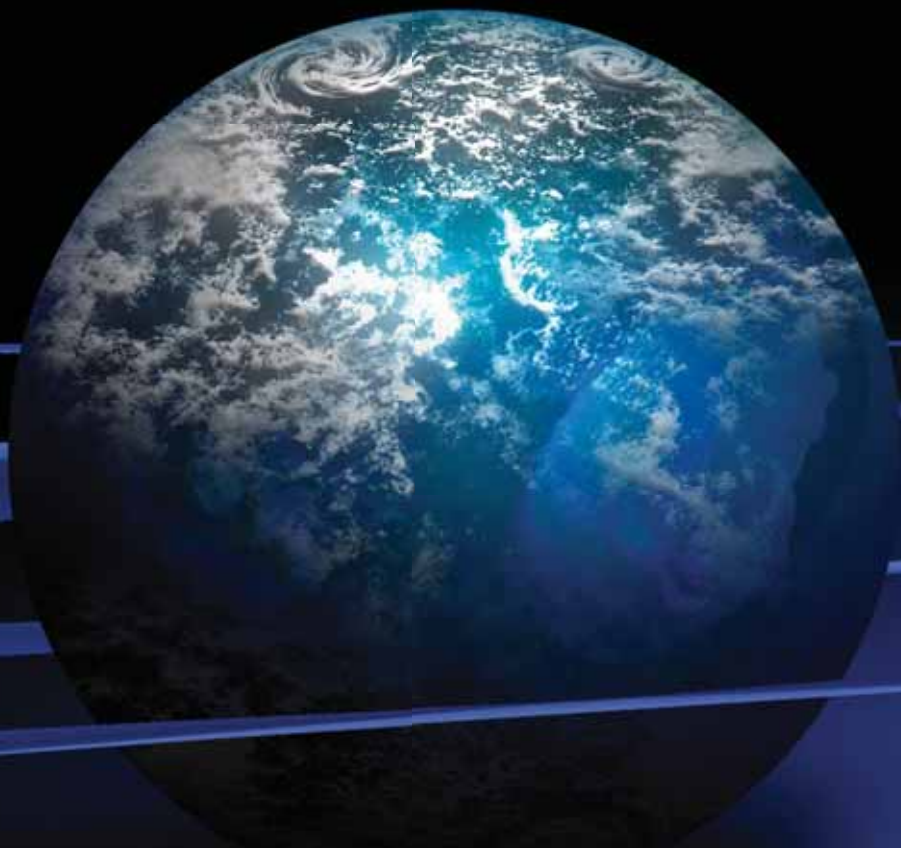
To support our clients, and to bring added momentum to the recovery process, we believe in the value of a new, more focused and flexible approach to executive development that genuinely understands organisational realities.

Margaret de Lattre, Director of Ashridge's customised executive education, has witnessed first-hand the client needs and changes brought about by the economic crisis. "Clients have been looking for help with their ever-changing and immediate leadership needs. Their lives and businesses are moving faster."

Margaret expands: "There has been a specific demand to concentrate on key themes of customer focus, innovation, growth strategy and organisational change. Once these immediate challenges have been overcome, the trend is for companies to take their learning and development back to basics, to strengthen their foundations, which is something that has not happened for a few years."

Developing managerial capability is crucial, no matter which industry. This is borne out in **agrichemicals** where one client finds the need essential and continually invests in executive learning. Since the recession the company has experienced a climate of rapid growth in Asia and Brazil and increasing commodity prices due in main to the global economic recovery. But there is also greater volatility and diversity emerging in various parts of the world, and its main leadership challenge and L&D focus is developing the capabilities to forecast, reacting to stay ahead and cope with this volatility.

One of Ashridge's main differences is that our faculty have had significant business experience before joining Ashridge, unlike most other business schools, and this is what clients tell us they really value right now. There is little time for theory if it's not rooted in the real challenges a business is facing. Faculty who have worked with so many different organisations and grappled with their challenges themselves understand variation across industries and business models. Perhaps more importantly, they have experienced what works and what doesn't.



Doing more with less

Ashridge sees one of its roles to work with clients to find ways that maximise their return on investment. On a very practical level, unable to spend time away from the office, clients are seeking short, sharp and high-impact programmes. Supporting this we have seen an increased interest for virtual learning. Margaret de Lattre explains: "Ashridge wants to maximise the value from the time spent face-to-face with executives, to concentrate on greater interaction, applied learning, addressing current challenges. The knowledge-transfer element of the process can be achieved outside the classroom, either during pre- and post- virtual modules or by using Virtual Ashridge, Ashridge's e-learning portal."

Delivering value

Having clearly established goals before committing to any L&D programme has always been essential to ensure that learning delivers value and is impacting on people and businesses. Ashridge now goes one step further by not just offering organisations a diagnosis of their learning needs, but also by examining the context and learning climate of an organisation to ensure the investment in learning is fully maximised. Having tried and tested, over the years, many ways to both enhance learning transfer and support clients to create positive change back at the workplace, Ashridge has developed a Learning Consultancy.

"Tapping into our research and experience in designing L&D interventions, we advise organisations and HR professionals on areas such as engaging stakeholders, developing and sustaining culture of learning in the workplace, and joining the dots between parallel organisation interventions," adds Margaret.

Lynn Lilley, Director of Customised Business at Ashridge, says: "Clients are discerning about the value of their learning and want a clear line of sight to the business outcomes. It has to be applicable to the business. Many of the current issues and demands that attract clients to our programmes were there before, but the economic climate has prioritised the need for learning to have direct business impact."

Focused and flexible Open Enrolment programmes

A climate of tighter budgets has meant learning needs to be focused and flexible. Many Ashridge Open programmes are now run over fewer days but the days are longer with an evening schedule to maximise use of time. There is also an increasing emphasis on e-learning, both in pre-course work and follow-up webinars.

The revised and more flexible portfolio of Open programmes is being included in customised interventions, so participants might join one of these as a module of their organisation's customised programme.


The flagship *Ashridge Management Programme* has been radically revised and is unlike almost any other programme of its kind. Its flexibility with the option of pick and mix modules allows each individual to tailor it to his or her needs. And, in response to client demand, the modules are run over shorter periods, to ease the pressure on time away from the business and family.

"At Ashridge it's important that our teaching impacts on both individuals and their organisations," says Lucy Double, Open Programmes Head of Marketing. "Our participants bring to us problems they are experiencing in the workplace so that we can work with them to find a solution, and this helps to develop both themselves and their business. Our formal follow-up process ensures an on-going support to individuals and organisations, to implement key lessons in helping them to move forward and progress."

The systematic follow-up approach asks: Has there been a change? How has it changed you? How has it changed your organisation? What has been the impact? This rigorous approach allows organisations to measure the value of their L&D investment.

Hard and soft skills

There has also been a trend towards combining the learning of both hard and soft skills to enhance an individual's effectiveness. It's not enough to merely create a strategy. To successfully execute the concept, skills are needed such as team-building or influencing, and in order to achieve this they may need to attend modules in both skill sets.



Ashridge Consulting's global approach

Ashridge is unique among business schools in having its own organisation development consultancy, Ashridge Consulting.

Much of Ashridge Consulting's work is overseas. "We're a global consultancy, neither sector or geographically focused," says Dev Mookherjee, their Director of Business Development and Marketing. "It's important to realise that some parts of the world have not suffered as much as others. For example, northern Europe, Germany and Switzerland where manufacturing is strong, have prospered more than the UK."

Increasingly clients' projects have become smaller and more focused. Organisations have also become more considered on the structure of their needs and are more insistent on what the organisation itself requires rather than the individual.

Working virtually

The global crisis has forced organisations to trim costs and to focus on resources (time, money, travel, efficiency), which has prompted a growth in virtual working. Dev says: "Here we have stolen a march because Ghislaine Caulat, who heads up our Virtual Working practice, is recognised as a world leader on the subject and her expertise enables organisations to globalise their work."

Through research, Ashridge has developed processes that enable organisations to benefit from virtual leadership. This has proven to be

a critical factor in simultaneously managing costs, improving the lives of over-stretched managers always on the move, and securing just-in-time talent around the globe (working the best talents independently from geography for breakthrough performance).

Another shift has been the increase in working in partnerships. "At times we choose to work with other consultancies or organisations, or it could be that our clients themselves dictate to us the family of partnerships with whom we will be working on a project," comments Duncan Smith, Business Operations Manager.

"Another trend we have seen in the UK is for government departments to take consultancy work in-house as recommended in a recent report by Francis Maude, Minister for the Cabinet Office, for them to spend less on consultants and to develop their own capability. **Indeed that is very much an area where AC is working, to help civil servants to address their own challenges.**"

Many consultancies are now being faced with an increasingly stringent procurement process. "Often when pitching for business we are dealing with a procurement agency" says Duncan Smith. "We are deliberately separated from the client, to reduce costs and to remove influence from personal contacts. The challenge is that the criteria of the procurement may differ from the client's real needs and this is a barrier that has to be overcome once the contract is secured."

Need to react to a fast-moving world

The current environment has made all businesses more considered in their choice of learning and development. They want to know more about the programme before committing themselves. Who else is attending, where do they come from, which country, which market sector?

It is even more important for businesses to retain and develop their best talent which means it is imperative to source the business education that suits them.

Organisations are now in an environment that is more exacting than ever and learning and development has had to adjust accordingly. Increasingly, whatever the form of learning, it has to become embedded within the workplace so that organisations are better equipped to achieve competitor advantage.

