

leadership south west ...why it matters



The LSW Team

Welcome to the first edition of Leadership Matters, the regional newsletter for all things leadership. Our intention with this newsletter is to offer a forum for the dissemination of information and ideas which provoke thought, stir action and promote development.

Leadership South West is the Region's Centre of Excellence in leadership and is made possible with funding from the South West Regional Development Agency. This investment in the Region's managers will bring about increased confidence, improved performance and above all, embed a culture of leadership throughout organisations in the Southwest.

Based at the Centre for Leadership Studies at the University of Exeter; we are in the privileged position of having access to the latest in international research, coupled with a body of scholars who are at the forefront of critical thinking in leadership. The community of practitioners and education institutions across the region further expands this resource.

The important thing for the business community, and those that serve it, is how we use this pool of knowledge to make a positive impact on leadership performance. Rather than fill the market place with a plethora of courses that sit half empty, we are concentrating on designing relevant leadership solutions for individual organisations, sectors, professional bodies and businesses.

One such professional body is the Institute of Directors who have a membership base of approximately 4000 across the Region. Leadership South West manages the regional franchise for the Company Direction Programme, the mandatory course for those seeking Chartered Director status. We are pleased to link with an organisation renowned for its expertise in governance and the effective structuring of boards. We have built upon this partnership with the design and delivery of shorter, more accessible 'bite sized' learning opportunities, which introduce directors and senior managers to some of the key leadership concepts contained within the main programme.

In May we saw the launch of the CLS Professional Network Affiliate Scheme in the

South West and were absolutely delighted with the attendance. For the first time, practitioners have access to a community of peers, academics and advisers to enable them to benchmark their practice, participate in continuing professional development within the leadership field and strive to attain accreditation from a highly renowned UK university.

We hope that you enjoy the newsletter and gain some benefit from the insights contained herein. The intention is that this proves a valuable resource that has relevance and serves as a useful vehicle for the leadership community across the Southwest. We welcome news, views and opinions and look forward to working with you in a variety of ways.

Jackie Bagnall
Programme Manager
Leadership South West

what matters is...

...a successful and effective culture, the Graphic Plc way

...Prof. Jonathan Gosling's take on leadership and how to develop it

*...the importance of a good working environment
by Dr. John Potter*

...an invitation to take matters into your own hands!

...news and events across the region

Rex Rozario OBE is an unassuming and gentle man who is the founder of an award winning PCB manufacturing company here in the heart of Devon. Talking with him at his high-tech factory revealed the essence of the notion of good organisational culture.



Rex was born in Sri Lanka, but moved to England in 1954. He studied electronics at Loughborough and Brunel, before training with Paul Eisler, the creator of the printed circuit board. Then, in 1967 Rex moved to Crediton and started his own company, Graphic Plc.

Graphic has been recognised as one of the fastest growing technology companies in the South West by Deloitte and Touche for the past 4 years, and in April 2003 the company was listed in the Sunday Times Profit Track 100 at number 76, acknowledging Graphic as one of the UK's fastest growing technology companies

In July 2003 Graphic was awarded the first ever BAE Systems Bronze Award for Supplier Excellence, with a 100 point lead on other participants.

Graphic also operates a Research and Development facility in conjunction with The University of Exeter at the Innovation Centre on campus.

... a successful and effective the Graphic Plc way

What do you consider to be the key factors to developing your effective workforce?

Since the start we have always believed in getting everybody involved in all aspects of the business. Most importantly we are keen to recruit staff who are local to the area, and this has involved changing the culture from predominantly one of farming and the service industries, to the understanding of the climate of manufacturing. From day one we aim to get the staff involved in the totality of our business performance, so there are opportunities for involvement and diversification within the company. We set targets and work with a whole team approach. In this respect we have learnt a great deal from the Japanese who believe in a culture of social interaction across all employee stratas, offering opportunities to listen and understand the needs of the workforce. So, how do you preserve respect in this context? It is how you behave that commands respect – you have to earn it by creating a careful balance linked with approachability.

This approach has meant that 70% of our workers stay over 10 years in the company, and a high proportion of the staff have attained 25 years service, having started straight from school and made a worthwhile career for themselves.

What type of working environment do you feel is important for your staff to work within?

