

**WHAT MOTIVATES LEADERS:
HOPING TO RISE OR FEARING TO FALL?**

JULY 2011

A report by The Leadership Council

Our greatest glory is not in never falling,
but in rising each time we fall.

Confucius, 551 BC - 479 BC

Over the past few months, we have asked 15 of the most influential leaders in business and public life one simple question:

What motivates you to succeed: hoping to rise or fearing to fall?

Lord Browne

Former Group Chief Executive, BP plc

Sir Roger Carr

Chairman, Centrica plc

President, Confederation of British Industry (CBI)

Sebastian Coe

Chairman, The London Organising Committee of the Olympic Games and Paralympic Games (LOCOG)

Sir David Frost

Broadcaster and Author

Sir Geoff Hurst

Member of England's 1966 World Cup winning team

The only man to have ever scored a hat trick in a World Cup Final

Will Hutton

Executive Vice Chair, The Work Foundation

Former Editor-in-Chief, The Observer

Julian James

Chief Executive Officer, Lockton Companies International

President Designate, The Chartered Insurance Institute (CII)

Lord (Digby) Jones

UK Business Ambassador

Former Minister of State for UK Trade & Investment

Lady Judge

Chairman, Pension Protection Fund (PPF)

Chairman Emeritus, United Kingdom Atomic Energy Authority (UKAEA)

Martha Lane Fox

UK Digital Champion

Lord Mandelson

Chairman, Global Counsel

Arthur Millholland

President and Chief Executive Officer, Canadian Overseas Petroleum Limited

Sean Oldfield

Chief Executive Officer, Castle Trust

Sir Stuart Rose

Former Executive Chairman, Marks and Spencer plc

Sir John Scarlett

Former Chief, Secret Intelligence Service (MI6)

INTRODUCTION

The great nineteenth century thinker Alexis de Tocqueville had a way of assessing the state of health of a society: simply ask people the question, are they fearing to fall or hoping to rise? We believe this question is one that leaders need constantly to ask – about themselves, about their teams, about the organisations they lead, whether a company, an institution or a nation.

The two statements are a different take on an old and familiar pairing of opposites: carrot vs. stick, or more cynically greed vs. paranoia. And they seem to echo well with the unusual times we live in - here in the UK with a government desperately trying to balance austerity with aspiration, and right around the world with regimes of fear crumbling as the hopes of a new generation are asserted.

On the one hand there's the school of optimistic leadership, which believes that a positive attitude – the hope that we will rise – is itself a vital part of ensuring that we do rise. Interviewed for this research, Sir David Frost went further, saying that hoping to rise was an insufficient description of his drive; he was “determined to rise”. Taken to extremes, this thinking finds expression in ideas like Bhutan's much-imitated ‘Gross National Happiness’ index. Prime Ministers and other leaders who take this approach begin to see themselves as Prime Motivators. And plenty of leaders see an attack on fear as one of their principle duties, taking their cue from the classic line in Franklin D. Roosevelt's first inaugural speech, ‘we have nothing to fear but fear itself’. A classic sporting example is Wimbledon's defeat of Liverpool in the 1988 FA Cup Final: small, poor, unfancied Wimbledon had nothing to lose, they'd already ‘won’ by getting this far – they could only hope to rise further. Big, rich favourites Liverpool would have proved nothing by winning – their fear of falling is widely seen as having brought them to their knees.

So far so (relatively) uncomplicated. But look hard enough and you will find vocal and persuasive opponents to this. There's an entire genre of business books devoted to the idea of ‘feeding on the fear’. Legend has it that Simon Woodroffe, the Yo! Sushi founder, deliberately placed himself in extreme personal debt at the start of his entrepreneurial journey – partly of course to create a pool of investment capital but more importantly to create ‘a pool of fear’. Frequently, bosses are quietly pleased to see members of their teams taking on big personal financial responsibilities (major mortgages, school fees). Now that they have further to fall, the theory goes, the fear of falling will spur them on to greater performance – and a manager can manipulate that fear with some precision if they so choose. The relentless need for change and reinvention in so many organisations – and the difficulty of establishing the all-important

'buy-in' for change among employees, voters and other vital groups – drives leaders time and again to the tricky stratagem of defining and articulating 'the burning platform' (a term which has domesticated itself so thoroughly into management speak that we no longer have a sense of the horrific reality in which it was first used to describe in the oil industry, in the days before rescue helicopters). Once employees – or shareholders, voters, taxpayers – feel the flames, the logic goes, it will be relatively simple to get all hands to the pumps.

To complicate matters, some of the most iconic stories told of leadership reflect a position somewhere in the middle. Churchill didn't exactly give a nation hope (or at least only in tiny doses), nor did he push the buttons of fear when he talked about a kind of dogged courage that would "never give up", that promised only "blood, toil, tears and sweat". Even his voice, with its deliberately un-heroic matter-of-factness, its resolution tinged with weariness, refused to play the game of hope and fear, carrot and stick. Does this middle way represent 'the answer'? Or is it a one-off, successful only because of extraordinary circumstances - not least Churchill's awareness of the unremitting hysteria of Hitler's focus on extreme exaggerations of both hope and fear? Interestingly, Sir John Scarlett was one of the few leaders we interviewed who strongly disagreed with the basic premise of our research: "'Rising or falling' has never entered my mind as motivation for my career. Watch out if you see someone motivated by these emotions."

In the more commercial environment inhabited by most of our interview panel, however, the overwhelming impression is of rising spirits, and a downright distrust of any style of leadership which draws on fear as a resource in any other way than as a sensible awareness of risk. While Sir Stuart Rose states that "you need to keep hope and fear in perfect balance", it's clear from the whole tone of his interview that this balance definitely favours hope.

For Sebastian Coe there's a specific nuance to the idea of rising. "I don't think fear of losing is what drives people; it's the innate desire to find out more about yourself. For me it's always been about self exploration, having in a way a childlike inquisitiveness about what's around the corner."

Martha Lane Fox throws down the challenge of making leaders think about the destination to which they are rising. It's all very well to hope to rise, she argues, but if you want a whole organisation to share that hope and rise up with you, you have to go through the discipline of defining a destination. "I'm often surprised by how difficult people find it to set out that one page, one paragraph, one sentence which says exactly what you are trying to do, and what will change as a result. Even young entrepreneurs, who you'd think would be driven by this kind of

a statement, shy away from it. The single biggest piece of advice I have is to take the time to put it down on paper.

Being very clear and very focused on what that vision is, is incredibly valuable, whether with employees, suppliers, investors or anyone else. Once you have that, you have the galvanising thought for you and your team. You have the basis for a shared sense of responsibility to reach the place where you are heading.”

Determined optimism, a ‘childlike inquisitiveness’, and a clearly articulated vision: these are the elusive factors behind the rising spirits whose mood dominates the following interviews, leavened by the lightest touch of fear as a reality check.

Ambitious leaders would do well to assess their own ability to harness these factors both in themselves and within their teams.

A handwritten signature in black ink, reading "Martin Newman". The signature is stylized with a long horizontal line extending from the end.

Martin Newman

Senior Partner, The Leadership Agency

Director, The Leadership Council

LORD BROWNE



Lord John Browne was born in 1948. He holds degrees from Cambridge and Stanford Universities. He joined BP in 1966 and served as Group Chief Executive of BP from 1998 until 2007. He is currently Partner and Managing Director of Riverstone Holdings LLC, the Chairman of the Trustees of Tate, and of a variety of advisory boards. Lord Browne was knighted in 1998 and made a Life Peer in 2001. He was appointed the UK Government's Lead Non-Executive Board Member in June 2010. His memoirs, 'Beyond Business' were published in February 2010.