And as Ashridge consultant David Ross concluded: "We are living in a fast-moving world where you have to keep an eye on the ball to constantly reevaluate your strategy in light of external factors. In fact, we all need a Plan B so that we are equipped to react to changing circumstances – and to ensure that progress is maintained for the continuing success of the business."

To discuss how you or your organisation can benefit from working with Ashridge, please call +44 (0)1442 841246.

Take your executive learning a Degree further with The Ashridge Masters in Management

Cert

Dip

MSc

The Ashridge Masters in Management is an innovative programme which gives new and past Ashridge participants the unique opportunity to transform their executive learning into a postgraduate Masters in Management qualification.

After the initial face-to-face element, the programme is entirely virtual, with no further attendance at Ashridge.

Certificate

Develop core management knowledge and complete six work-based assignments over nine months

Diploma

Build on this knowledge and complete three further work-based assignments over nine months

Masters

Complete a work-based project over six months, with the support of a project supervisor

We organise regular live webinars with the opportunity to learn about the programme and participate in an interactive Q&A session.

For webinar dates and further information about the programme, please email mim@ashridge.org.uk or +44 (0)1442 841493

www.ashridge.org.uk/mastersmanagement

Time spent on most Ashridge programmes over the past ten years can be accredited towards the five days' programme attendance required for the Ashridge Masters in Management, provided that the most recent programme was completed within the past five years.

Virtual Ashridge

launches a new era for business education

Virtual learning is playing an invaluable role in executive education. No longer do senior managers or MBA students have to labour to find their reading, listening and viewing material.

Now, this is tailored for them on virtual online portals. Ashridge Business School, which was the first to launch into this market, has just introduced a revolutionary version – Virtual Ashridge.

"This adds a completely new dimension to executive education," says Tony Sheehan, Ashridge's Business Director.


"In fact, in this sphere it is ground-breaking and opens a whole new perspective to learning for each user with easy and flexible navigation. The service can be customised, either to an organisation or individual, or for a specific programme."

Users can explore a wealth of content, and instead of wasting time in searching, it identifies other reading, viewing or listening opportunities – and lists the best of the web on any given subject. It even matches the learning to the time you have available.



Virtual Ashridge replaces its previous title of the Ashridge Virtual Learning Resource Centre.

More targeted and more in tune with needs of users, it is projected that usage could increase by as much 80% where it is customised to a particular user or organisation's needs.



The portal has icons for 12 key areas and these lead to a library of 75 management and leadership subjects, ranging from managing people to business finance. It then offers resource options, including audio, video and reading. You can also shape the content to your organisation or own individual learning style.

The result is you can maximise your limited time for learning with an abundance of carefully chosen resources and information that are accessible almost anywhere in the world.

Material is provided by the Ashridge faculty who possess a wealth of knowledge and experience. These tutors and consultants, who regularly update the virtual library, operate on a daily basis across the world at the cutting edge of leadership and strategy.

Tony Sheehan added: "We first introduced our virtual site over 11 years ago. And periodically we have tweaked or upgraded it. With the increasing demands of our 250,000 users, we wanted to raise virtual learning forward to a new strata.

"Virtual Ashridge offers customised and personalised learning that no other business school currently offers. Indeed, it makes the whole learning experience stimulating and motivating."

Virtual Ashridge

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“Virtual Ashridge offers customised and personalised learning that no other business school currently offers”

network talks to alumnus Gary Smith, CEO of Ciena, who has recently been appointed by President Barack Obama to the USA National Security Telecommunications Advisory Committee.

Words Toby Roe

network: What led you to choose Ashridge for your MBA?

GARY: Some people get full academic preparation first and then launch their careers – I was the opposite! By the time I decided to seek out formal management training, I already had ten years of experience of creating, building, and selling businesses. So when I looked at MBA programmes, I wanted a place that would build on what I already knew from the real world, but would really help me grow my management and leadership potential to the next level on a global stage. Ashridge was a great fit.

network: What was your role at that time?

GARY: I was running the Europe region for a UK-based data solutions company. I had overseen the merger of three companies and returned the main business to profitability for the first time in five years. However, I really wanted to get more academic perspectives on best practice in a broader range of disciplines and industries.

network: How did you come to move to the USA?

GARY: Through my work at CASE Communications, a UK-based data solutions company, I'd lived in the Asia Pacific region for many years and enjoyed the exposure to different environments. So when the opportunity arose to help turn around a US subsidiary, I jumped at the chance, particularly given that the USA was the world's largest technology market and centre for innovation.

network: What have been the key challenges in your career with Ciena?

GARY: In a phrase, global, unprecedented, and nearly fatal downturns.

Within months of becoming CEO of Ciena in 2001, the entire telecoms bubble popped, and our market cap dropped faster and farther than most companies will ever experience. It took six or seven years to rebuild the company, ultimately shifting from a single-product line company with a limited customer base to a broader solutions business with a more diverse global set of customers. To make that happen, we acquired and integrated multiple companies, all the while reducing operating expenses by more than half.

However, just as we were regaining our footing, the global recession of 2008 occurred. Once again, we had to keep our eye on the long-term. We made a transformative acquisition of Nortel's Metro Ethernet Networks business through a highly-competitive and complex bankruptcy sale process. We're approaching our first anniversary of the close of that deal, and I think the bet is paying off.

network: Does your MBA assist you in your career?

GARY: Ashridge gave me the exposure to a much broader set of perspectives, disciplines and tools across subjects, particularly to those in which I was not already experienced. So, even if I wasn't the smartest individual in the room

around a specific area, I was able to leverage a multidisciplinary knowledge base to draw connections across the organisation and determine how things played best together. It provided a framework from which I could prioritise and make decisions.

network: What specific skills did it give you that have been of long-term benefit?

GARY: It gave me the historical and theoretical perspectives you can get only from studying and reflecting with faculty and colleagues. In particular, Ashridge taught me to see organisations and industries in the context of cultures, behaviours, cycles, bubbles and narratives. It helped me join all of the dots in how an organisation truly functions. With that broader view, I find myself making connections between our business with people, with technology and with social and economic matters – and that helps drive our business with greater purpose and intent.

network: Under your leadership how has Ciena progressed?

GARY: We've grown from \$300 million in annual revenue to nearly \$2 billion. We have over 4000 employees serving more than 1000 customers, including many of the largest telecommunications service providers around the world, in addition to governments and enterprises. And, we've assumed the number one market share position in North America in next-generation optical products, and number three worldwide.

From Ashridge to Obama's team

The world of the internet and high-speed communications was just emerging when Gary Smith took his Executive MBA at Ashridge back in 1996, but since then he has had an influential role to play as CEO of the Ciena Corporation, which has become one of the world's leading providers of communications networking equipment.

It was through his knowledge and experience of the industry that led to his recent appointment by President Barack Obama to the USA National Security Telecommunications Advisory Committee. This is a presidential advisory board composed of leaders in various key industries who advise on communications and information systems relating to national security.

Gary gained his EMBA with distinction at Ashridge before becoming CEO of Ciena, headquartered in Maryland, USA.

While in London earlier this year, Gary took time out to be interviewed for *Network*.



network: What impact is your organisation having on global communications?

GARY: Every day Ciena helps people around the world connect to information, ideas, and each other – providing high-capacity bandwidth that enables everything from faster stock trades to path-breaking telemedicine.

network: How did you come to be appointed by President Obama?

GARY: The appointment to the President's National Security Telecommunications Advisory Committee (NSTAC) is an honour for the entire Ciena organisation, as it recognises the growing role that our company plays in enabling the internet and all of its many benefits. We believe there is no question that business and government must work together on challenges around capacity, preparedness, and security to ensure we all thrive in the 21st century, and we look forward to working with this esteemed group of leaders to do just that.

network: What does this role entail?

GARY: The mission of NSTAC is to provide the US government with the best possible industry advice on matters of telecommunications reliability and availability, particularly in light of challenges regarding national security and emergency preparedness. We meet regularly to exchange ideas, make recommendations, and provide counsel to the President and his staff.

network: How do you manage to accommodate this new role alongside running a major organisation?

GARY: I believe deeply in the capacity of this company to help people make broader, deeper, and more meaningful connections all over the globe. That this potential intersects with public policy and national security is not coincidental; it is core to the value we provide day in and day out and it is integral to the purpose of Ciena's business.

network: Work-life balance must be a huge challenge for you. How do you manage to find time to relax alongside your work and your government commitments?

GARY: First, I have an extremely supportive family. They keep me grounded and make it possible for me to pour myself into this company. Second, I still manage to do a lot of sports activity, including running, biking, tennis and football – I'm still an avid Aston Villa fan! And, lastly, I absolutely love what I do, which provides me with a constant source of energy.




MY ASHRIDGE

Emma Dolman

Emma Dolman, who has recently returned to the RAF after a year's secondment to Ashridge, recounts her experience of working with us.

“ Reflecting on a year spent at a business school can be more enlightening and interesting than one might initially imagine! It was a time for really challenging myself; moving out to a comfort zone that was novel and certainly culturally very different! I was moving from a highly structured and engineered organisation to one with a looser structure, which focused more on the individual ”





"...this process develops life skills for business and cannot be learned from the latest business journal!"

So what did I want to get out of this year? I deliberately chose to learn practically rather than fill my time and head with yet more degrees, so I ditched any notion of another qualification! I focused on those areas where I felt suitable programmes could support my development, and involved myself in research, consultancy, teaching and writing in areas which would enhance my learning and future career aspirations, so ivory towers and arcane debates were side-stepped! Ashridge has a name in the business school world for taking a practical approach so it seemed appropriate to take a secondment there.