In the manufacturing industry, it is very important to make working conditions as comfortable as possible. It took three and a half years to design our new factory, so all aspects of health and safety have been meticulously considered. We have a state-of-the-art new plant and equipment to deliver a high tech. product in an air conditioned and emission controlled facility, which is better than many of our competitors. We are also, of course, lucky to have the South West as a working environment, with all the advantages of the surrounding countryside.

We believe in incentives for our staff in the form of bonus schemes, as well as constant upgrading for those who wish to diversify within the company. By remaining with local recruitment, we find that friends and family are recommended, thus ensuring that a sense of community remains close and intact.

“How do you preserve respect? It is how you behave that commands respect – you have to earn it”

How do you ensure that the essence and culture of your organisation continues to flourish?

Graphic is a family owned business and we are now looking at ways of getting senior staff involved in equity schemes. We believe that people need incentives and opportunities in the workplace in order to improve the future for themselves. We offer an excellent modular system of support for staff - the leaders of this 'cell system' being appointed by the workers rather than management, ensuring that in monthly meetings discussion and ideas continue to improve the company as well as the working environment. In-house and recognised external training courses for all employees are continually offered, lead by a dedicated Training and Development Manager. We always place great importance on local recruitment so that the philosophy of our work practice echoes that of the town of Crediton. To this effect, the company also puts some of its success back into the local community by sponsoring the local rugby, cricket and football teams.

“Whatever you want to do in life, if you believe in it you can make it happen!”

Overall, what would you consider to be the Graphic 'culture'?

We want Graphic to be the best in the world within its sector! The key lies in good planning

culture,

and keeping up a keen awareness of industry trends. For a relatively small company, it is important to stay ahead of the game and retain international links to develop new processes.

Despite many takeover bids by American companies, I do believe that whatever happens Graphic must stay in CREDITON to give the staff security of tenure.

Job security is an increasing difficulty in today's world, although unemployment is very low in Devon. We want our staff to grow up through the company and stay within the area. Families have a big input into the structure of the company and our wish is to stay based in Devon as long as it is sustainable.

"The day you feel you don't love what you do, is the day to look elsewhere"

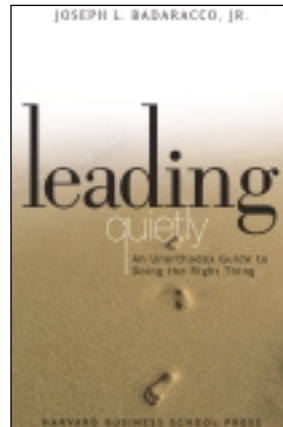
Finally, if you could pass on to others one important lesson in leadership, what would it be?

The most important lesson that I truly believe in is that whatever you want to do in life, if you believe in it you can make it happen! Entrepreneurs have to focus on the road to success and be single minded, regardless of the hurdles along the way. When you make a decision to do something, you just go ahead and usually you find out how you can succeed – certainly it has been that way for me.

**Graphic Plc
Down End
Lords Meadow Industrial Estate
CREDITON
Devon EX17 1HN
www.graphic.plc.uk**



a good read



'Leading Quietly – An Unorthodox Guide to Doing the Right Thing'
Joseph Badaracco
Harvard Business School Press
pub: February 2002

Joseph Badaracco's 'Leading Quietly – An Unorthodox Guide to Doing the Right Thing' offers a counterbalance to a prevailing assumption that leadership is synonymous with being a hero. Badaracco takes the contrary view, that the most effective leaders are ordinary, unassuming men and women who possess three quiet virtues – modesty, restraint and tenacity. These quiet virtues are not reserved for special people or extraordinary events.

Badaracco argues that the heroic view of leadership looks at people as a pyramid. On the summit are the heroes, people with strong values who set a compelling example. At the bottom are life's bystanders. In the middle is the overwhelming majority of humanity, people who face life's ordinary everyday events and problems. In the heroic version, they are left in limbo. In reality, hard choices are interwoven with every day life. Everyone faces difficult, ethical challenges.

'Leading Quietly' is a user's manual, each chapter presenting pragmatic and specific guidelines that quiet leaders follow when facing hard choices. Some situations call for direct, forceful action, and the quiet leader identifies these and acts accordingly. What usually makes the difference, however, is careful, thoughtful and practical effort by people working far from the spotlight. 'This approach to leadership is easy to misunderstand. It doesn't excite or thrill. It doesn't provide story lines for television dramas...[it] shows how – day after day, through countless, small, often unseen efforts – quiet leaders make the world a better place.'