Hoping to rise or fearing to fall - which best characterises you?

What motivates me is purpose and the future. A fear of failure doesn't, and never has, motivated me. Of course when you're in a dark alley you might want to quicken your pace. But everything I have achieved has been done by a focus on positive possibility.

I've always believed the best is yet to come, and I probably get this from my parents. Fear of failure is certainly not how my mother survived Auschwitz.

How do you carry forward that positive momentum to the teams around you?

If you ask people who have worked for me, I hope what you'd hear is that I keep a strong eye to the future, that I'm realistic but always positive. But over and above that it's about creating a sense of individual and collective belief – that each person on a team can do far, far more by working together than they could ever achieve alone. I see this as the real definition of the hope of rising. Most of us as individuals probably have ceilings on our capabilities but there is almost no limit to what a team can achieve.

But this always has to be tempered with realism. The leaders who have inspired me have been those who have been able to articulate a clear, realistic and worthwhile purpose, and then have ensured that the support is in place to help a team achieve. Sadly, and particularly in politics, we see people again and again providing inspirational rhetoric which is both unrealistic and unsupported, but which nevertheless is followed through with all of the wastage of resources, goodwill and credibility that entails.

As the leader of BP for many years, you've had a rare opportunity to work with national leaders around the world on projects of major strategic importance. Could you characterise some of these exceptional figures as motivated more by a hope of rising or a fear of falling?

Perhaps because I find a fear of failure more alien, I have noticed it more in others. Chinese leaders seem to me largely to be in this mould – their need to constantly conform seems to be driven by this. Carlos Andres Perez, the former President of Venezuela, almost struck me as a man completely driven by fear – rightly so as it turned out with his impeachment for embezzlement on a vast scale. Or, in a very different style, Colonel Gadhafi: he impressed me as being out of touch, immersed in books, and always speaking in riddles. I think this final point on Gadhafi, his habit of riddling, indicates fear – it's a sure sign of a man who wants to keep all his options open, and you only do that when you know you might need to make an emergency exit.

But there are some leaders who are quite the opposite. Heydar Aliyev, the former Azerbaijani President, was extraordinary: unwavering purpose, absolute determination, total clarity.

You believe that conformism can be a sign of fear?

Certainly it can be. But underlying motivations for behaviour depend very much on the individual. For example why do people conform to certain dress codes? I'm neat and tidy partly because it's been drilled into my head from boarding school onwards. There is an element of a fear of rejection, if not of failure, as the price you might pay for not conforming. In some cultures non-conformity and eccentricity is not only accepted but seen as a positive. I remember Steve Jobs coming to lecture a group of us at Stanford, sitting on the edge of a desk in sandals and torn t-shirt clutching an apple, which was of course every bit as calculated a corporate statement as a pinstriped suit on a London CEO.

I believe an element of non-conformism is vital to a healthy society. I have always felt that the British education system at its best was, and I hope remains, deeply Socratic, putting a premium on argumentation and disagreement. You may get results less fast than by following a fixed imposed system or method, but the quality is immeasurably different.

But this question of conformism also touches on the importance of keeping private and professional life in balance. My attitude to being gay, for example, was founded in the 1950s and 1960s when silence was not just the best policy, it was the *only* policy. Times changed but my attitudes didn't, and there was an element of fear involved. The fear is that someone has something on you – which is a very negative sensation to have to live with. Since coming out, that fear has vanished for me and today I am happy and confident in my identity as a gay man. I would encourage everyone not to get caught in the same twist as me.

Your advice for an ambitious leader of tomorrow?

If you're only motivated by fear of failure, you ought to do something else. You must not under any circumstances motivate others by a fear of failure because you will become a bully - and that is the dark side of corporate activity, still all too common.

SIR ROGER CARR



Sir Roger Carr is Chairman of Centrica plc, Deputy Chairman & Senior Independent Director of the Court of the Bank of England and is President of the Confederation of British Industry (CBI). He is also a senior advisor to KKR – the world’s largest private equity company. In addition, he is a Visiting Fellow of Saïd Business School, University of Oxford and a Commissioner on the Commission for Ownership.

He has previously held a number of senior appointments including Chairman of Cadbury plc, Chairman of Chubb plc, Chairman of Mitchells & Butlers plc, Chairman of Thames Water plc and Chief Executive of Williams plc. He was knighted for services to Business in the Queen’s New Year’s Honours list 2011.

Hoping to rise or fearing to fall - which best characterises you?

I’m a hope of rising type. I’m personally ambitious and reasonably confident: I would say I am intrinsically motivated with a positive mindset. It’s part of my being.

In the early days of Williams, we succeeded by making businesses rise when existing management had given up on them – in effect turning the dynamic of failure on its head.

Individual success and failure is often magnified by the way the media work. Very often they create unreasonable credibility on the way up and unreasonable damage on the way down.

Perhaps people reach a point where they’re no longer properly able to distinguish between image and reality, and when they come to believe in their own luck or infallibility. In that sense, a healthy fear of falling is probably no bad thing.

What was the chemistry that made the early days of the Williams Story such a phenomenal success?

We were a product of our time. For a start we were fairly young, around 35, we had extremely high energy levels and reasonable levels of self-confidence. Our whole mentality was born out of Thatcher’s industrial revolution. As young men we’d seen different examples or role models: for example Lord Hanson, who was all about buying and selling, and BTR, who were all about disciplined management.

But Williams was also about different and highly complementary personality types coming together – which meant that we could combine some of our personal attributes with those

we'd admired in others. I'd run a few businesses – Brian McGowan was a financier and Nigel Rudd was an entrepreneurial spirit. There were plenty of people buying up businesses and trying to make a quick profit: what set us apart was what we did to what we bought - that's what was important. We attracted a big city following because we bought well and ran the businesses well. We took on under-managed businesses - but we were never reckless.

More recently, some have accused you of presiding over a blow to national prestige with the sale of Cadbury's.

My fight – and it was a fight – with Kraft was all about discharging my standing obligations to shareholders as Chairman of the business. It was a simple case of discharging the obligations of fiduciary duty and nothing to do with national prestige. Simply put – to ensure the price that was paid for the business was greater than that which could be achieved in the medium term as an independent. As a result, Kraft paid a full price which the shareholders found irresistible. Professionally, I have to count that as a success. However, at a personal level there's sadness in not being able to see through a performance improvement programme that was already underway in a company of which I much enjoyed being Chairman.

In your current role at Centrica, you're presiding over a strategy wedded to nuclear at precisely the moment when nuclear is beginning to wobble on the global stage, with first the Fukushima disaster and rapidly in its wake Germany's nuclear u-turn. You must have thought the nuclear star was rising: how does it feel now?

Our position on nuclear is both completely rational and unshaken. As a nation we have a commitment to achieve 80% carbon emissions reduction by 2050. At the same time we have an ever increasing demand for power. Whatever the emotional arguments, if you want to have a low carbon world and to keep the lights on, there's only one solution. Fukushima didn't have a big impact on UK policy and there is no sign that we will follow a German trend. Nuclear is an essential part of the UK energy supply portfolio.

Your advice for an ambitious leader of tomorrow?

