

Leader

Issue 4 - 2006

Leadership news and comment from CHPD, the high performance experts.

In this issue:

Page 2

Are you up for change?

Page 2

Going global

Page 3

Profile:
Jan Abbey

Page 3

Leadership
Club launches

Page 4

Connections
for good

Page 4

Dates for
your diary

Centre for
High Performance
Development

A changing world



Julia Payne was appointed CEO of CHPD on 1 July this year. Leader caught up with her to find out how the new job is going and what change at the top means for an organisation.

Julia, almost three months in now, so what's surprised you most about becoming CEO of CHPD?

Well, this isn't the first time I've run a business, having set up and run my own company for some time, so I would say there are not so much surprises as reminders of what's important in the role of CEO. For example, the further up an organisation you move, the more you must delegate effectively. I do have a natural tendency to jump in and sort things out, I'm trying very hard to leave others to do what they are entirely capable of.

Change at the top can be very unsettling for an organisation. How has CHPD handled things and do you have any key learnings you can pass on?

It can be unsettling, but it's essential to handle things in the right way and that largely means effective communication. They were certainly big shoes that I had to fill - Chris and Tony being the founders of the organisation - but it's important that a new CEO is clear about what he or she stands for and then does what he or she feels is right. You must be true to yourself.

“Real leadership is about teamwork. It won't just be me building CHPD, in fact the job would be pretty much impossible without the great people we have working at CHPD.”

We're focussing on change in this issue of Leader. In your view, is change something that a good leader has to have a passion for?

Maybe not a passion necessarily, but definitely a willingness to see change. One of the things that's really important to me is to seek out feedback, both on CHPD and on me as an individual, from our people and our clients. Only in that way can I make changes to be the best possible CEO I can be. If you don't change, you stand still and what's the point in that. Nobody benefits, especially not our clients or our people. We want to be leading edge in everything we do and change has to be a part of that.

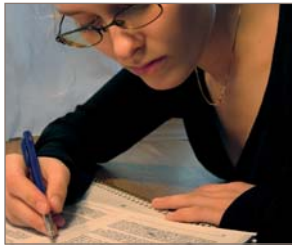


Finally, we know from CHPD research that the leadership of an organisation can have as much as a 40 per cent influence on the success of that organisation. What can we expect from CHPD in the future with you as its leader?

Real leadership is about teamwork. It won't just be me building CHPD, in fact the job would be pretty much impossible without the great people we have working at CHPD. They make me look good and I'm very aware of that. In terms of future focus, our overriding theme will be client service. As we've grown so rapidly, our focus has sometimes been too internal and I want to change that. We know that our clients are our reason for being and I want us to recognise that more obviously in the way we work with them. In the end, I want to be able to look back and see what a difference I've made to CHPD and what a difference we've made to our clients.

Are you up **for change?**

In keeping with this issue's theme of change, the leadership experts at CHPD have pulled together a few fun questions to give you an insight into your own willingness to live with the unpredictable. Review the three possible answers and then check out what it means for you in the appropriate section at the end – mostly A's, mostly B's, etc.



Your boss has a departmental presentation next week and has asked you to 'throw' a presentation together for her. When asked for a brief you were just told to make it snazzy, do you:

- a) Email your boss and ask for clarity and time in their diary to discuss
- b) You prefer tasks that require you to work in detail, you will find it hard to 'throw something together'
- c) Panic and forget all about it!

Your boss has asked you to finish a document before leaving, but someone else in the office told you that it's against company regulation for only one person to remain in the office of an evening, do you:

- a) Stay late anyway, it is often necessary to break the rules in order to get things done
- b) Email your boss telling him you couldn't work late as it is against company regulations, so the work hasn't been completed
- c) Panic and forget all about it!

Your company has asked you to present a five year plan for your department, do you:

- a) Hold a department meeting for everyone's thoughts
- b) Have no idea where to start, you like to focus on real issues facing you now rather than future possibilities that may never materialise
- c) Panic and forget all about it!

Your boss asks you to read through some research and bullet point the main areas of interest, the document is over a thousand pages long, do you:

- a) Call a team meeting and split the document up into sections to lighten the load
- b) Google a proof reader and check the budget, you know you find this kind of work hard so you need to delegate
- c) Panic and forget all about it!

You have a disagreement with a senior colleague about the treatment of a client, do you:

- a) Listen to what they are saying, you may learn something
- b) Counter their argument with the rational logic of the situation rather than get bogged down in feelings
- c) Panic and forget all about it!

Mostly A's – You relish a challenge and change doesn't bother you. You like to gather as much information as possible before you start a task. Just make sure you don't leave others behind in your enthusiasm to get the job done.

Mostly B's – You know how you like to work and you take a lot of pride in doing the right thing and a good job. You feel more comfortable with facts than feelings. This has benefits, but be careful it doesn't restrict your working style and make you resistant to new ways of working.

Mostly C's – We shouldn't need to spell it out, but you need some help. Your mind's not really on the job. We'd advise a thorough career development assessment for a start...

Career warning: Remember, this quiz is not designed as a replacement for more scientific assessments such as CHPD's highly effective Leadership Orientation Questionnaire. For more details, contact: Aaron Garside tel: 0870 7700 111

Going **global**

CHPD continues its work across the globe with delivery in the US, Asia, Europe and Australia for clients including Microsoft, GSK, American Express and Bayer.