Review by Linda Dawson - CLS Fellow

Inner Leadership: REALize Your Self-leading Potential

Simon Smith
Nicholas Brealey Publishing Ltd
April 2000

Inner Leadership is a powerful change book. Rather than focusing on the need for the Hero leader who makes decisions, the aim of this book is for each of us to become leaders. Not just a theory book to read, though based in clear theory, it has well thought out and insightful exercises that help discover and uncover your leadership qualities. It develops a simple yet powerful REAL model. This is a 4 stage process that guides readers on a journey of discovery: **R**ecognizing your qualities, limitations and strengths, **E**xploring what it is that influences your thoughts, decision making, and actions; **A**ctualising your qualities so you can achieve your leadership goals; and **L**eading others so that they think more for themselves and push their boundaries.

This book is in a clear style that flows well, with many illustrative case notes. The numerous exercises are well thought out and clearly guide you through the process. By the end I felt an increased sense of self-awareness and confidence. As I read the theory and examples and did the exercises, I found myself gently but clearly lead to understand more about my thoughts, feelings and actions. This increased my awareness of what I already knew about my range of resources, talents and qualities. Most importantly Inner Leadership has a way that guides you to understand how to apply what you discover. This changes and influences your personal and work situations. Essentially I found the Inner Leadership and the REAL process to be a change method that is deep, organic and lasting.

2nd edition eBook of Inner Leadership, with new information, will be available from September 2004. Paperback 1st editions available from:

www.Inner-Leadership.com or 01803 865 154

Reviewed by Christoffer de Graal who is a consultant and coach based in Exeter.

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www.movingsound.com



for that matter...

The MA in Leadership Studies is a highly participative programme that seeks to help individuals make sense of a variety of seemingly intractable dilemmas associated with leadership. It engages with ideas and encourages exploration of the phenomenon of leadership, particularly the processes by which it is enacted, and the essentially contextualised nature of its application. The programme gives the opportunity to be exposed to theories emerging from established scholars and different enquiry paradigms.

It also serves as an antenna to the world of practical affairs, by being intellectually alert to shifting societal attitudes and cultural trends so that leadership practice can be refreshed and renewed. As such, it is directed towards understanding individual and organisational performance through relationships and processes in preference to more static perspectives, such as those based on essential leadership attributes.

The MA programme is designed to:

- understand the complex relationship between individual learning, reflection and application;
- challenge some habitual and taken for granted approaches to leadership by carrying out research and teaching which is both high quality and relevant to practitioners;
- encourage both the discomfort and inspiration to let go of the managerial desire for control and to work with processes that are inherently unpredictable and ambiguous;
- enable the exchange of key ideas in practice and the experience of a wide range of organisations across sectors, industry boundaries and national borders.

Dr Martin Wood - MA Programme Director

If you are thinking of embarking on a Masters programme then you will be pleased to know that we still have places on our MA in Leadership Studies which starts in October 2004.

For further information contact:

Sue.Murch@exeter.ac.uk

Tel: 01392 413023

Jonathan Gosling



Jonathan Gosling is Director of the University of Exeter's Centre for Leadership Studies, the only University-based Centre of its kind in the UK. The Centre is dedicated to the development and further understanding of Leadership, and its flagship programme is an MA in Leadership Studies. Prior to this appointment Jonathan was Director of the Strategic Leaders Unit at Lancaster University, and he remains Chair of the International Masters in Practising Management, a collaboration of seven business schools around the world that share in the delivery of taught modules for experienced managers in multinational companies. The group launched

an Advanced Leadership Programme in 2002.

Jonathan's research focuses on leadership and ethics in current strategic changes, and on contemporary innovations in leadership development. His research into how leaders learn from each other led to the formation of Lead2Lead, an organisation that provides non-formal but highly-focused opportunities for senior directors to learn from their peers in other companies. A current research programme, Virtual Mindsets, investigates how top managers provide leadership in the new economy, and his most recent articles, written with Henry Mintzberg, are on leadership education.