Hope of rising and a fear of falling are both key ingredients of life. Of course you need to be driven by enthusiasm, optimism, a degree of self-belief – without it you simply won't stand the pace. And confidence is fed by and built by success. The risk is that self-belief rises to the point where you could end up being blind to risk. So you really do need to feel the fear of failure from time to time, to sense your vulnerability. You need to be optimistic enough to be positive about the future, pessimistic enough to look for the pitfalls.

A balanced approach has the best chance of sustained success.

SEBASTIAN COE



Sebastian (Seb) Coe is Chair of the London Organising Committee for the Olympic Games and Paralympic Games, having previously been Chairman of the London 2012 bid company.

Seb is a double Olympic Champion and 12-time world record holder in athletics. He won gold in the 1500m and silver in the 800m at both the Moscow 1980 and Los Angeles 1984 Games. He retired from competitive athletics in 1990 and became a Conservative MP and Private Secretary to William Hague. In 2002 he was made a Peer – Lord Coe of Ranmore. He received a knighthood in the 2006 New Year’s Honours List.

He is also a Vice-President of the International Association of Athletics and controlling shareholder of The Complete Leisure Group, a Non-Executive Director of AMT-Sybex Group, and Chair of the Sport Honours Committee.

Hoping to rise or fearing to fall - which best characterises you?

There has to be a role for both – as long as optimism leads. If your role model is the football manager who walks into a club and wants to mark his territory by dropping the best player and attacking the Board and saying something challenging to the press, ultimately you will find yourself out of a job and out of friends.

I really doubt that personal or collective behaviour is sustainably based on fear. I couldn’t lead a team of hundreds, soon to be tens of thousands of people, doing one of the most complex pieces of project management this city has ever faced, if everyone felt it was a burning platform – I simply couldn’t do it. No project in my living memory, no project I’ve ever been involved in or will be, has as much public scrutiny as London 2012. The idea of managing this via a climate of fear for 7 years would have led to total instability and, worst of all, a sclerotic impact on creativity.

So are you someone who doesn’t know the meaning of fear?

Of course there are moments of fear - when you are looking over the cliff face and on balance you’d rather stay where you are than risk ending up at the bottom. There have certainly been darker moments for me – for example when I was overwhelmingly the favourite to win the 800m in Moscow in 1980 and failed. I learned an awful lot about myself in the next four days. My overwhelming thought was ‘I haven’t done this for 10 years, lifted thousands of pounds

of steel, trained night and day, only to walk away with nothing' - so yes, I hold my hands up to that and it was a fear of falling [Famously Seb went straight on to win Gold in the 1500m].

But I don't think fear of losing is what drives people; it's the innate desire to find out more about yourself. For me it's always been about self-exploration, having in a way a child like inquisitiveness about what's around the corner. Roger Bannister is a classic example. You could not take a pessimistic view of life in 1954 and do what he did. The scientific consensus at that time was that averaging less than 60 seconds for a four lap mile was physiologically impossible and that the attempt might well lead to death. At moments like that, extraordinary optimism and a refusal to allow your head to rule is very important.

Has this optimism been the same all through your life/career?

I was one of four children, and I think we all absorbed our parents' optimistic upbeat character. And then I was lucky to work with a coach who was both firm and supple. He left me in no doubt about the level of discipline needed – morally, intellectually and physically. As an athlete the most exciting moments for me were quietly sitting and thinking that a world record, a second and a half away, is actually doable – and working out with my coach exactly what we would need to do to achieve it. It's exactly the same in my current job – whether it's a transport project or something to do with corporate sponsorship or a major HR issue, the best moments are always when the handful of people who have been party to it say "right, we know what we are going to do, let's do it". It's not fear they're feeling when they walk out of the room to deliver. And believe me, they do deliver.

SIR DAVID FROST



Sir David Frost is a man who really needs no introduction.

He is the only person to have interviewed the last seven Presidents of the United States and the last seven Prime Ministers of the United Kingdom. His Nixon Interviews achieved “the largest audience for a news interview in history” (New York Times) and he has been awarded all the major television awards including the US Emmy Award; the Royal Television Society Silver Medal and the Golden Rose of Montreux. In London, he received the BAFTA Fellowship – their highest award – and in New York, the International Emmy for lifetime achievement, which is ‘their’ highest award. He was knighted by HM The Queen in the New Year’s Honours List of January 1993.

Sir David’s weekly current affairs series on Al Jazeera English ‘Frost Over The World’ is now in its fifth year, having already completed more than 150 weekly editions.

Hoping to rise or fearing to fall - which best characterises you?

Fear is a very difficult emotion to harness. If you’re filling people with fear it can be completely counter productive. Husbanding or harnessing fear is very difficult: fear feeds fear and you end up with a terrible downwards spiral.

But a statement like ‘hoping to rise’ doesn’t do it for me either: I was determined to rise. The positive approach to tasks or challenges is all important, but it comes with a big responsibility: to constantly zero in on how you can do better. I always remember the example of Donald Baverstock when he was Controller of Programmes at the BBC. After a programme had gone out everyone would be standing around saying what a great show, but all it would take was for one person – usually the most junior – to say something faintly critical like “but I didn’t quite understand that bit”, and instantly Donald would be deaf to everyone else. He spotted an opportunity to learn and improve and nothing else existed at that moment.

The truth is you can learn from almost anybody if you’re determined to find the pearl which they undoubtedly have to offer. I’ve always liked that old proverb about even a stopped clock being right twice a day. Whoever it is – a taxi driver, a waiter, a friend’s child – you need to value their perceptions, particularly if, like me, you’re working on TV and dependent on people exactly like them as your audience. But the same goes for politicians, for business

leaders – ultimately we all have our voters, our customers, our viewers.

If you're 'hoping to rise' that sounds to me as though you're being somewhat passive in the process. What I call a determination to rise requires a major and extremely active effort.

Looking at the extraordinary early successes in your career as a young man, how can the ambition still be there?

I certainly had a good early 20s, and since then people have continuously asked me "what is there left to do?". My answer has always been that the more you've achieved, the more openings you create for the future.

A phrase I've used a lot is 'never resist a challenge'. If you resist a major challenge something ossifies in you as a person, and you're more likely to say no to another challenge.

Has this rising spirit been the same all along for you?

Yes. When we were financing the Nixon interviews and needed \$2m, which was quite a lot of money back then, cold analysis would have stopped me in my tracks. Everyone was telling me to forget it. But with confidence and optimism you just don't do that. When people tell you something is impossible, you simply assume it's not. And you act on that assumption. Of course you need to balance things up, to try not to take silly risks. But you should always move forward on the basis of optimism. Analyse by all means but make sure your analysis is positive, not negative.

Working on both sides of the Atlantic, do you see major differences in attitudes around rising and falling?

I always feel when I'm in the US that people are trying to do better than their parents, to end up a couple of notches higher up the ladder, and that to carry on at the same level is seen as a failure. In Britain the sense is more that if you do as well as your parents, that's as much as you need to hope for. It's something about 'knowing your place' which holds people back in such debilitating ways. I hope I never get to a position where I know my place.

Among the remarkable people you've interviewed, does one stand out for the quality of their optimism?

Faith, in its many forms, is a very important word in this conundrum. Nelson Mandela has to be the perfect example of someone who retained his faith and belief through over 20 years of imprisonment with no hope of release.

I was able to talk to one or two people who'd spent time at Robben Island when Nelson was there. What was remarkable was to hear how some of the warders – apartheid-era hard cases – had felt the power of his optimism, his positive personality. These men were listening to him and deferring to him although to all appearances they held his life in their hands. The warders I met didn't dwell on the experience of keeping him in gaol: they talked about their pride in the man who came out.