We are seeing increasing demand in China where we are working with our clients to develop local delivery solutions for our Foundation Management Programmes and Sales and Service Skills workshops.

Hong Kong is becoming the base for many professional services moving into China and we are confident of being able to meet the language and cultural needs for the Chinese market.



*“Turbulence is life force. It is opportunity.
Let's love turbulence and use it for change.”*

Ramsay Clarke

Profile **Jan Abbey**



Early bird or midnight oil burner?

Both actually. I live near the South Downs in Sussex and there is nothing I enjoy more than getting up early and walking our two Labradors before the day kicks off. On the

flip side, I really enjoy a good party, but getting up with the dogs tends to be at a slower pace then.

Best working moment to date

Tough call as I am fortunate in having seen some real success stories. One particular individual stands out. Two years ago he attended a talent development centre and sat throughout the two days like a ‘rabbit staring into the headlights’. However, he realised an opportunity was there and he grasped it. He has since progressed from being depot manager to head of the depot and he now heads up the Fleet Division in a successful train operating company. Colleagues have supported him with training and I have been fortunate in being his coach throughout his amazing development journey.

Most inspirational person you have worked with

Many people in my life have inspired me but someone who I have worked with and is a personal friend is

Nicholas Smith who is currently CEO of a massive construction project in Oman called ‘The Wave’. He has always had amazing dreams, a clear vision, and great people skills. He also has strong values and has always made time to be a wonderful husband, Dad and a true friend.

What might people be surprised to learn about you?

For the last two years we have been living in a mobile home whilst converting a range of farm buildings in Sussex; a kind of ‘Grand Designs’ but at our own pace! I have been very hands on, learning new building skills and general labouring.

Does anything keep you awake at night?

Yes, worrying what my fingernails look like for work the next day!

Your best leadership tip

Two that fit with my own values are:

- Be open to the best of what everyone, everywhere has to offer and involve everybody so they understand how their work makes a difference.
- Ask for feedback, value it, listen to it and act upon it.

Leadership Club **launches**

For the last 10 years, CHPD has been building up a wealth of knowledge about the leadership behaviours and preferences that make truly great and effective leaders. This knowledge will now be shared more widely outside the organisation through a new venture – the Leadership Club.



For the first time, individuals will be able to add to their own company leadership development programmes, with insights via the Leadership Club. Each month, members of the Club receive an e-newsletter packed



with valuable information to help them improve their leadership performance, including:

- Tips on creating your own leadership toolkit
- Lessons in leadership from recognised figures around the world
- Interviews with experts in the field with advice on how to develop your leadership style
- Heavily discounted and exclusive access to assessment and development tools
- And much more!

For a limited time, joining CHPD’s Leadership Club is free of charge. To sign up and begin your journey to the achievement of your personal goals, visit: www.leadershipclub.chpd.com.

"You must be the change you wish to see in the world."

Mahatma Gandhi

Dates at a glance 06/07



October

24-26th - CIPD Annual Conference and Exhibition, Harrogate

30th Oct - 1st Nov

CIPD *Strategic Leadership for HR* Part 1

November

21st - CHPD *Identifying High Potential* Seminar

27th - CIPD *Strategic Leadership for HR*

Part 2

29-30th - Leaders in London conference

December

11-12th - CIPD *Strategic Leadership for HR*

Part 3

January

29th-30th - HR Business Directors Summit 2007

Connections for good

Who are the Connect Team?

Eight people from across CHPD make up the Connect Team. You can see most of them pictured right.

What's the Team for?

It was set up in March this year to lead CHPD's Corporate Social Responsibility (CSR) initiative to find ways in which the company can give something back to the wider community, at both an individual and a corporate level. After a decade of success, we wanted to turn to our local community, to be more environmentally aware and to make sure we are doing everything we can to be eco-friendly.

What have you done so far?

We've introduced recycling processes and now recycle:

- paper
- cardboard
- printer cartridges
- plastic

We also print all our presentations and material double-sided as standard.

Employees can give blood during company time (not for the squeamish!) and we now collect used stamps to raise money for the Cancer Prevention Research Trust. We're encouraging our neighbours in Swan Court to contribute to this which we hope will help build a local business community to support other CSR initiatives.

Anything new in the pipeline?

We are just setting up a programme where CHPD staff can volunteer to help with reading practice in local primary schools. They can also mentor secondary school children and help coach local head teachers.



Front left to right: Caroline Warren (leader), Nigel Guenole, Jo O'Neill and Kay Tear. Back row left to right: Grace Christie, Simon Foster and Sarah Fraser

Longer term, we are incorporating CSR into our Performance Management System. We'll also be using our High Performance Behaviours to help other companies with their CSR objectives.

"Customers are influenced by a company's social and environmental reputation."

Many of our clients and suppliers also have CSR teams - many of them well-established and doing fantastic work - and we'd love to be able to partner with them on projects in the future.

Why is CSR important?

For several reasons:

- Customers are influenced by a company's social and environmental reputation.
- The employment market is competitive and good recruits want to work for and stay with companies that care. We pride ourselves on the quality of our people, so we want to attract the best.
- Social and environmental responsibility has been shown to reduce operating costs.



Congratulations!

Congratulations to the winners of the limerick competition featured in the last issue of Leader. Watch out for those powerful decision makers now they have their magic 8 balls to hand!