His own first leadership experience came in 1983 when he set up Conflict and Change, the UK's first mediation and conciliation scheme for community disputes, and as the founding secretary of the European Conference in Peacemaking and Conflict resolution. Jonathan's academic career includes MBA Director for British Airways, Director of the Strategic Leaders Programme for BAE Systems, Director of Lancaster University's PhD programme in Critical Management and Visiting Professor at McGill University in Montreal. He is a Trustee of the Fintry Trust, The J H Levy Trust, and Visiting Professor at Lancaster University.

leadership: what it is and how to develop it

by Jonathan Gosling

It is possible to summarise the objective of leadership as "direction setting".

In a large organisation these two simple words encapsulate a host of intriguing problems, sometimes nearly impossible to resolve because they involve arts of persuasion, intuition, and sheer bravado just as much as sciences of analysis, synthesis and design.

The problem with defining leadership as "direction setting" is analogous to the problem of defining strategy as competitive positioning. It becomes too cerebral, theoretical and may be little more than wishful thinking. We must go beyond the intellectual activity of setting directions to the pragmatics of getting things done. In organisations

things get done via people and via organising - approaches informed by psychology on the one hand, or sociology on the other.

Leadership development has been dominated by psychological approaches, often reduced to so-called 'people skills'. Many MBA programmes now include sections on team-building, coaching, performance-management reviews, presentation skills and even rhetoric. But being 'good at' something is not the same as 'being good'; and we inevitably look to our leaders to set an example; to represent the virtues we hold to be good. Indeed, there is a long and honourable history for treating these as essential leadership attributes, stretching back to the ancient Greeks in, for example,

the advice that Alcibiades gives to Socrates¹.

"And if you are to manage the affairs of the city rightly and well, you must impart virtue to the citizens – which you cannot do unless you possess this virtue yourself.

You yourself, then, should first acquire virtue, and so should any other who means to govern and manage not only himself and his own private affairs, but the state and the affairs of the state".



So, in the psychologists' view, leaders must be skilful and virtuous. Virtue is to do with personal conduct and the ends to which one is striving – in a rapidly-changing, multi-cultural world, knowing what is the right thing to do is becoming harder and harder.

Many leaders suspect they are perceived as the products (and recipients) of the projected hopes and fears of their colleagues and of wider society. Traditional leadership courses, aimed at personal skills, are not much use here. If a group wants someone to provide order and direction – they'll find one! Nonetheless, for most people, improving their chances of successful experiences in leadership becomes a matter of either selecting the right environment (including other team members, industry-type, etc) or adjusting their personality in some way. Leadership development is a kind of 'character-building'.

MBA classrooms have a lot to answer for. Seated in rows, taught a series of topics presented as discrete functional disciplines or as bounded problems to solve, it is not surprising that students approach leadership as a matter of personality and skill.

But it is by no means clear that this is enough to enable them to take up positions of authority, nor to exercise power in a responsible manner - perhaps a more realistic definition of leadership than that with which we started. To use power responsibly requires a strong sense of duty - principally to make the kinds of choices that express values (what we consider to be good) rather than simply to discover the 'right' answer to a well-bounded problem. Leadership is network dependent - structurally, on others who become followers; substantially, on the quality of the relationships amongst actors; and systemically on the specific and concrete work in which all these people are engaged. Leading is a 'practice' of a community - which involves some technical skills, some personality adjustment, and an appropriate culture. The first two receive most attention on MBAs, but to develop 'real' leadership we would need to emphasise the discursive and relational process of leading – in other words, good quality conversations. Good leadership development can be done. For example, see the MA in Leadership Studies at Exeter (www.leadership-studies.com). So what are the key elements? Firstly, participants should be practising managers with current leadership responsibilities that oblige them to be realistic about suggestions for action. Secondly, they should work in groups to enable detailed and empathetic consideration of all the angles. Thirdly, at least half their time in classroom should be spent on their own issues - which means that only half the time can be taken by lecturers. Fourthly, they should approach the subject in ways which encourage fresh thinking and which are open to emotional and ethical content - which means working in various mindsets², instead of through the traditional business functions. Fifthly, they should include structured observation of power relations in real time, both in the workplace and in the classroom itself.

All in all, leadership development should develop the 'character', integrity, skills and discursive intelligence necessary for the responsible exercise of power.

¹ See Gosling, J. (1996) 'Plato on the education of managers', in R. French and C. Grey (eds) *Rethinking Management Education*. London: Sage Publications.

² See Gosling, J. and Mintzberg, H. (2003) *The Five Minds of a Manager*. Harvard Business Review, November.

research matters...