I was keen to use the skills I was developing during the year to feed back into the MOD and actively took steps to find MOD projects which I conducted as the year progressed. This made it a win-win for both organisations.

Selected programmes

As I joined Ashridge I was aware that there would be appropriate programmes for me to delve into, and Ashridge was happy for me to select ones which would develop me and be important for my future.

One particular programme, *Strategic Human Resources Management*, included participants bringing current HR issues to the table. This enabled me to support an MOD HR Business Partner as they developed their response to the opportunities and threats created by impending savings measures likely to affect Air Command and cross-government initiatives.

Another programme, *Partnering and Consulting for Change*, brought different insights and a highlight was the chance to consult with a real live client! My team provided advice to a senior manager from

the NHS who was faced with imminent and radical changes; this has led to a continuing relationship whereby we now support each other in our management of change projects.

Another opportunity presented itself in the form of consulting to a specialist area in the MOD; one which again was facing stringent cuts. The experience gained from the course enabled me to work with the Director to figure out how he could re-take control of his area's destiny by working through a series of options rather than feel a victim of circumstances.

I also participated in other Ashridge programmes around change which led to me writing a number of case studies based on my own experience. One focused on change management and communication which I delivered on the MOD Leadership and Management Development programmes.

Family connection

Another military connection turned out to be immensely poignant for me, working with Ashridge Consulting for the Commonwealth War Graves Commission (CWGC). This was a post-project evaluation of the work done to exhume First World War soldiers recently found in a mass grave at Fromelles in France.

The poignancy for me related to my grandmother's fiancé, Capt Harry Savage, who was killed a few miles up the road on the Somme in 1917 and his body is still missing. In a strange twist of fate, I visited the CWGC for the first briefing on 20 September 2010, 93 years to the day since Harry had gone over the top at Ypres. The whole post project evaluation made it a very special assignment.

Mindful leadership

While at Ashridge I was also attached to the research team which provided me with a great opportunity to get involved in different research projects. One significant cutting edge research programme I initiated and led was *Mindful Leadership – Exploring the Value of a Meditation Practice* (see page 32). The practice of meditation is increasingly moving from the fringe to the mainstream and already features as a key part of a number of international management development programmes. The results analysed to date showed some very positive outcomes from those who meditated, and an extensive article is published in the Ashridge 360° Journal, Winter 2011 edition. There remains a rich seam of data still awaiting analysis. Shortly to be launched is a Learning Guide on meditation which will contain a range of resources to help keep even the most stressed manager more balanced!

Using some initiative and dose of creativity I researched and interviewed a wide range of thinkers and practitioners from both Ashridge and beyond on leadership and business management 'hot topics'. I produced 14 videos and podcasts for Virtual Ashridge, including: talent psychology, complex project management, communicating change, leadership, talent management, leadership in HR and performance

management. These are all downloadable so whilst travelling you can listen to a wide range of subjects.

Whilst in the creative mood, I also took the opportunity to write a number of articles on current management issues. Based around my professional experience and research, I had several 'think-pieces' published in *Guardian Public*.

Complex projects

I became significantly involved in another new area for Ashridge: leading complex projects. It is an area that I can bring some practical experience to as it is one of my career anchors! Many public sector organisations, particularly, run their business through projects the complexity of which has increased exponentially, with many high value and operationally critical programmes not delivering the benefits identified by stakeholders. Indeed, the media are full of reports of massive overspend on projects which are delivered years late. During my year at Ashridge several initiatives have already been created; a community of practice has been set up to share ideas and learning, an action-research project is currently under way and several individuals are contributing to a book on the subject. For the future Ashridge is considering how it might be involved in working with individuals or teams to deliver learning in this key area.

What next?

I am keen to deploy the thinking back in MOD or elsewhere across Government, as I return to Air Command. In taking a secondment as cuts sweep through the public sector does leave you open to the uncertainty of the future but the opportunity to work alongside a leading international business school can only be a positive move and again handling this future uncertainty is part of developing your leadership skills and dealing with change!

So what future links will I keep with Ashridge? As I leave Ashridge, ironically I find there are still some strings attached! Apart from keeping in touch with the Complex Project work and further developing the Leading Mindfully research, one initiative I am actively engaged in is Leading the Cuts, a research project led by Judith Parsons of Ashridge Consulting, looking at how leaders in the public sector are implementing their required savings. This is a timely initiative and now relevant to the role I have as I return to Air Command. The project will bring a number of public sector organisations together to share learning and anonymously provide insights from leaders and managers about how they are delivering these major change initiatives in their organisations.

My gain

This article has been a canter through just a selection of the number of projects I was both involved in and learned from. This variety of work and the network I have built up have left me reflecting that I have gained considerably from the secondment and look forward to exploiting the skills within the department.



First World War cemetery in France.

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With today's managers facing the pressure of increasing workloads, Ashridge has made it easier to take time out for your personal development

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THE SUSTAINABILITY CHALLENGE – HOW IT IS SET TO IMPACT ON THE BUSINESS WORLD

Graham Floater has recently joined Ashridge as a Visiting Research Fellow, and is also contributing to Ashridge's work with clients. He was an invited speaker at Ashridge's International Academic Research Conference on Sustainability and Organisational Change, hosted at Ashridge in June this year.

Until July 2010, Graham was a senior climate change advisor to No 10 and Deputy Director at the Department of Energy and Climate Change. Graham's early background began as an academic biologist, working on population risk modelling.

From there he moved into finance and economics, spending several years in the Treasury, Ministerial private office and the European Commission. He is now Director of The Climate Centre in Brussels.

Here he talks to Matt Gitsham, Director of the Ashridge Centre for Business and Sustainability, about his experiences working as a policymaker on climate and energy, and offers a briefing on what every business leader needs to know about the direction of climate policy.

How did you first begin working on climate policy?

I'd worked on complex biological systems as an academic, and on multilateral energy trade in the World Trade Organisation, but my involvement in climate policy really developed when I joined the Stern Team at the Treasury. In 2006 the *Stern Review on the Economics of Climate Change* was published, commissioned by the Prime Minister and led by former World Bank Chief Economist Nick Stern.

My role, following the review's publication was to monitor developments in the emerging scientific evidence, advise on economic policy instruments that governments could use to address the challenges of energy security and climate change, and help disseminate the Review following its publication. It was a very dynamic, innovative time – through a programme of hard-headed economics, finance and policy we were suddenly seeing a step change in thinking towards a low carbon economy.

Through that work, I began to appreciate the strength of the evidence that scientists had amassed on climate change. Beforehand, while I wouldn't have said I was a sceptic of climate change, I certainly hadn't been convinced by the argument that it was a serious threat. Working through the full range of detailed evidence changed that.

It became clear that the risks of not tackling climate change were very real indeed.

It was also a time when my background in EU trade and energy policy with Russia and Central Asia came together with the climate debate. Well before the recent uprisings in North Africa and the US Gulf spill, those of us working on

energy policy were acutely aware that we couldn't go on relying on cheap secure fossil fuels forever.

Since the *Stern Review*, I've continued to work on energy and climate change, and the central role of UK and European policy.

When you were looking at the evidence, what stood out most for you about the science of climate change?

There is a range of evidence – CO₂ levels, surface temperatures, stratospheric cooling, changes in seasons and ecosystems, melting ice sheets and glaciers. Just to take a few examples, the level of carbon dioxide in the atmosphere is now higher than at any time over the last 800,000 years. The average global temperature has risen by around 0.7°C since 1900, with warming being greater since the late 1970s. Global sea level has risen by around 18cm over the last century – after being relatively stable over two thousand years. That's already threatening the existence of some Pacific islands.

Projections into the future have a high level of uncertainty – that's why we need to estimate climate impacts in terms of risk. But when we see the measured changes that have already occurred, it's difficult to deny that significant changes are happening to the planet. What's more, the overwhelming consensus of opinion in the scientific community is that greenhouse gases are the cause.

When thousands of scientific experts from different climate disciplines agree that climate change is not only real but also presents a highly significant threat, we need to listen.

You talk about the risks this presents – what do you see as the risks from climate change?

There are the physical impacts – more frequent and destructive storms, drought, flooding; the shrinking of glaciers and ice sheets. And then there are the knock-on risks of these impacts on society: the effect of drought on the availability of food and water, the economic and social damage from storms, floods and rising sea levels, the threat of water shortages in China and India from diminishing glaciers. These are significant risks that – without action – are likely to impact millions, probably billions, of people.

What is your perspective on the certainty of these impacts?

Of course there is uncertainty over the future impacts of climate change. Take crop failure. Scientists can't predict the precise increase in temperature or the exact cost to farmers from the increased frequency of droughts. But we can predict overall trends and quantify the probability of impacts and costs. In short, we can calculate the risk based on the balance of evidence available. Insurance companies deal with uncertainty by pricing risk. Similarly, scientists can quantify the risks from climate change, and economists can quantify how those risks translate into the probability of costs to society.

Armed with the evidence, society needs to make a choice over how much risk we're all prepared to take and how much we're prepared to invest in reducing those risks. And with each year that goes by without strong action, the risks continue to increase. So the question is not whether we should act, but how much and how quickly. Ultimately, that last question is not one simply for scientists or economists – it's a decision for all of us.



Many people voice the concern that there's no point acting on this because of the pace of industrialisation in emerging markets like China and India – new emissions there will dwarf any savings made in Europe and North America. What is your perspective?