The truth is you see the real impact of a positive personality in the reaction and attitudes of those around them.

It's been said that the careers of journalists rise highest when they demolish the careers of others. Is this a dilemma for you?

No career or individual is flawless and of course it's important to shine a light on flaws as part of your work as a journalist. There are journalists who see that as the beginning and end of their role, and good luck to them. I see things differently. For me it is about shining a light on the whole person, drawing them out in a way in which they've never been seen before. I want viewers to say "I never realised that person was like that".

SIR GEOFF HURST



Sir Geoff Hurst MBE, an iconic figure in football and international sport, secured a unique place in the history of football when he became the first and, over forty years later, still the only player to score a hat trick in a World Cup Final.

Knighted in 1998 and inducted into the English Football Hall of Fame in 2004, Sir Geoff holds a special place in the hearts of fans – football fans, sports fans and, of course, England fans.

www.geoffhurst.com

Hoping to rise or fearing to fall - which best characterises you?

Categorically, 100% hoping to rise. Even when I had just started out at West Ham United, I remember a player who was a bit older coming up to me and saying “you particularly were one we never thought would succeed – you didn’t look strong or hard enough to be successful”. I was completely taken aback: the way I’d always felt inside was like a winner, and I’d never considered that anyone would see anything else in me. The idea of being physically or mentally fearful is completely alien, always was and always will be.

After you’d achieved the ultimate at 24 with a hat trick in the 1966 World Cup Final, how did you keep alive that idea of aiming higher?

As you can imagine I’ve had a lot of time to think about this one – but my answer is always the same: discipline and hard work. That runs very deep but also shows up in ways that might look superficial to some people. Always wearing a tie, always being on time. I’m usually over-dressed by comparison with most people I bump into. It’s part of my discipline and part of me.

In building a team, how much can you shape people and how much do you have to simply accept them for what they are?

You can learn a lot in life but you have your characteristics, they don’t change to any great degree. Of course people make mistakes and learn from them, and as you get older you learn some tricks –but the basic character is there. I’ve seen cases in football where a Manager has had a player with a distinctly wayward character. Time and again they think they can change him. They try for 10 years only to find they’ve wasted their time.

My 1966 England team is a classic example. Mostly ordinary guys with a fantastic attitude: very down to earth, very hard working, driven by a passion to succeed. The team has become legend, but the reality is that we were not necessarily the most naturally gifted players. In

fact truly gifted players are always incredibly rare – we had just one or two. But the basic talent and fantastic attitude of the team as a whole allowed us to turn ourselves into the best in the world. Gordon Banks wasn't a natural football genius. Booby Moore is the best central defender England has ever had, but did he look like a seriously gifted player when he joined as a green youngster aged 16? Roger Hunt's dad was dead set against him playing football, but he persevered. He had the attitude that took him from Liverpool to England, scoring a couple of goals on the way to the Final.

In any walk of life, you should choose people on the basis of attitude more than skill. Always recruit people with the right character. Take a golf caddy or a hairdresser: it's all about being personable, helpful, and responsive. You can learn about clubs or scissors, but learning how to get along with people in a very close relationship is almost impossible.

This is the biggest lesson I've taken from football into business. If you have a wrong character on the team, if there's someone not singing from the same song sheet, move them out. Put your energy into people who have the energy and application to be with you. I've seen too many leaders in sport and business putting their energy into trying to solve 'problem people' instead of looking after the right people – the people who want to be successful.

I'm still inspired by Sir Alf Ramsey's leadership. His single-mindedness, his ability to hear the 60 million English voices telling him who to pick but not be swayed, and his emphasis on choosing players on character as much as on football skill. His great phrase was "I will not let me down".

If attitude is so important, being able to read a person's attitude has to be a vital skill. How easy is it to work out somebody's attitude?

It's very easy to work out the quality of a business by listening to the top guy for five minutes. I had a great example in Azerbaijan of all places the other day. I was meeting the Mayor of Baku Old City and besides his brilliant English it was clear in seconds that here was a highly intelligent, enthusiastic and consequently very impressive man. If he'd said "I want you to work with me as part of my team to help improve the city", I'd have said yes without a second thought.

Similarly, I can think of other cases where I've come across people in extremely senior positions and very rapidly I've begun to think – how on earth did you get here?

Your advice for an ambitious leader of tomorrow?

Listen to opinions, the good and the bad, but be yourself. Don't try to be something you are not. Everyone is different, be true to yourself. Be as you are, never do things for effect.

WILL HUTTON



Will Hutton is Executive Vice Chair of The Work Foundation, the most influential voice on work, employment and organisation issues in the UK.

Prior to joining The Work Foundation, Will spent four years as Editor-in-Chief of The Observer, for which he continues to write a weekly column. He also regularly contributes to The Guardian and the Financial Times.

Will's best-known book is probably 'The State We're In', which was seen at the time as setting the scene for the Blair revolution. His latest book, 'Them and Us: Changing Britain – Why We Need a Fair Society', was published last year by Little, Brown.

Hoping to rise or fearing to fall – which best characterises you?

How much a person is driven by animal spirits and how much by assessors of risk? It's a tightrope. While I would say that I'm more about rising than fearing to fall, you probably can't rise very high without looking down – without some sensation of vertigo.

I think that for many people that idea of climbing is very important – you see people whose careers loom in front of them like Ayer's Rock. People who think "there is an organisation and I am going to climb it". And then once they start climbing they can become very concerned about reputation. Once people are in a leadership role, they don't want to screw up. They don't want to have the sobriquet of being a failed leader hung around them, "I've got this job and climbed this wall – to fail would just be humiliating".

I see some aspects of that in myself, but for me it's more about at a personal level trying to have a good time, trying to self-actualise and at an institutional or organisational level about leaving something in a better shape than it was when I started, and trying to leave a footprint on the world. I like to feel that I've achieved something.

My core feeling is that people only get to leadership roles by being self-knowing and Alpha-ish. They don't leave things unfinished and they get on and do the job – whatever that job may be. They take action. They do things because the things are there to be done. In life self-actualisation requires being active in the world. You have to take your chances. To be a leader, I'd say you need more of the animal spirits on balance than the assessors of risk in your make up.

‘Animal spirits’ suggests a strong dimension of improvisation and flexibility rather than following a cut and dried route map.

I know a lot of people that have got to substantial positions in British life and they think in five year blocks. I recall someone who wanted to become a permanent secretary in the civil service. He was very clear, given his age, that the choices of how he would spend the next two years were entirely dictated by the necessary subsequent five year block in order to achieve his goal. It is one way to live your life. You are constantly aware that every last second is calibrated.

I wanted to become Economics Editor of Newsnight, so setting my sights on a particular challenge and going for it is by no means alien to me – but other jobs, like being editor of The Observer, came my way unexpectedly. I hadn’t planned for it. But although I wasn’t sure that I had the skills to do it, I felt that having been offered this challenge I would be a wimp to refuse it. Actually like all these things, at the time I thought that I wasn’t doing the job terribly well – rather as at The Work Foundation – but actually, when I look back, I think that I was quite good at it.

Do you encounter situations where having a direct experience of failure is seen as honourable and an asset, or is it always a negative?

In a society where status is ascribed, as is still mainly the case here in Britain, reputation once lost is harder to regain. You can reinvent yourself in more mobile fluid societies. The acceptance and even the expectation of personal reinvention in the States makes it easier to put up with failure, but it doesn’t mean that failure is a great thing.