Next month will see the launch of the first Leadership South West Research Report. These six-monthly publications will summarise the latest in leadership research, theory and practice, offering a valuable update for practitioners, researchers and policy makers in the Region. The first edition will focus on the question "What is leadership?" addressing issues of definition, measurement and the relationship with performance. For further information and/or to be included on the mailing list **email: Richard.Bolden@exeter.ac.uk**.
Research Fellow

a substance that occupies space...



world centre for finance set to open in Exeter

A new state-of-the-art international research centre is set to open its doors for business at the University of Exeter.

The Xfi building is situated in a prominent position on the University's Streatham campus. The result of a multi million benefaction, Xfi has been designed and built to provide an innovative focus for Academics, Students and the Business Community alike, providing a world-class centre for research and post executive teaching.

The stunning new Xfi building is attracting attention for its eye catching glass and steel design as the new home for the Centre for Finance and Investment and for the Centre for Leadership Studies which will relocate to Xfi at the end of July 2004.

Sue Hudson, Project Manager at the Xfi said, "The brief was to create a statement building for the Exeter campus that reflected current trends in new-build for the worlds of finance and investment. The clean lined, glass and steel structure successfully achieves that, and will provide a stimulating and sophisticated working environment for both the Xfi and CLS faculty, students, and visitors when the doors open at the end of June 2004."

the importance of a good working environment from Dr. John Potter

“Our ability to enjoy our work and produce excellent results is influenced by three factors: the nature of the work itself, the people we are working with and the surroundings in which we operate. The first two issues can be difficult to change but there is often much we can do to improve the surroundings in which we work.”

For most people, work means more than the pay packet they receive. It becomes an important part of their life both in terms of their identity and their relationships. Our expectations of what work means are increasing. We not only want to feel we are making a valued contribution to something worthwhile but that we can do so in a pleasant and enjoyable environment. Whilst the management gurus list many factors that lead to creating an excellent organisation, it is difficult to create a good place to work if the working environment is uncomfortable, noisy, too hot, too cold, messy or disorganised.

Throughout the 20th Century, management writers have tried to explain the nature of human motivation. Maslow talked in terms of various levels of human needs on the basis that the lower order needs had to be satisfied in order for people to reach their potential. This ‘self actualisation’ as he called it is difficult to achieve if people are uncomfortable, thinking about their poor surroundings and generally preoccupied with how their workplace does not come up to their expectation. Herzberg suggested that there are two sorts of factors which motivate us at work: hygiene factors and motivators. If the hygiene factors such as quality of workspace,

conditions of work and so on are not satisfied then people become de-motivated and cannot produce good results. McGregor pointed out that there are two sorts of managers, those who value people and provide them with their necessary resources including a good place to work and those who think people are basically lazy and need to be whipped into action. Such expectations become self fulfilling and people who are treated as unimportant will never produce excellent results.

The quality of the surroundings in which we work play an important part in expressing the perceived value of the people who work in the organisation. If we want to motivate those people and unlock their potential, we have to provide them with a good place to work. By creating a pleasant working environment we are taking the first step towards showing our people that we value them, helping them to feel good about themselves and unlocking the tremendous contribution that everyone can bring to the effectiveness of their organisation.

Dr John Potter
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taking matters into your own hands...

Such is the esoteric nature of leadership that it is a great subject to discuss and debate, and one which elicits plenty of opinion. This feature seeks to canvass opinion, and more importantly provoke debate! Using our website as the debating forum, we invite you to consider the following...

In light of the recent difficulties in recruiting senior board posts facing major corporations such as M & S, why is there seeming reluctance to apply for such a key leadership role? Is there a dichotomy facing potential applicants when assessing the role on offer? In other words...

The Role of the Chairman – Fall-Guy or Figurehead?

Sybille Mansfield-Schiffmann - Regional Skills and Capacity Advisor South West Employers' Organisation for local government comments:

“This topic has particular resonance from both a private and public perspective. As far as issues of power are concerned, it is interesting how the power of institutional shareholders

has increased in recent years. To coin Oliver Williamson (Management theorist), organisational objectives may differ. Long term sustainability in terms of market growth etc., encapsulated in the Chairman’s approach, can be sacrificed at the alter of short-term profit objectives and over-generous returns to shareholders. However, another underlying problem, when and if the Chairman does fall, is the featherbed soft landing they typically receive in the form of an overly generous pay-off, for essentially failing!