It's an understandable concern. But it's misplaced. First of all, climate change is a global problem that needs a global solution. The strong leadership over recent years by the UK and Europe in the UN negotiations has certainly helped put pressure on others to step up to the mark. Also, by learning lessons on the most effective ways of reducing emissions and adapting to climate change, we can share our knowledge with developing countries and vice versa. That should mean we can move more quickly together.

But it's also important to understand the ground shift that's been happening in countries like China. Sometimes, there's a perception in Europe that China is simply building a new coal-fired power station each week, pumping out huge quantities of CO₂ emissions and ignoring the low carbon economy. The reality is rather different. Of course their emissions are growing as their economy grows strongly, and any global action will need to include China. But at the same time they're setting the stage for a low carbon revolution that could very well leave the rest of the world behind.

They've grasped the potential of moving to a low carbon economy more quickly than many in the developed world. When we first started talking to mainstream economists in China four to five years ago, many were just beginning to learn about the economics of climate change. Now, China has leading experts in the area and – crucially – the Government is pumping trillions of dollars into clean technology, green infrastructure and research and development. They're becoming the world leaders in solar and wind power. In Europe, we need to wake up to this very quickly, otherwise China is on course to leave us behind.

And we shouldn't forget the importance of a burgeoning global population and the rise of the emerging markets on the demand for oil and gas. We know supplies are ultimately finite, so it makes sense to find alternative energy sources now and make the transition to low carbon more manageable for business. This is where governments can create not only frameworks for carbon pricing – such as the EU Emissions Trading System – but also incentives for renewable power and energy efficiency that will strengthen our energy security as well as reduce carbon.

So what are the implications for business leaders? What do business leaders need to be aware of?

At the international level we are moving closer to a legally binding treaty on emission reductions. It's a

complex process, and highly political, but progress was made in Cancun last December. Many countries now have emission targets, and the richer countries have committed to \$100 billion a year to help climate change mitigation measures in developing countries.

The international debate has an impact on national policy frameworks, which themselves have major implications for a range of businesses in different sectors.

The importance of the EU Emissions Trading System will continue to grow, particularly as Europe comes out of recession and demand for fossil fuels increases. There is going to be a big debate on energy prices – what is fair for consumers, what will drive investment in renewable energy, the future of coal, oil and gas. This is going to have a profound impact on businesses in all sectors.

Another factor that's been thrown into the mix is Germany's approach to nuclear energy following the Fukushima disaster. If Germany moves away from nuclear, it will impact on demand for fossil fuels, as well as potentially ramping up renewables. Europe will need to rethink very quickly how we are going to increase the supply of renewable energy. It is going to affect all business in terms of energy prices, energy use and conservation.

So a rise in energy prices is a big issue for all businesses, but there are also detailed policies that will bite or provide opportunities for particular businesses and sectors. For instance, the CRC Energy Efficiency Scheme will place demands on UK companies to reduce emissions or face penalties. We could also see a trend for more regulation – for example in the housing sector – as governments no longer have the public finances to incentivise carbon reductions.

Elsewhere there are new business opportunities – new markets in wind and other renewable energy, in energy saving such as insulating homes, in new bio-based products. Businesses in particular sectors will need to adapt and innovate quickly. Yes,

there is the threat from regulation and competition from others who are better prepared, but for businesses that are smart, there are opportunities to grow by developing low carbon alternatives to activities that currently have high carbon intensity.

So there are opportunities for organisations as well as risks?

Yes, innovative companies will certainly flourish in the low carbon transition. I've worked with a number of companies who recognise the opportunities of developing new products in new markets. Some want to reduce their costs through energy saving measures. Some want to maintain or improve their reputation with consumers. While others want to be climate leaders – getting into new product and energy markets early so that they can establish themselves as the market leaders.

Cities are another area where there are some really exciting opportunities and lots of innovation going on. One of my current projects is the *Economics of Green Cities* – another Stern project. We're assessing the policy frameworks that promote sustainable growth in cities. By better understanding the economic rationale for going green, cities – and their private sector partners – should be able to create better infrastructure and stimulate growth and jobs, as well as reduce emissions at the same time.

The key is how to plan green cities today to reap the benefits of growth in the future.

Ultimately, climate policy and energy security are set to make fossil fuel-based energy and products more expensive. At the same time, low carbon alternatives will continue to be subsidised. Policy change will proceed at a different pace in different countries, but it will be global in scope. Business leaders need to act strategically to anticipate the market changes this is going to precipitate, manage the risks and act now to take advantage of the opportunities.



Dr Graham Floater

An authority on climate change. Led a range of projects for the Prime Minister and UK Government, including low carbon investment, deforestation, carbon trading, household emissions, energy saving and institutional reform. At the forefront of work with Lord Stern. Involved in Bali, Copenhagen, G20 and other global conferences.

Currently: Director of The Climate Centre, Brussels

Project Director, Stern Programme on the Economics of Green Cities

Visiting Research Fellow,
Ashridge Business School

2007 –2010: Senior Advisor to No.10 and Deputy Director at DECC

The Office of Climate Change was the strategy directorate in the UK Government working to the Prime Minister and Cabinet on energy and climate change. Headed reviews for the Prime Minister on global carbon trading and international financial frameworks to reduce deforestation. Led the creation of the UK's £1 billion Low Carbon Industrial Strategy, and headed the Government review of institutional reform of UK energy and carbon institutions.

Oversaw the Stern Team, working with Lord Stern on the *Economics of Climate Change*. Represented Lord Stern on the steering board of China's Economics of Low Carbon Development programme and supported him as advisor to President Barroso of the European Commission.

2001 – July 2010 Senior Policy Advisor, HM Treasury

2005 – July 2007: Trade Negotiator, European Commission

Led the EU's trade negotiations with several accession countries in the WTO. Advised the EU Trade Commissioner on India in the Doha Round. Led on multilateral trade and energy. Developed sustainability chapters in EU Bilateral Trade Agreements.



Matthew Gitsham

Matt is Director of the Ashridge Centre for Business and Sustainability, a research centre established at Ashridge in 1996. He works with faculty colleagues from across Ashridge to lead research on the influence of trends around sustainability on organisations, and the implications for leadership development and organisational change. He has led a programme of research with the United Nations and the Academy of Business and Society for the past three years exploring CEO perspectives on the implications of sustainability for leadership development, and the nature of innovation in leadership development already taking place. This research has been sponsored by Unilever, IBM, Shell, Johnson & Johnson and Microsoft. Matt contributes to a range of Ashridge executive education and qualification programmes, including the MBA and MSc in Sustainability and Responsibility.

research

Meditation research

The practice of meditation in the business world is increasingly moving from the fringe to the mainstream, and already features as a key part of a number of international management, leadership and organisation development programmes.

This research project set out to lay the basis for a deeper understanding of the value and limitations of meditative practice in the workplace. The purpose of the project was to identify the benefit – if any – of an individual meditating consistently over a 45-day period.

The project focused on subjective research measures supported by psychological measures. Three groups were established: a control group, comparison group and the experimental group.

The results indicate a significantly positive shift in general levels of satisfaction for individuals who commit to a period of meditation, a finding that supports existing work in this field.

The full research findings were presented in an article by Emma Dolman and Dave Bond in the Spring 2011 edition of *360° - the Ashridge Journal*, entitled, *Mindful leadership: Exploring the value of a meditation practice*.

For more information please visit
www.ashridge.org.uk/360



Emma Dolman



Dave Bond

The benefits of true diversity in organisations

Dr Priya Abraham's new research *Diversity as a Process* provides organisations with a practical framework for leveraging true diversity.

When employees are encouraged to build on the implicit nature of diversity, new thinking, insights and approaches emerge. As a result, benefits and opportunities occur at both an interpersonal and organisational level.



Priya Abraham

To find out about how Ashridge helps organisations assess and leverage diversity challenges and opportunities contact priya.abraham@ashridge.org.uk or call Ashridge on +44(0)1442 841246.

Ashridge Centre for Action Research

Action Research Conference

Emerging approaches to inquiry:
Truth, stories and making a difference

1-3 December 2011

This conference is organised by the Ashridge Centre for Action Research. Its theme is how we talk about – or communicate – what we do as action researchers, and the part this plays in helping us make a difference.

The questions we will explore are:

- How do we capture what we are doing and communicate it well to others?
- How do we capture the richness of the experience of inquiry?
- How can we tell 'transgressive' stories which challenge as well as communicate?
- How do we judge what impact our accounts have and where they go?
- How do we tell our stories with conviction, and still hold them as constructions?

We aim to create a community of inquiry, with emphasis on conversation and experimentation rather than presentation and listening.

Suggestions for participant-led sessions are warmly received.

For further details, please email:
judy.curd@ashridge.org.uk

How resilient are you?



How do you deal with pressure and stress: do you thrive, simply keep going, struggle through or give up? How we deal with pressure and stress relates to how successful, effective and satisfied we are in our working lives. According to the Health and Safety Executive in 2009/2010, an estimated 9.8 million work days were lost through work related stress making it a huge concern for industry and business! Resilient people are more able to not only manage the stress and pressure they experience but also drive, support, guide and influence others to get through stressful situations.

Resilience is the way you manage your reactions and is often defined as "the ability to bounce back from stress or adversity". This will undoubtedly be affected by our own life experiences, personality, physical and mental health.

At Ashridge we wanted to understand more about resiliency and how people can develop attitudes and behaviours to support them through these stressful and pressurised situations which are part of our day to day working lives. For example, a common stressor today is the fear of redundancy which has increasingly become a threat to many working people in the 21st century.