Nevertheless people continue to think in these terms – not just about individuals, but also about countries.

I was at the World Economic Forum in a closed doors session on a panel with a couple of very highly placed Chinese figures. We were discussing the rise of China, and whether it was going to dominate the 21st century. I put it to them that China has a bust economic model. Being authoritarian, it lacks the institutions it would need to drive capitalism to the next level, I argued. It’s in serious and profound trouble. The idea that it’s effortlessly going to assume the mantle of superiority in the 21st century is nonsensical. There are going to be great upheavals and disruption in China.

I was expecting an outraged and defensive reaction. But this is what they said: “not only are you right but you understate the problem. Our system is dysfunctional; our model is broken and beyond repair”.

That took me aback but what one of them went on to say really stopped me in my tracks. He quoted Arnold Toynbee, which no-one has done in the UK for decades. Toynbee’s exhaustive study of civilisations led him to the conclusion that nations rise when there is an integrated elite who share a set of values and are optimistic about the future. “And,” he added, “we have that in China”. He was making the point that the model and the system were secondary to the existence of an integrated optimistic elite who share a common sense of China’s destiny. “That is why we will rise and you are likely to fall”, he went on, “in Western countries, views are fragmented and you don’t share a common sense of destiny.”

And it’s hard to argue that he was entirely wrong. We have a lot of people that are doing their own thing, don’t pull together – and so the sum of the parts is continually less than the whole.

JULIAN JAMES



Julian James joined Lockton International in May 2007. In March 2008 he was appointed Chief Executive Officer of Lockton Companies International Ltd. He is also President Designate of The Chartered Insurance Institute (CII) for 2011-2012 – its Centenary year.

Prior to Lockton, Julian worked for Lloyd's as Director, Worldwide Markets. He was appointed to that role in December 2000 and was responsible for all Lloyd's commercial activities outside the UK, including the management of its 72 trading licences. In addition he oversaw Lloyd's global branding and communications including international advertising, media relations and government affairs.

Hoping to rise or fearing to fall – which best characterises you?

I have never once been worried about failing, and I'm not motivated by failure. Everyone makes mistakes, and everyone gets things wrong. Look at the world's greatest sportspeople – they have all screwed up at some stage in an enormous way.

What motivates me is a drive to do much better, and to prove myself. I want to walk down the street with my head held high.

Has this been the same all through your life?

I can probably cite two triggers in my life that led to this desire to prove people wrong.

The first was that, at 11 or 12 years old, I was told I would be the Head Boy of my prep school. I expected the role, and then I didn't get it. I was incredibly pissed off about this – I hated someone else winning.

The other was that having finished my A-levels a year early at 17, I decided not to go to University. Everyone told me I was crazy, and all my peers were headed to Oxbridge. I took a year off and started a graduate programme at 18 – and from then on I was fixated on proving wrong every single person that said I wasn't good enough.

Is it born out of something innate in you, or learned through experience?

When I did my MBA, one of my Professors had a mantra that I like: "You can have anything you want in life, but you have to pay the price in advance". It's so true – no one just walks into success, even if it looks that way. It's like a great speechmaker – they didn't just walk onto the stage and deliver it.

Are you happy with this state of affairs or would you like to have a different outlook?

What I have certainly learned is never to take anything for granted, and to always fight for stuff. I have always thought that you have to work to succeed. But I am very happy with my capabilities and my limitations. What defines people is actually how they deal with failure.

When you think about how you mobilise and motivate the teams around you, which strategy do you find works best?

First, you have to believe in the power of teams. You must believe that a team is better than an individual. You must believe in the power of delegation. I learned very early on to find the people that are a lot smarter than me, with better skills than me – and get them onto my team.

My other philosophy for my teams has always been to define and set objectives very early on. And then give people the freedom to act like adults, and don't try to do their jobs for them. But for this to work you have to be so very clear about what the expectations are.

One ingredient for motivating teams is recognising that people are unique, and each driven by different things... some by money, some by power, some by praise. It is my job to identify what drives each.

Why is it that the most intelligent people in the world work for the government? They don't make good money. They want to be recognised.

Rob Goffee at the London Business School had a basic premise that there is a huge difference between management and leadership. His HBR article "Why should anyone be led by you?" is spot on. Just because I am the most senior person in my organisation, what gives me the God-given right to lead Lockton?

Have you had any spectacular experiences of these factors – fearing to fall, hoping to rise – in your own career? What have they taught you?

One absolutely defining moment for me was 9/11. It was the biggest moment in modern day history in the insurance world. It was the largest ever insured loss, and more people from the insurance industry died than in any other disaster.

A great number of my friends died in that disaster... people I worked with, had dinner with, got drunk with – really good friends.

I was 38 and at Lloyd's. 9/11 almost brought Lloyd's to its knees. 10 days later I was on a plane to New York, and part of the leadership team that spent every day working out what we needed to do to save Lloyds.

The whole experience taught me of the ridiculous nature of hate. It was all so stupid, that hate could bring about such a horribly ridiculous event.

People take out insurance because they fear the worst – a business fails, a key man dies, a house is flooded, all of which is about fearing to fall. Have you seen these opposites operate in your industry?

Our industry is about dealing with risk. We live in a world that deals with risk and uncertainty. Sometimes you get bad stuff and sometimes you get good stuff. We are dealing with unknowns.

Isn't your industry a depressing place to be?

The insurance world makes people happy, so if bad stuff happens they can re-build their lives. We are selling happiness.

LORD (DIGBY) JONES



Digby Jones began his career at Edge & Ellison, where he worked his way up from Articled Clerk to Senior Partner. He joined the CBI in 2000, and, in 2005, was knighted for services to Business, becoming Sir Digby Jones in the Queen's New Year Honours List. When he left the CBI in 2006 he spent the next 12 months in the private sector as advisor to Deloitte and Barclays Capital, held a variety of non-executive board roles, and was the unpaid UK Skills Envoy.

In July 2007 he was appointed Minister of State for UK Trade & Investment and became a Life Peer taking the title, Digby, Lord Jones of Birmingham Kt.

Following his departure from the Ministerial office in 2008, he continues as an active crossbencher in the House of Lords, serves as Chairman of the International Business Advisory Boards at HSBC and British Airways and advises a variety of UK companies. His business portfolio also includes many speaking engagements to a variety of clients and businesses in the UK and overseas. His first book 'Fixing Britain – the business of reshaping our nation' was published by Wiley in April 2011.

www.digbylordjones.com

Hoping to rise or fearing to fall – which best characterises you?

I'm always, without exception, glass half full. It's always about the next step up the ladder. If there's anything position wise, I'll go for it. It was the same when I was at primary school, same when I joined the Royal Navy. The only fear is when you're in the middle of a project and you realise the downside, whether money, reputation or time has been put on the line. There's an acknowledgment of the downside, but you factor that into the risk equation.

That's you: what about Britain? Dead in the water, or reshaping our nation to get back in and stay in the globalised race?

We are a drowning man. There is a life raft; the supreme challenge is whether we're going to get onto that life raft. Once there, we would stand every chance of getting to calm water. The issue is getting to the life raft. The nation has a serious problem regarding the deficit, and everything that stems from it. The real problem in this country is that we don't understand the competitive problems of globalisation, and the growth of Asia. As for the deficit, it is not only fixable, it will, I believe, be fixed by the coalition in 2014. The thing that is so much harder to fix is getting people into a globalised mindset.