Another take on the fall-guy, however, is in the form of public sector bodies or quangos, as we affectionately deride them. The set up of a plethora of groups charged with the administration of what were traditionally held central Government concerns, can blur the boundaries of responsibility nicely. Faced then, perhaps with voters complaints concerning effectiveness of delivery, the ruling party turns a baleful gaze to the third party concerned.

The question then is: Did the “fall-guy” lose his teeth after he was pushed, or did he have any to start with?”

Opinion from an HR professional states:

“It is perhaps interesting to note that often middle management has little understanding of the role of chairman, and I suspect this is commonplace, because chairmen do not usually communicate their day to day duties or responsibilities to their staff. In our own company the most visible part of the role is to be a figurehead to the shareholders and the staff by making statements at shareholder meetings, in company reports and at internal staff forums and conferences. In this respect, the chairman is unlikely to become a fall-guy because he is also the majority shareholder. The role of fall-guy generally goes to the Chief Executive.

And a final word from Jay Tayler-Webb, of j t-w consulting ltd:

“It depends who writes up the history. A recently sacked CEO will recount the story of how “they” lost their nerve and bottled out just when the breakthrough was about to come. “They” will tell the tale of how they just managed to save the business from his excesses in the nick of time. That’s life!”

Read more comments on our website, and add your own to this intriguing debate!

improving performance: creating the new management professionals



a positive impact, and it ensures that employers have a benchmark to assess performance and competence.

To become eligible for Chartered Manager status you need a degree, or other relevant qualification in a management discipline, and a minimum of three years experience in a management role.

The scheme evaluates and recognises six core skill areas: leading people,

meeting customer needs, managing change, managing information and knowledge, managing activities and resources and self-management. These were selected based on extensive research into the roles and functions of managers in every sector.

And because of the links between management capability and organisational productivity, successful Chartered Managers will not have an automatic right to maintain their designation. Rather, they must undertake a reassessment process, three years on. By being alert to changing circumstances and keeping knowledge and skills up to date Chartered Managers and their employers will stay ahead of the game.

The advent of Chartered Manager is a tremendously exciting challenge and one that will see management come of age. After all, the nation has everything to gain from recognising, as a profession, the occupation that has such broad influence on Britain's economic performance.

Joanne Pringle - Regional Manager SW.

To find out more, call 01536 207400

or email:

chartered.manager@managers.org.uk.

For general information visit

www.managers.org.uk and click on

'Gain professional recognition.'

The spectre of a widening gap in the UK's competitiveness is placing managers and leaders firmly in the spotlight. The glare has never been more noticeable than today, when company failures, unethical behaviour or poor productivity are in the news, especially when most are attributed to failing management, in one way or another.

Recent studies have suggested that weak management skills contribute to the UK's poor performance levels. Professor Michael Porter, a US management guru, published a report in 2003 and concluded that: "as part of the overall efforts to upgrade UK competitiveness, there is a clear role for management, and problems with managerial skills are likely to be concentrated at the lower and middle management level."

Few people will argue against UK business benefiting from people motivated to develop and practise management skills. With that in mind, the Chartered Management Institute has created a professional hallmark to assist with the development and recognition of managers who can truly claim to be competent in all the important managerial skills areas.

There are around 4.5 million managers in the UK yet those with management-related qualifications are unlikely to rise higher than 20 per cent over the next three years. Career progression should be the incentive to boost this number, but the award of a professional accolade could supplement motivation.

The unveiling of the Chartered Manager programme gives managers within all organisations the opportunity to achieve professional recognition; it is an indication of those whose management contributions make



inspiring leaders

CLS Professional Network

The Network is a series of initiatives organised and managed by CLS for the benefit of both professional consultants and enterprise leaders. One of its cornerstones is the Accreditation of Affiliates (launched in May 2004) drawn from consultants, executive coaches and HR professionals specialising in leadership development, who wish to share their experience and skills with like-minded colleagues. After an assessment and selection process, successful Affiliates will have both the benefits of a professional connection to a world-class centre of excellence, as well as opportunities to further personal and professional development through interaction with other Affiliates, Fellows and CPD activities.

For further details, please see our website.

Director Development Programme – South West

This programme of short practical courses offers the latest in business thinking in locations throughout the South West; available both to members and non-members of the Institute of Directors, with members receiving a discount of 20%. Directors and Senior Managers have the choice of signing up for the whole programme or taking individual modules of specific interest.