This desire to help individuals to better understand the personal side of resilience and to introduce them to a range of coping skills led us to develop the Ashridge Resilience Questionnaire (ARQ). This measure of resilience is based around seven resilient attitudes; purpose, challenge, emotional control, balance, determination, self-awareness and awareness of others. The questionnaire will help you to understand your own personal levels of resilience within the seven attitudinal areas. This will enable you to be more aware of your own strengths and areas of development when facing stress or pressure in your life. Working with this information you can then begin to develop personal coping strategies that work best for you.

If you would like to know more about this inventory and the importance of resilience in personal or team development, please contact Alex Davda in the Ashridge Psychometric Services Team. alex.davda@ashridge.org.uk

Great Expectations: Managing Generation Y

What do Generation Y want from work? Are they living up to workplace demands?

Ashridge is working in partnership with The Institute of Leadership and Management on a major research project which explores Generation Y in the workplace.

Previous research has shown that Generation Y (anyone born after 1980) has a different attitude to work and life from their older counterparts. But how aware are organisations, and their managers, of the needs and expectations of their employees aged under 30? And how do they respond to these differences where they see them?

The research examines issues including:

- The extent to which work is living up to Generation Y's expectations
- The differing work ethic of young employees and their managers
- Generation Y's intentions to stay with or leave their employer
- The challenges of managing Generation Y
- What motivates Generation Y, and whether organisations are doing the right things to keep their talent.

Data collection from the project is now complete and a report will be launched in July 2011.



An Ashridge study in 2009, *Generation Y: Inside Out*, provided a multi -generational view of Gen Y learning and working. You can read more about this research at www.ashridge.org.uk/GenYResearch

MBA project – Gain an experienced MBA as a consultant

As part of the Ashridge MBA programme, participants are encouraged to work with client organisations to undertake a live consulting project – a piece of strategic consultancy, which addresses challenges and opportunities faced by sponsoring organisations. Find out how an Ashridge MBA can work with you on a mutually beneficial assignment: www.ashridge.org.uk/mbaprojects

Ashridge provides its MBA students with iPads

The latest intake of Ashridge MBA students have been provided with iPad tablet computers which will make studying easier and more effective, and help to improve Ashridge's drive towards sustainability.

Ilze Zandvoort, Associate MBA Director, said: "We always innovating our MBA programme, and iPads offer a perfect platform for bringing technological innovation into our classroom, as well as reducing the amount of paper materials."



NHS leadership of the future

With the UK news full of the imminent shake up of the National Health Service, Ashridge hosted over 25 senior leaders and directors of the NHS at a one day forum in January. *Clinical Leadership – the future of the NHS?* explored the subject of leadership within the NHS, and provided participants with a welcome opportunity to share best practice and expertise and to discuss the realities of developing leadership capability amidst unprecedented organisational change.

Head of NHS Practice at Ashridge, Guy Lubitsh, commented: "The upcoming changes may be considered the most challenging and demanding overhaul that has happened within the NHS, but the overwhelming consensus amongst participants was that to manage this seismic shift, it is important to build both personal and organisational resilience, continue to nurture environments of high trust across organisational boundaries and look for opportunities to keep the patient at the centre during the transformation process."

Women in Business award

In this year's East of England Businesswomen of the Year (EEBW) awards, Ashridge sponsored the Rising Star category. At the awards ceremony held in May, Ickworth House in Suffolk, the winner of this category was announced as Claire Bishop, Service Delivery Manager of Nemco Utilities in Bury St. Edmunds. Her prize, a place on an Ashridge Open programme, was presented by Sarah Beart of Ashridge Consulting.



Rising Star of the Year
Claire Bishop, left, receives her award from Sarah Beart, Ashridge Consulting

Corporate and independent women from Bedfordshire, Cambridgeshire, Essex, Hertfordshire, Suffolk and Norfolk were invited to nominate themselves or others for outstanding achievements in several categories including Businesswoman of the Year, Entrepreneur of the Year, Start-up Business of the Year and the Rising Star of the Year.

EEBW Chair and Ashridge alumna, Jane Cox, said: "The awards celebrate the achievements of successful businesswomen as well as helping to encourage younger women to pursue a career in business. Winning one of the trophies gives the chosen woman and her company widespread recognition for their hard work and determination in business."

Ashridge's Fiona Dent and Viki Holton were part of the judging panel. Viki Holton, Principal Researcher, comments: "Through our current research on women and leadership we have seen the determination to succeed in business in hundreds of women in a variety of challenging settings. Through EEBW we heard some of the individual success stories and met some of these exceptional women in person."

The Ashridge Women and Leadership research will be completed in Autumn 2011 and published in a book by Palgrave in 2012. For further details, please email fiona.dent@ashridge.org.uk

Ashridge opens new Middle East office

Ashridge has recently opened its first office in the Middle East, at Masdar City in the UAE. Ashridge has had a strong presence in the Middle East for nearly 20 years, with clients in government and the pharmaceutical, energy, and financial services sectors: the new office reflects the rapid growth in Ashridge business in the region.

Masdar's futuristic, zero emission environment has been chosen specifically to mirror Ashridge's drive to integrate sustainability within both its operations and its executive education activities. This is underpinned by Ashridge's global research programmes into the future challenges facing organisations.

Rory Hendrikz, Middle East Director, who is based in the UAE, says: "Developing professional, confident, capable leaders is one of the biggest challenges facing governments and businesses in the region. Having worked with clients throughout the Gulf since 2001, it has never been more important for Ashridge to help meet this challenge and opportunity. Setting up our office here will enable us to deliver global expertise to the specific contexts and issues in the region."

Launch events

To celebrate the opening of the new office, Ashridge organised two VIP launch events in May at the British Embassy in Dubai and the Masdar Institute in Abu Dhabi. Over 60 businessmen and government representatives attended the events, hosted by Ashridge CEO Kai Peters and featuring a keynote presentation by Ashridge faculty member Matt Gitsham on *Global Leadership* – describing Ashridge's part in a United Nations sponsored global research project on the sustainable future and relating this to leaders and organisations in the Middle East.



Kai Peters, Mark Pegg, Rory Hendrikz and Matt Gitsham, with a senior manager of the Masdar City management team.

Ashridge Programmes in the Middle East

Ashridge has been delivering a series of open programmes in the Middle East for several years, and in the coming year it will be running the following:

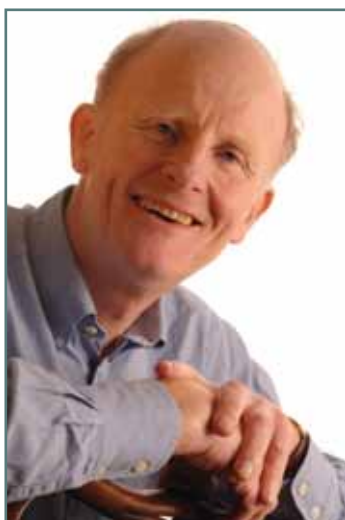
Ashridge Leadership Process
30 Oct - 3 Nov 2011:
25-29 Mar, 14-18 Oct 2012
www.ashridge.org.uk/ampme

Coaching for Organisation Consultants
Three modules:
commences 17-19 October 2011
www.ashridge.org.uk/cfcme

Making Strategy Happen
16 - 19 January 2012
www.ashridge.org.uk/mshme

Management Development Programme
Date to be finalised for 2012
www.ashridge.org.uk/mdpme

For information on our executive education and management development activities, delivered in the Middle East or at Ashridge, please email Rory Hendrikz:
rory.hendrikz@ashridge.org.uk



Emerald Literati Network

2011 Awards for Excellence

Ashridge Strategic Management Centre Director Andrew Campbell's article entitled *The black and white and grey of strategy* published in the *Journal of Strategy and Management* has been selected as a Highly Commended Award Winner at the Literati Network Awards for Excellence 2011.

The award winning papers are chosen following consultation amongst the journal's editorial team, many of whom are eminent academics or managers, who described it as one of the most impressive pieces of work they team had seen throughout 2010.

Further information regarding the Awards for Excellence can be found at the following site: www.emeraldinsight.com/literati

Virtual working and learning

Ashridge Associate Ghislaine Caulat is one of the world's foremost exponents of virtual working and learning. In addition to her role in working with customised interventions with Ashridge clients, Ghislaine facilitates two open programmes that embody the virtual principle. Both programmes are delivered completely virtually, are highly experiential and provide an essentially practical learning experience.

Virtual Action Learning Facilitation

This programme provides an in-depth understanding of Virtual Action Learning, and enables Action Learning facilitators to become confident and successful virtual facilitators.

Participants benefit from the approaches that we have been using successfully with our clients and will share several practical cases of facilitation of Audio Action Learning. They have the opportunity to facilitate sessions



of Audio Action Learning and receive feedback from the other participants and the facilitators. This programme not only enables them to facilitate successful Audio Action Learning sessions, but also to achieve successful virtual one-to-one coaching and virtual team coaching.

For further information, please visit www.ashridge.org.uk/valf

The Virtual Leader programme

Leading virtual teams is a new discipline that needs to be recognised and learnt as such. The purpose of this programme is to help leaders to learn about the real potential of virtual working and to develop the necessary skills and competencies to lead high performing virtual teams. It is targeted at leaders with or without prior experience of working with dispersed teams and will address questions such as:

- How to develop trust virtually
- How to manage performance virtually
- How to work with different cultures in the virtual space.