The huge issue is the under 25s. There is NO alternative but to get them skilled up. There are three things we need to sort out: education, the class system, and making work pay. It should be illegal that someone can leave school without basic literacy and numeracy. It should be the law, like the speed limit, it's not up for discussion. 70mph. Education is disgusting in Britain at present, though parents have as much to answer for as schools. Second, we need to rid our society of the class system. Thirdly, we have to make work pay. Nobody should receive more in benefits than they could in wages. You have a postal worker who has the balls and the courage to get up and work from dawn at barely a living wage when they'd be better off on benefits. Nothing could be more crazy.

I'm not optimistic about this. But I have seen how when our country has its back against the wall, we are actually pretty good. The Falklands is a war we should have never won. We pulled it off though, somehow, brilliantly. When we understood the shit we were in when we elected Blair in 1997. Absolutely the right thing to do.

Is there any contradiction between your personal outlook as a 'glass half full' character, and your prescription for the country being to focus on a whole series of problems which successive governments, with the best will in the world, have failed to solve?

I don't think there's a paradox there. We are not all born the same. It is the obligation and duty of those, whose glasses are half full, to lead. It is up to those who find it easier to lead to make sure that others, for example the vast majority who hide from the scary reality of globalisation, wake up and move on. People don't like bad news, but you've got to tell them. Leaders have to say "we will be with you on this journey, but you can no longer rely on the nanny state to deal with this".

You've gone on record criticising aspects of civil service culture?

Ours is the most honest civil service system in the world. It attracts good, bright people. But over 160 years, a system has developed that is 100% risk averse. It is about avoidance of the negative, not looking for the positive. One civil servant defined his job to me as being about learning how to write a letter that can be brought out in 20 years and used to justify 20 different outcomes. What you take out is accountability, responsibility and interest. The issue is not an attack on the civil service, the issue is that the system is against what the Nation needs.

Your advice for an ambitious leader of tomorrow?

Think how you want to motivate people – and what truly motivates you. I have met plenty of people in business who come out with phrases along the lines of “I like my employees to have big mortgages, because I want them going home at night wondering how to pay it back”. I’m the opposite. I do understand how the mortgage thing happens, and why. But if you’re going to get me up in the morning, you’ve got to have a sense of enjoyment of seeing people around you grow. It’s got to be exciting. I love watching people learn and grow under my tutorage and teaching.

LADY JUDGE



Lady Barbara Judge is Chairman of the UK Pension Protection Fund (PPF) and Chairman Emeritus of the United Kingdom Atomic Energy Authority (UKAEA) since 2004, having joined as a Director and Chairman of the Audit Committee in 2002. She is also currently a Director of Bekaert SA, Statoil ASA and Magna International among others. Previously, she was a Commissioner of the US Securities and Exchange Commission and the first woman executive director of Samuel Montagu and News International, among others.

Hoping to rise or fearing to fall – which best characterises you?

My life has been very up and down, but I take comfort from my son's wise words that "it's the trajectory that counts". In terms of trajectory, I'm basically an optimist. In the past I was perhaps irrationally optimistic: I used to think nothing is impossible as long as you work hard enough for it. I've learned better. These days I tell myself – and anyone else who's listening – that you should certainly work as hard as you can, and if you do not achieve your objective, at least you will know that you tried, rather than always having wished you had. Absolute success is not always within your grasp. What is totally unacceptable is not going for something because you think you might fail or come second best.

My only real regrets in life are about things I didn't do, not about things I've done – however imperfectly.

Have you ever felt fear in a professional context?

Not exactly. I have, however, been in situations where I have put myself under quite intense pressure, and that does certainly create an edge. When I was a very young Commissioner at the SEC, I decided that what I wanted to do was to start an international division. I went to the Chairman about it. He said, "I don't think this is a good idea, but if you really want to waste your budget, you can do so any way you like". I went away dejected of course, and as I got back to my office there was a call from a scholarly journal asking me to write an article on any subject of my choosing, with a six week deadline. I immediately turned to my assistant and said, "Right, we're going to write an article on whether it is in the interests of the USA to open our capital markets slightly to international companies seeking to raise capital". My assistant pointed out, quite rightly, that neither of us knew anything about this. "We will in 6 weeks", I replied.

This was in 1981, and it wasn't exactly easy to find any lawyers in New York who knew very

much about international securities. So I started with the banks. I called Goldman Sachs and spoke to a slightly flustered operator who just about managed to understand what I was after. Ten minutes later John Whitehead, the legendary Goldman's Chairman, was on the phone. I told him what I wanted to know and he said, "fine, we'll send you three bankers on Monday". Well, I'm a lawyer, and you learn to visit clients on their own territory, because you learn a lot more that way. So that's how I did it. First with Goldman's, then with the other big banks.

Six weeks later I wrote the longest and most boring article (with many, many footnotes and references) on the internationalisation of the securities market. It may have been boring, but it was definitive, and I quoted all the best bankers of the day. When the article was finished, I sent round a note to the SEC staff asking anyone interested in international securities to come to my office on a certain date. Fourteen people turned up. That meant we had the beginnings of a division. We rolled up our sleeves and started to write the rules which are still today the basis on which the SEC operates in this area. In those six weeks I'd become an internationalist.

And I'd done it through creating a very short deadline around an impenetrable topic in which nobody in the US securities world was remotely interested. I knew that the fear of not meeting that goal and deadline would drive me on.

How do you get the best results from the teams around you?

The best feedback I get is when I facilitate a seminar or group conversation. My technique is simply to tell everyone in the room how much smarter they are than me, how much more they know about the topic in hand, and how I see myself as being there to learn – they have the job of teaching me and teaching each other. I also make it clear that the rules of teaching mean they have to use simple language that everyone can understand, whether or not they are an expert.

One way in which being an American probably helps, is that being complimentary comes very naturally to me, and long experience has taught me that this is not the English way.

Does the UK/USA culture divide on this point extend to different attitudes to failure?

Failure is not good news anywhere. I sense, however, that in America they forgive more easily. Working your way up from the bottom to the top is a good thing so if you have a fall people expect you to pick yourself up and start again. They don't leap to judgments or expect you to give up.

Is it harder for women than for men to remain optimistic in business?

I admire strong women who manage to make things happen against the odds. It, however, remains in most cases, against the odds. The door's slightly ajar, but in order to go through you have to be strong. And the more I live in this country, the more I am aware that it remains exceptionally hard for women here; the higher you rise, the greater the resistance. Women are accepted as good at being Number 2. If you get to the top life is not easy.

There is an element of having to bring the personal and the professional into line here. In order to break the glass ceiling at work, you have to break the glass ceiling at home. You need support from someone who recognises your strength and is proud of you for being successful. That is something where I see change: more men are prepared to take that position these days, and that is certainly good news.

It's interesting how these things change over time and across cultures. I was brought up by my working mother to believe that professionally I was a 'person' – that gender didn't come into it. Then, particularly in the UK, I found that being a woman was a huge professional issue – and not in a good way. At this time, it is a magic moment for women. I tell young women in business that this is the first time in history when of two equal candidates for the same job, one man and one woman, the dice are loaded in our favour. What that doesn't translate to is full acceptance or real equality. Nevertheless we should make the most of it, because there's no guarantee this will last.

Your advice for an ambitious leader of tomorrow?