At the end of all eight modules, Directors can then sit an examination to achieve the Diploma in Company Direction, successful completion of which is one of the criteria for achieving the coveted Chartered Director status.

The programme also offers delegates an excellent opportunity to meet with their peers, share experiences and expand personal networks.

For full details, please see our website.

Directors' Toolkit

An introduction to the IoD Director Development Programme

Practical, relevant and professional, these half-day workshops are the ideal opportunity to sample the Company Direction Programme. Each workshop focuses on the essential elements of business success – leadership, strategy and governance.

The programme has been designed and delivered in partnership with Leadership South West and forms a practical and affordable development series for the busy executive.

For further details, please see our website.

PACE – your personal journey

During the past 2 months we have been developing our approach to a new Leadership and Management initiative which will be rolled out nationally in September 2004.

PACE offers MD's and senior executives the opportunity to review their future leadership and management skills and then develop practical personal development plans. Business Link can then help these owners and managers identify the best solutions to the specific needs identified. This will have considerable impact in our two counties, by making local businesses more competitive, improving job prospects and by raising the local economy by improving the sustainability of local businesses. We also hope to enhance the provision of networking opportunities for local business leaders.

PACE was launched in Devon and Cornwall on 19th April 2004.

Contact Business Link for Devon and Cornwall for further details on:
0845 600 9966

South West Regional Development Agency

Skills are vital for a sustainable economy, and since its formation in 1999 the South West Regional Development Agency (RDA) has contributed over £42 million to skills development projects throughout the region.

Leadership South West is just one example of our ongoing work to tackle skills shortages and their effect on the economy. The RDA has contributed £400,000 over three years to the project, which hopes to place the region at the forefront of developing leadership skills. The ongoing programme of learning and support tailored to the needs of individual businesses continues to be successful, making a valuable contribution to the RDA's skills work.

Nicky Greenacre
Area Communications Co-ordinator
www.southwestrda.org.uk

The Beacon Company Initiative

This initiative has been developed by Business Link for Devon and Cornwall to profile and identify the most creative and innovative companies in the area and to create a region-wide resource network which other enterprises can explore and emulate. As such, the companies selected will play an important role in celebrating and promoting the enterprise excellence that exists in Devon and Cornwall.

The Beacon initiative is open to any company that has achieved success in their industry through new and innovative management practices and is willing to share their knowledge and experience with others. Beacon companies will become part of a network that promotes communication, and values the sharing of knowledge as a means of gaining competitive advantage and business success. The initiative offers opportunities for

- Business seminars
- Networking
- Hosting of events

For further information please contact: Linda Donaldson/Leon Cox – Beacon Press Office,
tel: 0117 905 8740 or email:
linda@bluestone.co.uk/leon@bluestone.co.uk

Business Advice Centre (SW) Ltd*

Managers and staff of Small and Medium Enterprises can now receive expert support and training from a dedicated and experienced *Business Buddy* to help develop owner and manager's skills, thereby increasing their companies' efficiency and profitability. The main features of the Scheme can include:-

- Long term 1:1 business support
- Comprehensive business health check
- Management training workshops
- Business development to increase profitability
- Funding for staff training

An experienced team of business advisers is ready to mentor and support Plymouth businesses through these LSC funded projects, so if you are interested just call: 01752 211211 to learn more.

*An Enterprise Plymouth Ltd company

Continuing Professional Development – University of Exeter

**'Critical Issues in Leadership'
Led by Jonathan Gosling
Director of the Centre for Leadership
Studies**

14-16th September, 2004

A new course forming part of the highly successful CPD Award Programme

The course assumes familiarity with contemporary and popular ideas about leadership such as emotional intelligence, competences, the distinction between leadership and management, and between strategic, operational team leadership.

The 3 days are for people who:

- want to learn more about leadership
- want to lead more effectively
- wonder what their leaders are up to

Contact CPD: 01392 263770
Email: cpd-unit@ex.ac.uk
www.ex.ac.uk/cpd

Business West/ Business Link Somerset

are offering a new coaching scheme individually tailored to managers of SME's in the former Avon and Somerset areas wishing to clarify and focus on business/personal issues and objectives. Grants are available for a limited period.

For further information contact:
Business West on 0117 973 7373 or
email: coaching@businesswest.co.uk



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