For further information, please visit www.ashridge.org.uk/tvl

Working out for Learning at Work day 2011

Over 250 people joined Virtual Ashridge for two 'webinar workouts' for the national Learning at Work day in May. The virtual sessions enabled clients from as far afield as the US and Australia to benefit from Ashridge research on the themes of strategy, leadership and memory.

The first session, attracting over 100 people, was led by faculty member Phil Anderson. With the use of interactive features, the session engaged participants and encouraged them to explore the level of synergy between their own leadership style and the strategic approach of their organisation.

In the second session, Vicki Culpin, Head of Research, gave insights into the short and long-term memory and tips to maximise the two. Over 150 people joined in memory tests and engaged in online discussion around how to improve the memory in different scenarios.

Both sessions were rated by over 70% of participants as having met or exceeded their expectations.

Tony Sheehan, Director of Learning Services, commented: "In previous years we would help a selection of clients mark Learning at Work day with events and campaigns. But this year, by tapping into virtual tools, we were able to support in excess of 250 individuals, drawn from over 55 organisations. This shows the power of virtual learning".

Subscribers to Virtual Ashridge can view recordings of both sessions in the 'webinar archive' on the homepage of Virtual Ashridge: www.ashridge.org.uk/vlrc

To find out how your organisation could benefit from a subscription to Virtual Ashridge, please contact us on +44 (0)1442 841155 or email: virtual@ashridge.org.uk

Relational Practice workshops

The Ashridge Centre for Coaching is conducting a series of two-day workshops exploring different perspectives of relational coaching.

The first, Relational Psychodynamics, took place in November last year and was led by Erik de Haan and Andrew Day. It explored unconscious relational processes emerging in the practice of coaching in organisations and gave an overview of theoretical concepts from relational psychoanalysis and systems psychodynamics that can help coaches to understand unconscious dynamics and processes.

The next workshop, Relational Transactional Analysis, was led by Charlotte Sills and Graeme Summers on 20-21 June. This workshop explored Transactional Analysis (TA) – an accessible yet sophisticated approach to understanding and improving patterns of working and living with others. Charlotte is co-director of the *Coaching for Organisation Consultants* programme as well as working in independent practice as a coach, coach supervisor, trainer and psychotherapist. Graeme is a freelance executive coach, speaker and trainer. He has been using Transactional Analysis in his coaching work with many senior managers worldwide, for a range of clients including Nestle, Roche, Zurich Insurance, ABB, HSBC, BP, Disney and Ericsson.

Billy Desmond will lead the third workshop, Relational Gestalt, on 14 -15 November. A fourth workshop, Relational Psychoanalysis, will be run by Andrew Day and Erik de Haan on 23-24 February 2012.

All workshops are limited to a maximum of 18 participants.

For further information, or to reserve your place please contact Jensigne Molbeck-Blyth: +44 (0)1442 841183 or email jensigne.molbeckblyth@ashridge.org.uk

Ashridge Consulting European OD Forum 2011



Ashridge Consulting hosted its annual client event in Germany for the first time in May. Around 40 clients from Europe and the UK attended to discuss our current thinking and share new ideas.

The individual sessions highlighting our client work were of enormous interest and we thank those clients who showed their strong relationships with us by co-hosting some sessions. There was a great deal of animated conversation as a result of the engaging, stimulating and thought provoking presentations and some enduring connections were made.

MCA Awards

Ashridge Consulting was highly commended for our work with UNAIDS at the 2011 Management Consultancy Association Awards at the ceremony held in April in London.



New Faculty

Barbara Wang BA, MBA, AICI

Barbara has recently joined the full-time faculty team following several years as an Associate, where she was our representative in China. She also conducted training and coaching bilingually in English and Chinese for both multinational and local companies in China as well as teaching on MBA programmes.

Her interests are in leadership and executive coaching, and, with her extensive experience in management training and consulting, she has developed customised programmes for organisations in the government, energy, IT and financial services sectors. Her book on Chinese Leadership will be published this autumn.

At Ashridge, Barbara will be closely involved with our Chinese clients, including China Post and Sinopec.

To contact Barbara, please email
barbara.wang@ashridge.org.uk



2011 Great Place to Work Awards

On 25 May this year the Great Place to Work Institute held their annual UK Best Workplaces awards ceremony. Companies that had been shortlisted for one of a number of special awards, as well as the overall Best Place to Work Award, attended the ceremony, held at the Great Connaught Rooms, London.

Ashridge once again sponsored the Learning and Development Award. We were delighted to present the award to Virgo Health, a forward-thinking company that positions L&D at the highest level of strategic importance.

Books

Leadership for Sustainability: An Action Research Approach

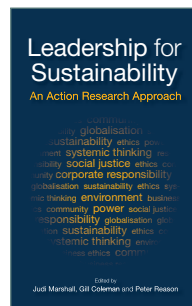
Judi Marshall, Gill Coleman and Peter Reason

Those who advocate moving towards sustainability debate how change can be achieved. Does it have necessarily to be top-down or can it also be bottom-up? Can radical organisational and social change be spread from 'the middle'? Who can lead change when those with seniority and credibility are necessarily embedded in currently dominant mind-sets and power structures?

This book, co-authored by Gill Coleman, Director of the Ashridge Centre for Action Research:

- Presents the stories of 29 people who are seeking to make the world more environmentally sustainable and socially just.
- Focuses on what it means to take up leadership for sustainability, from a variety of organisational and social positions, and considers the consequences of different strategies and practices for influencing change.
- Shows what an action research based practice of leadership for sustainability looks like and provides a sense of the personal and professional challenges this involves.

For further information on how Action Research can benefit your organisation, please visit
www.ashridge.org.uk/acar



**Leadership for Sustainability:
An Action Research
Approach**
is priced at £28.00
Greenleaf Publishing



Gill Coleman

What you need to know about strategy Jo Whitehead

Although there are many books about strategy, few describe how to create it. Many existing books present a very idiosyncratic or incomplete view of the subject, and practical advice on designing strategy is in short supply. This book, by Jo Whitehead, a director of the Ashridge Strategic Management Centre, aims to fill the gap, relating accepted research and thinking to a range of useful tools and concepts, and supplying easy-to-use frameworks.

For further information on strategy programmes at Ashridge, please visit
www.ashridge.org.uk/asmc



**What you need to know
about strategy**
is priced at £12.99
Capstone Publishing



Jo Whitehead

Faculty member awarded Doctorate

Barbara Banda has successfully defended her doctoral thesis and will now be awarded a D.Phil by the University of Oxford. The quality of her thesis was highly commended by the examiners.



Her thesis is entitled *Connecting Management Education with the Workplace* and is based on an exploration of how managers attending Ashridge Open Programmes made sense of their participation in management development programmes and what happens when they return to the workplace, focusing on changes in identity and repositioning. "This is clearly research that is at the heart of what we do at Ashridge and will be integrated into the work of CRED, the Ashridge Centre for Research in Executive Development," says Bob Stilliard, Director of Faculty, Leading Business Group.

Award from Queen for Ashridge Associate

Ashridge Associate Edgar Wille, received a Royal Maundy gift from the Queen at Westminster Abbey on 21 April



in recognition of his work at the Prague Anglican Church in the Czech Republic. This was the first time that the Maundy distribution of gifts had taken place on the Queen's birthday, and the entire ceremony was televised live on BBC1.

All the recipients received two purses containing special coins, including one for £5 to commemorate The Duke of Edinburgh's 90th birthday and silver penny pieces that equal the Monarch's age.

Edgar said: "It was a very proud moment to receive the award, especially as it was the Queen's birthday."

It was the second time that he has received an award from Her Majesty, having been awarded the OBE in the 1999 New Year's Honours List for his services to management development in Eastern Europe, where for 15 years he ran a programme which helped some 80 Czech and Slovak companies to adapt to the market economy.

Currently, Edgar reviews management books for Virtual Ashridge, and carries out other research and writing work.

New ADOC graduates

Ghislaine Caulat is the first participant to successfully complete the *Ashridge Doctorate in Organisation Consulting (ADOC)*. Along with a small group of alumni of the *Ashridge Masters in Organisation Consulting (AMOC)*, she embarked on the programme four years ago. To conclude the programme Ghislaine built on her AMOC dissertation around Virtual Action Learning, with her research thesis entitled *Virtual Leadership: on becoming a real leader*.



Ghislaine Caulat

Three other Ashridge Consultants and Associates completed their ADOC and graduated in May:



Sarah Beart

Sarah Beart, whose thesis was entitled *Taking my body to work: Finding embodiment in coaching and consulting practice*



Kevin Power

Kevin Power: *The Consultant as Curator - A Blakean inquiry into practice as vocation*

Steve Marshall: *Recovering creative identity: An inquiry into photo-dialogue and organisation consulting*



Steve Marshall

Discover more about the Ashridge Masters in Organisation Consulting and Doctorate in Organisational Change at one of our Open Days.

For details, please contact Julie Britten.
Tel: +44 (0)1442 841386.
Email: julie.britten@ashridge.org.uk
www.ashridge.org.uk/amoc

Ashridge Alumni 2010/2011 highlights

Give peace a chance...

by Christine Bamford, NLIAH,
Wales (Lifelong Alumni Member)

On 10 December the Nobel Peace Prize Committee awarded Liu Xiaobo the Nobel Peace Award 2010 for his long and non violent struggle for fundamental human rights and peace.