My own lesson is that you need your own little private board of directors. You need to be able to test your own ideas and listen to people you respect and have your interests at heart. You don't always have to act on their advice, but you always have to listen. Whenever I have tried to make do without this, I have gotten it wrong.

Working with a team has to be the way to achieve. The leader that is not a single all-powerful hero makes most sense to me. You need to get a lot of intelligent people around you, loyal and often smarter than you, and create a team that works together. Do not rely on your own abilities, no matter how strong they are. You can always do with a bit of help.

Finally, under-promise and over-deliver, and try never to be late.

MARTHA LANE FOX



As the UK Government's Digital Champion, Martha Lane Fox founded the Race Online 2012 campaign and sits on the Cabinet Office's Efficiency and Reform Board. She is also Non-Executive Director at M&S, Channel 4 and MyDeco.com. In 2005 she co-founded Lucky Voice, to revolutionise karaoke with its 6 venues and online business and in 2007 she started Antigone, a grant giving foundation. In 1998 with Brent Hoberman, she co-founded Lastminute.com, still Europe's largest travel and leisure website - they took the company public in 2000 and sold it in 2005.

Hoping to rise or fearing to fall - which best characterises you?

The characteristics I see in entrepreneurs would be hoping to rise not fearing to fall, and I would still boldly classify myself as one. I don't believe you can start a business at any age when you're fearing to fall.

But the way this question is phrased is too individualistic for me, it seems to be about getting personal satisfaction around things you want to do or are afraid of. If you want to really achieve something you have to start thinking in terms of a team, creating collective ownership and responsibility around the idea of doing something new, bold, outrageous.

The first days of lastminute.com were quite literally taken up explaining that the Internet should be taken seriously, that it wasn't going to blow up. Once people were a little clearer and felt safer, it was about painting an exciting picture of what the future might be. The challenge is also about making people feel they're part of making something inspirational.

Don't you need some balance of stick alongside the carrot?

I just don't buy the idea that you need to convince people there's a major problem, that they should be worried they're standing on a burning platform, in order to achieve results. You need a culture of outcomes, a focus on end results, an expectation that you and those around you will deliver, and a clear understanding that if you don't there will be questions.

In my current role as UK Digital Champion, the biggest task is to get the 8.7 million people in this country who have never used the Internet to get online. In a sense, yes, you could call that a burning platform. But you can deal with it in two ways. You can create anger, say it's unacceptable, you can caricature and exaggerate social divides which are already strong and entrenched. Or you can create a positive mood – you can talk about how important it is for

the UK, you can create some pride that we're actually pretty good at this, you can build on the strengths of a properly deregulated telecoms market and an incredibly strong and creative software industry. I know which method gets results.

It's not possible to make a success of this without making people believe that they can be part of something exciting. You need a big bold inspiring statement that galvanises people, a vision of the future that feels substantially different and motivates people to have substantially different behaviours.

You had an extremely serious accident a few years ago. In a very physical sense, you know what it is to fall – and to rise again.

That experience is not over, it's constantly with me. I still fall over at least once a week; I'm in a constant state of being scuffed around the edges.

The question of rising – literally getting back on your feet after a major accident and months of hospitalisation – is one of the scariest things I've ever done. They put you on a tilting table, they start you off at a 20 degree incline, then gradually move to 30 and so on. The prospect of being upright is terrifying, and then the actual business of putting weight through your body is intensely traumatic – much more so even than taking your first steps.

Even now I have to take an attitude of total denial, because if I start thinking about it I don't get out of bed. Denial is a hugely underestimated strength. I don't focus on pain, balance or continence – I just deal with them by not thinking about them. I think about the positive: let's just get to the end of this street without falling over, and then we'll see about the next thing.

Your advice for an ambitious leader of tomorrow?

I'm often surprised by how difficult people find it to set out that one page, one paragraph, one sentence which says exactly what you are trying to do, and what will change as a result. Even young entrepreneurs, who you'd think would be driven by this kind of a statement, shy away from it. The single biggest piece of advice I have is to take the time to put it down on paper. Being very clear and very focused on what that vision is, is incredibly valuable, whether with employees, suppliers, investors or anyone else. Once you have that, you have the galvanising thought for you and your team. You have the basis for a shared sense of responsibility to reach the place where you are heading.

LORD MANDELSON



Peter Mandelson is a Member of the House of Lords, Chairman of Global Counsel (a strategic consultancy in partnership with WPP) and Senior Adviser to Lazard. He was elected to Parliament in 1992 and entered British government in 1997, serving as Secretary of State for Trade and Industry and Secretary of State for Northern Ireland. In 2004, he became EU Commissioner for Trade until 2008 when he re-entered the British government serving as Secretary of State for Business, Innovation and Skills and First Secretary of State until 2010. He published his autobiography, 'The Third Man' (Harper Collins) in 2010.

Hoping to rise or fearing to fall - which best characterises you?

For as long as anyone can remember, hope and fear have been twin motivators in politics. The Labour party has tended to rely on hope (for better public services, for better quality of life); the Tories have tended to rely on fear (of socialism, of high taxes). I see myself harnessing both.

As a politician, of course you want to motivate people and hold out the prospect of future success. You're in the business of selling improvement to the economy, society, safety and security, through your policies. That is hope. But at the same time I have often found, particularly at moments when change is needed, that fear has a role to play. The more complex, stubborn and resistant to change an organisation, the more people have to feel the flames in order to realise change is inescapable. That was supremely true of Labour in the 1980s. More widely, fear of the consequences of your opponents' policies is an important stimulus.

In the popular imagination you were, for some years, thought of as the 'Prince of Darkness'. Doesn't that suggest more fear than hope?

That particular tag originated in a comment by Clare Short, about the Blairite revolution being orchestrated by people operating in the dark. It actually belonged to the second of three phases in my career in the party, when I was seen as Tony Blair's closest friend and ally during the 90s. But it drew on some people's perceptions of me during the first phase, when, in the 80s, I felt the Labour party was all but going over a cliff and desperate action was needed. I knew that if we didn't change radically and fast we would slump into third place, behind the newly formed SDP and the Liberals. I was uncompromisingly for change, in policy, in culture, in image. I took that to the absolute limit, and possibly just beyond what was possible in the party. A lot of people who didn't want change saw me as a threatening figure confronting the party.

A decade on, when I came back from Brussels, that toughness and decisiveness which had earlier seemed to many in the party like a threat now seemed a major asset given the country's and the government's plight. I think it was the FT who said "the Prince of Darkness has turned into the Prince of Stability". That was the third phase.

So what started as qualities that did inspire some fear ended up creating hope and strength.

In *'The Third Man'*, you touch on disagreements around Labour's last General Election campaign. Was there a 'hope' side and a 'fear' side in the party?

Gordon principally believed a campaign on the consequences of spending cuts linked to the Conservatives was sufficient to win. I disagreed. After 13 years in office people needed more than a fear of the alternative. Besides, creating fear around the consequences of the deficit could only be negative given Labour's position as the party most associated with the initial problem. I believed strongly in a positive campaign. How we were going to renew ourselves, how we'd continue to create a better Britain, what people were going to get with and from Labour if they voted us into office again. This whole positive emphasis was largely absent from our campaign.

Looking more widely at the state of the UK, would you see more hope of rising or fear of falling?

I am by nature an optimist: that's the job of politicians, to provide policies for betterment of life and positive change. In that sense I'm hopeful about the country. The country has a combination of values, clean politics, rule of law, standards of civility and tolerance that makes this a pretty good place to live in. I have spent the past 10 years travelling intensively. I see many virtues and attributes in the countries I visit – but nothing quite like the combination of factors that makes Britain so good.