Over the past decades China has achieved economic advances to which history can hardly show any equal. The country now has the world's second largest economy – and millions have been lifted out of poverty. However human rights are still not universally enjoyed. The Tiananmen protests in 1989 were a catalyst that drove Liu to personally negotiate a peaceful withdrawal. Since that time he has been a strong but peaceful voice for human rights. He was sentenced to eleven years in prison and two years deprivation of political rights – he maintains that this violates both China's own constitutional and fundamental human rights. He is still serving his sentence and neither he, nor his wife – who is under house arrest – were allowed out of China to receive the award.

Christine Bamford, lifelong Alumni member was there in Oslo to witness the moving and evocative celebration of Liu's Peace Award. It was made more poignant by the empty chair. Denzel Washington who hosted the celebration gave tribute by reading a moving and powerful poem written by Liu to his wife as he watched the world from behind the prison bars of his cell. In the poem he said his love for his wife and his belief will never falter. His spirit



undiminished and his conviction that fundamental human rights will come to the people of China.

Christine has been connected to the Nobel Peace Awards since the 100 year celebration in 2001 – and as part of her humanitarian work has undertaken an assignment for the World Health Organisation to improve nursing leadership and care standards in the United Arab Emirates. She had an audience with the President's wife which resulted in a media press release for Muslim women to join the nursing profession. This was the first time such an royal official statement had been made that recognised the right for women to undertake work outside the home.

Christine, her daughter Cara and BBC TV presenter, Aysha Iqbal, actively support women's development. They have established a network that embraces and fosters a spirit of equality – regardless of culture, ethnicity or faith. Although UK based at the moment it is hoped that through social marketing medium the network will become global.

Christine can be contacted at bamers_uk@yahoo.co.uk

Project to save the oldest stone house in Germany

Ashridge MBA alumnus Bernhard Bachmann (MBACON 98/00) is currently engaged in an initiative to save the oldest stone house in Germany, the Grey House in Winkel, dating from 1075. This was once a famous restaurant but had been derelict for over ten years. In order to buy the house and turn it into a non-profit foundation Academy, an ethical investment (paying 5% or more interest) has been set up. A minimum of 1200 bonds must be bought to secure the purchase of the house, with a number of Ashridge alumni already among the investors. For more details please visit the website: www.academie-of-leadership.de

Bernhard can be contacted at bbachmann@change-champions.com



Fundraising for social enterprises

It was during her time studying for the EMBA programme at Ashridge in 2007-9 that Michelle Wright, a chartered marketer and fundraiser, had a 'light bulb moment' – she decided that it was time to take the plunge into social enterprise.

At the time she was Development Director for the London Symphony Orchestra – where she had received the prestigious award of 'The Best Upcoming Fundraiser' at the National Fundraising Awards in 2008. But it was time for a new challenge. So together with Nick Gandon, Director of the Cricket Foundation, she set up Cause4 in May 2009.

Cause4 is an organisation that supports charities and social enterprises in organisation development, strategy and fundraising across the community, arts, sports and education sectors.

It works with long-established national charities, as well as with smaller local charities and social enterprises in their infancy.

"The world of charities encompasses highly-developed professional organisations which operate just like a FTSE 100. At the other end of the spectrum, there are also smaller organisations that bumble along without clear strategies and structures," explains Michelle. "Without programmes of activity that can both deliver demonstrable success and satisfy the expectations of their potential supporters, they don't stand a chance."

In April 2011 Cause4 launched a specialist Philanthropy Service to promote and facilitate charitable giving amongst professional sports people and musicians.

"We believe," Michelle suggests, "that our nation's top sportsmen and women, plus our most successful musical artists, have a major

philanthropic part to play. But there is not enough help and advice easily available to them to advance their philanthropy."

In addition, in September 2011 Cause4 will launch its Alchemists Programme. It aims to attract and develop new talent into fundraising within the charitable sector and equip trainees with the skills and experience urgently needed make a dynamic contribution to charities and social enterprises.

Michelle's appetite to develop her own skills and experience, nurtured through her experience at Ashridge, has led to her being awarded a prestigious social enterprise scholarship from private bank Coutts.

For more information, please email Michelle Wright at michelle.wright@cause4.co.uk or visit www.cause4.co.uk



Michelle Wright



Ian Crawford

How AMOC led Sequena to MCA Award finals

When Ian Crawford in 2008 gained his Ashridge Masters in Consulting (AMOC), he did not realise the impact it would have on him and his company Sequena, which specialises in business transformation.

His degree influenced Ian's whole approach to his consultancy work and subsequently led to his company being Highly Commended in this year's Management Consultancies Association (MCA) Awards for both Change Management and Operational Performance in the Public Sector, alongside the likes of IBM, KPMG, Deloitte, Ernst & Young, and PA Consulting.

Much of the progress that he and his company have made Ian attributes to his AMOC studies which changed his perceptions and approach. "Before my methods were too rigid, borne out of my background as an aircraft engineer in the Army," he says. "Now I seek more enquiry and collaboration which helps my clients to examine their habitual ways of thinking and working."

The award nominations focused on a successful project with the IPCC, the Independent Police Complaints Commission, which led to improved productivity, reduced costs and a more collaborative and integrated organisation.

Nothing less than a radical approach would do, according to

Jane Furness, the IPCC Chief Executive. "We needed to improve the way we delivered our services to make them more efficient and effective for our customers. The result of any change needed to be value for money, sustainable and improve public confidence in the police complaints system."

Sequena made this change happen, Jane added: "With their expert facilitation and motivation, we delivered a fundamental change in thinking and behaviour that promises to deliver value on a sustainable basis."

Ian can be contacted at: ian.crawford@sequena.com or phone 07973 442809

alumni events

Here are some photographs and comments from our events over the past few months.

January

Association of Business Schools

On 20 January, Alumni from Ashridge attended a presentation organised by the Association of Business Schools entitled *The Power of the Global Brand*, which took place at the University of Westminster. Richard Learwood, Global Marketing Director, Proctor and Gamble, gave an excellent speech, leaving the audience eager to attend more ABS events in the future.

Future ABS and Alumni events are advertised on our website, E-news and LinkedIn.

Webinar: The Finishing Touch

On 16 January Tony Cram, Ashridge Programme Director, delivered our first webinar. In his book, *The Finishing Touch: How to Build World-Class Customer Service*, he argues that the secret of any successful customer service is building up to a strong finish, leaving customers eager to return and enthusiastic to recommend. Tony covered the eight key elements of a customer experience, examining each one in turn, culminating in the Finishing Touch.

February

First Thursday Club

We had a very successful first meeting of 2011 on 3 February when Fiona Dent and Mike Brent, Ashridge faculty, discussed their latest book *The Leader's Guide to Influence*. This was a great Learn and Network event and is definitely the way to go for the future of the First Thursday meetings.

Association of Business Schools

ABS organised another event on 22 February where 50 Ashridge Alumni were in the audience to hear Max Clifford describe his career in PR and relate his involvement in some famous cases in his presentation *The Secrets of Success*.

Business Briefing

On 24 February, Andrew Sentance from the Bank of England gave a thoughtful overview of the *Current Challenges for UK Monetary Policy*.



March

Webinar: Politics at work: Love it? Hate it? How to manage it.

Phil Anderson, Ashridge Programme Director, led our second webinar of the year on 3 March with a discussion around politics at work and how to deal with it. It was an opportunity to learn about becoming more politically savvy whilst maintaining your ethical credibility.

Workshop: Maximising your potential

On 12 March at Ashridge four industry experts led an interactive day, sharing their expertise in personal impact, personal brand, networking and non-verbal communication.

April

First Thursday Club

Stephen Bungay, Director of the Ashridge Strategic Management Centre, came to the IoD on 6 April and shared his innovative ideas from this new book *The Art of Action* on how to execute strategy, based on this extensive work and research on lessons from the military. It was a fascinating and insightful evening.



May

Webinar

Tony Sheehan, Ashridge Director of Learning Services, ran a webinar on May 5 entitled *Death of the Library: Fact or Fiction?*

Behind the scenes at the Zoo

Ever thought about the challenges of running a zoo? Peter Suddock, a lifelong Alumni member and chief executive of Dudley Zoological Gardens, invited the Alumni to visit on the 15 May. We had 40 attendees, Alumni with friends and relatives who continued round the Zoo at their own leisure after the personal tour.

Peter gave a brief talk, focusing on the leadership required in managing 100 staff, the upkeep of an 11th century castle, all of course while keeping the animals fed and healthy.

New format

First Thursday Club

We have revised the format of these events to add content to give better value to members attending. Each month we will be alternating between First Thursday Club meetings and webinars. For details of all the events, please visit our website at www.ashridge.org.uk/alumni-events



diary

First Thursday Club is held on various dates and locations throughout the year. For more details visit our events webpage:
www.ashridge.org.uk/alumni-events

Jul >

7th

Webinar – Matt Gitsam – Leading Organisations of Tomorrow

8th

Business Briefing – Public Service Reform – Lord Adonis

13th

Ashridge Alumni Annual Meeting



Aug >



4th

First Thursday Club

20th-21st

Workshop – Uncertainty

Sep >

1st

First Thursday Club

22nd

Business Briefing – Rob Peach – Social Enterprise



Oct >

6th

Webinar – Mike Nevin – How to use LinkedIn to grow your business



22nd-23rd

Workshop – Ian White – Corporate Governance

Nov >



3rd

First Thursday Club

17th

Business Briefing – Simon Rhind-Tutt – Can't measure: can't manage

YOU CAN...

...Set the scene

We are always on the lookout for locations at which to host our Alumni Business Briefings. Does your organisation have a room that can accommodate up to 30 people for an evening gathering? If so, please let us know.

...Set the agenda

We would like to hear more from our Alumni members. Do you have an area of expertise that other Alumni would like to hear about? How about sharing something innovative and interesting that your organisation has done? Do you know someone in your organisation who would like to share their knowledge with our Alumni?

We are always open to hearing your ideas about how we can plan a Business Briefing, Workshop or even a company visit with you.

Please get in touch!

First Thursday Club

Meet and network with other Ashridge Alumni and catch-up with old friends. We currently have groups meeting in London (Institute of Directors), Warwickshire (Ashorne Hill), Singapore (Sotheby's Institute of Art) and United Arab Emirates (Dubai/Abu Dhabi).

For full details of venues please visit our events webpage: www.ashridge.org.uk/alumni-events

classnotes

With such a diverse Alumni population, there is always something interesting happening in our community. Here is a selection of some of the news we received.

Thank you to those of you who have provided their latest news for this edition of *Network*.

We are already looking towards the next issue, so please keep on sending us your latest news to

alumni@ashridge.org.uk

Rob Peach

(MBA 2000)

Big Society – fact or fable?

Rob shares his experience of undertaking a PhD in Social Entrepreneurship.



Rob completed his MBA in 2000 and it would not be his last challenge academically. After over nine years in social enterprises and risk management in the UK as a fundraiser and an adviser to various organisations, Rob has now undertaken a PhD in Social Entrepreneurship. His work is in the challenging North Eastern climes of Sunderland and Durham – the latter where the university lectures take place.

Aside from sampling vast amounts of travel and East Coast Mainline snacks, Rob is looking at three key things:

- How organisational restructuring can be an opportunity – not just a threat
- How social entrepreneurs who are successful do three-five small things really well and this is usually enough to “change the game”
- Finally, it is principles of business and business like behaviour that Rob will examine – in a social enterprise and ethical context.

“I don’t know enough yet to be able to definitively answer questions with proven data and ‘front foot’ knowledge but I am getting there. I really value the alumni network at Ashridge – most of you have a lot to say on a breadth of issues and this is something I know will engage you, not least because I will be able to tell you what the Big Society really is.

“My next three years will be the most challenging ever what with family, my need to consult to keep afloat and all those train journeys, but I’ll have a great story to tell by 2013. If you’d like to hear the first three chapters I am telling them at the IoD on 22 September. I hope you will join me to hear more.”

Email: robpeach@hotmail.com or robert.peach@durham.ac.uk

Adam Park (MBA 2002)

Adam Park is now the Director of Finance and Operations for Insider Publishing. He is working closely with the Managing Director/Owner to create the financial management and operational processes which will continue the growth in profits. Insider Publishing Ltd is an independent financial publisher based in the City of London. The organisation's oldest title, *The Insurance Insider*, has been published since December 1996.

Sabine Bernotat-Danielowski (MBACON97/99)

Sabine Bernotat-Danielowski has a new role at Daiichi Sankyo as Head and Managing Director of the Development organisation in Europe and India. The EU subsidiary is in Gerrards Cross in Buckinghamshire where Sabine now lives, and she plans to visit us again soon as she is now closer to Ashridge.

Obituary John Constable

John Constable, who died earlier this year, will be remembered by many of our MBA graduates of 1998.

He was an Associate member of faculty at Ashridge who taught strategy and was seen as the top management guru of his day.

ODiMaX

Two recent MBA graduates, Atal Malviya and Punam Sandal (MBA 2010), have put their learning into immediate action. In March 2010 they launched ODiMaX, an online sales conversion consultancy which provides innovative technology, strategic solutions and services to businesses enabling them to grow more rapidly and efficiently.

The emergence of Web 2.0 has seen an explosive growth in social media. With this growth it has become extremely challenging to track the millions of conversations taking place on numerous websites. This is where the ODiMaX product SocialGuru provides the genius to separate useful data from this noise of information – it allows businesses to effectively increase online customer engagement, influence



and sales by managing various social media sites from a single platform.

ODiMaX has been selected by Ashridge for the Santander Entrepreneurship awards 2011. They have also recently entered the Barclays' *Take One Small Step* and Metro newspaper's *Venture Candy* awards.

ODiMaX is offering a 20% discount to Alumni members for SocialGuru.

For further information, please visit www.odimax.com



The Career Itch: 4 steps for taking control of what you do next

Grace Owen

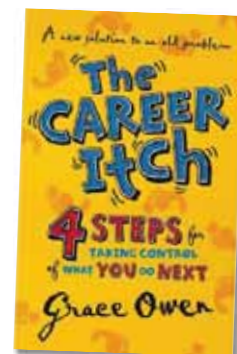
The Career Itch offers advice, encouragement and hope to the many people that are unhappy at work and explains how by paying attention to this inner restlessness you can start to take control of what you do next.

The new book focuses on the four key steps that Grace has identified based on the acronym ITCH:

1. **I** dentity – knowing who you are
2. **T**hinking – clarifying what you do next
3. **C**hange – making a successful transition
4. **H**abit – achieving a balanced lifestyle.

The book includes client case studies and plenty of 'Things for you to do' and is available from www.grace-owen.com. 10% of book proceeds will be given to Aids Orphans charities.

Grace is a Conferences' Alumna from 2003.



alumni membership benefits

Full membership of the Ashridge Alumni is open to all participants and past participants of Ashridge open, tailored and qualification programmes. For an annual subscription of only £50 – which is normally tax deductible – you can enjoy a vast array of benefits that will help you in your career, your current job, and provide opportunities for networking and socialising. We hope that you will make the most of your membership, so as an *aide memoire*, here is a summary of some of the ways you can get real value from your subscription.

Update your contact information

Have you moved or changed jobs? Update your contact information so that we can keep you up to date on what is going on at Ashridge. You can update your details online via the Directory on the Members e-sharing area or contact the Alumni Office: phone +44 (0)1442 841202 or by email: alumni@ashridge.org.uk

Alumni Directory

Use the online alumni directory to reconnect with old friends or find new ones. The directory offers various methods to find alumni, including searches by geographic region, field of work or industry sector.

Members area

Online services and web pages available only to alumni members are password protected. If you need to be reminded of your username and password, use the alumni homepage password reminder on

www.ashridge.org.uk/alumni, or contact us by phone on +44 (0)1442 841202 or email: alumni@ashridge.org.uk

Alumni Council

The Alumni Council is a group of alumni members who advise on strategy and development and work with the Alumni Office on how to improve services. New members may be nominated each Spring by fellow members or themselves for a three year term and are required to attend at least two council meetings held at Ashridge.

Publications

The bi-annual magazines, *Network – the Ashridge magazine* and *360° – the Ashridge journal* are sent to all members. An archive of past issues is available on the website. Editorial questions on the magazines should be addressed to Elaine Mills: email: elaine.mills@ashridge.org.uk

Online networking – LinkedIn – Ashridge Alumni Association Group

Enjoy the credibility of being part of the Ashridge alumni group on LinkedIn. Launched in 2009, the group now has over 1,600 members, with more joining each day. To request to join the group please visit: www.linkedin.com/e/gis/65891

Visit Ashridge

Subject to availability, you can have lunch (£16*) or dinner (£30*) at Ashridge and enjoy bed and breakfast for £85* + VAT per night – including use of The Lifestyle Centre. (*2010 prices)

Alumni Update

This is the regular Alumni e-newsletter emailed eight times a year to all members and past participants of an Ashridge programme. During the other four months you will receive the Ashridge e-newsletter which provides updates of all Ashridge news and activities.

Learn at Ashridge

Alumni members enjoy a 10% price reduction on Ashridge Open (non-qualification) Programmes and Masterclasses. The terms and conditions relating to these offers are on our website, but it is always best to check availability with the Alumni Office before making your plans.

www.ashridge.org.uk/alumni

Ashridge Library

The Ashridge Library is an ideal resource for your business projects, your professional development and planning your next career move. Please let the Alumni Office know if you intend to visit the Library and make sure you check the latest opening hours.

www.ashridge.org.uk/lrc

Virtual Learning Resource Centre (VLRC)

Alumni subscribing members also have access to the Ashridge Virtual Learning Resource Centre, enabling you to access a wealth of information at your convenience, whatever part of the world you happen to be in. You can access the VLRC via the Alumni member's area, and remember you will need your log-in details to enter this area.

www.ashridge.org.uk/alumni

Business Briefings and Workshops

Members enjoy preferential rates for Business Briefings, held in London; and for Workshops that usually take place at Ashridge on Saturdays. The themes are always topical, of relevance to your business or personal development, led by faculty you might know from your time at Ashridge or by external experts.

www.ashridge.org.uk/alumni-events

Social dinners

We provide the venue and do all the arrangements: you just turn up and have a great time! This is the pattern for our regional dinners in the UK, Germany and Benelux (plus occasional other places) and family days at Ashridge.

www.ashridge.org.uk/alumni-events

First Thursday Club

Come and join other Ashridge Alumni and network informally over a drink. We now have groups meeting at different locations around the world. For dates, times and venues please visit the Events section of the Alumni website.

www.ashridge.org.uk/alumni-events

The Lifestyle Centre (TLC)

Alumni subscribing members can benefit from a considerable discount on membership of The Lifestyle Centre at Ashridge. For more information or to join please contact the TLC on +44 (0)1442 841450, or visit the Benefits and Services section of the Alumni website.

The terms and conditions relating to alumni offers are on our website, but it is always best to check availability with the Alumni Office before making your plans.

To renew or take out a subscription, either complete the online application form on the Alumni website or email alumni@ashridge.org.uk

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