However, economically I am not sure we are doing what needs to be done to make our way in the world. That needs a smarter and more strategic government supporting the dynamism of markets which I believe in. I don't think we have established the right paradigm in this country for creating long-term economic growth and sustainability.

Commonly received wisdom has it that China is unstoppable rising. Is that how you see it?

My view of China is that the current model is unsustainable: growth will falter or not continue at its present rate. The question is whether the Communist Party is capable of understanding and implementing change in ways that will secure China's economic success and social stability. This political system is not driven by conventional forces. But there are populist forces in China which do find expression, via the Internet. That is creating expressions of opinion, driving societal reactions, in ways which Chinese leaders did not have to deal with a decade ago but do now.

It's often said that India's democratic model makes it more capable of adaptation, that India's relatively open and dynamic society will ensure success in ways that will elude China. I don't necessarily disagree, but in India there are also great complexities and resistances to change that mean it can't automatically adapt. Ultimately is China capable of changing to produce a more efficient model of capitalism? Don't bet against China being able to pull it off. No more than you should bet against Europe being able to bring to fruition the extraordinary experiment in economic and political governance and integration that's underway on a scale the world hasn't seen since the creation of the USA.

ARTHUR MILLHOLLAND



Arthur Millholland has been President and CEO of Canadian Overseas Petroleum Limited since August 2009, and has been a professional geologist for 27 years. He has worked in a variety of regions including the UK North Sea, Canada, the Gulf of Mexico, the United States, South America, and West and North Africa. He is a member of the Association of Professional Engineers, Geologists and Geophysicists, and the American Association of Petroleum Geologists. He is a graduate of the University of Waterloo where he obtained an Honours Bachelor of Science degree in Earth Science.

Hoping to rise or fearing to fall – which best characterises you?

If you aren't aware of one then you will never achieve the other. There are some that are one or the other. Pure hope of rising will make you reckless, pure fear of falling is totally inhibiting.

I am in the oil and gas business, and on the exploration side, so by nature you have to be an optimist - otherwise you wouldn't have the courage to drill oil. But we don't just take a guess at it: we deal with proper risk management. If you begin to rely on your luck you can lose it all – and people have.

I lost it all – well, at least I lost my job and my company – in 2008 because I had the wrong bank, RBS. We found the oil, lots of it; we didn't find the credit we needed, because we were totally dependent on RBS and they went to the wall. It would have been easy to just hide under a rock after that, but I didn't; I learned a lesson. I still wake up every day thinking about what happened and what I could have done differently. At the end of the day, could I have foreseen the collapse of the global financial markets? Maybe so – I saw Lord Fraser quoted in a newspaper the other day as saying that they knew in April 2008 that RBS was going to fail, and that was exactly when I was renegotiating my credit facility with them. But it did happen, and we got caught out in a storm that we didn't create.

Today, there are investors here in Britain and in North America that wouldn't give me a cup of tea, but there are others that would say, "it's happened to us and it happened to you. We've both moved on and we are willing to back you." The fear, and the experience of falling is a fantastic way of ensuring that in future you manage risk better. But without the hope of rising no-one will touch you.

Does fear feature in how you manage other people?

I don't manage by fear at all. In fact I am much more the opposite. I think that you can make people walk on water if you treat them properly but you can't do it if you've got a gun to their back. I think that you will get this same answer if you ask any military commander. Businesses are the same - did Bill Gates build Microsoft under a state of fear? I don't think so. The best generals are always the ones that troops respect, who treat people with dignity and somewhat as equals.

In fact, in many ways you're better off if you are surrounded by people who are more than equal to you – by people who are smarter than you at what they do, and also brave enough to tell you the truth when things get tough.

Treating people properly – does that mean money?

In business, it has to mean money. I'm often accused of being too generous with share options, but I have a very simple philosophy: 'I hired you and if this works then I am going to do well and so are you'. That makes people feel that they are part and parcel of the enterprise, that they share in the success and it's not a two-tier system in life. It's no good if the boss gets it all.

But it's not just money. Anyone who knows Charles March and has met the people who work for him at Goodwood knows that they only have kind things to say about him. More than that, they say "he has got to be the best boss that I've ever worked for in my whole life because we see him around all the time, he talks to us, and he is concerned with our welfare". That is the magic, that's what makes people want to walk on water.

Your advice for an ambitious leader of tomorrow?

The hardest thing to learn is being upfront about bad news. Making sure people hear it from you first is important, but you have to be brave and you have to move fast: like they say, good news goes by jet and bad news goes by bus. I spend a lot of time in the City going around the institutions and if something bad is going to happen then we talk about it.

But this touches on a wider issue: the importance of feeling you can talk to people. If you want to be a leader, never underestimate how much isolation that brings with it. You need people you can talk to and you need a support group. It makes no difference whether you are in oil or gas, or whether you are Charles March running Goodwood. You need to be able to share your experiences, to be listened to and to listen. This research you're doing now

is an example – you’re getting a series of people to share their experiences with you, and then you share them more widely through the paper you’re writing and the event you’re holding. You’re creating a network of people interested in learning from each other and ultimately helping each other. That is vital for leaders to be able to draw on. Leaders have boards of directors who, when things start going bad, will be out for your blood. You will be surrounded by shareholders and bankers and the rest, all with their different objectives. You will be wading blind through hostile water and you will feel like there’s no-one to turn to. Before you set out to be a leader, start building your support network.

SEAN OLDFIELD



Sean Oldfield is Chief Executive Officer of Castle Trust. Upon authorisation by the FSA, Castle Trust will offer investors access to UK house price returns and also mortgages that will share the profit or loss with homeowners. For the past two years Sean has been carrying out the necessary preliminary work to establish this groundbreaking new business. Prior to this, Sean was a Division Director at Macquarie Bank in London running the Public Market Strategies Group.

Hoping to rise or fearing to fall – which best characterises you?

Hoping to rise definitely. Really trying to succeed to the absolute maximum of my potential is what I have always focused on.

Has this been the same all through your life?

Prior to starting Castle Trust, people who knew me would have said I was successful, but I wanted to be able to achieve far more. Resigning from a successful banking career to start a business is all about hoping to rise. I resigned from being a Managing Director at Macquarie Bank running a principal investment area in June 2008. From that point on I worked on founding Castle Trust. I didn't see another paycheck until 21st March 2011. Not that I was counting the days.

It has been so much harder than I had expected. In July 2010 our business proposition was about to go to the JC Flowers investment committee. But then it got deferred by six months. My wife and I had been unemployed for two years working on this and we thought our moment had arrived. We could feel that piece of security about our future. But that deferral caused us another six months of extreme uncertainty and anxiety. To go for 2.5 years without any income, and to have had our first child during that time, at a prime growth stage in my career (with nothing substantial behind me)... if I had been motivated by fearing to fall at that moment, those six months would be defined as 'having fallen'.

But frankly you cannot raise \$100m for a new business if you aren't ALL in. I would never have got to this point without doing exactly what I did. This business plan could only be delivered with a very large cheque, plus a remarkable board, plus a world class executive team. We're building the foundations for an enormous business; it just doesn't work on a small scale.

I met so many people, but you get just one shot with each of them. You have to meet lots of people, say all the right things to them, at all the right moments. We got some critical breaks – but plenty went wrong too.

I would accept that the sheer drive to rise has recently been tempered by an increased fear of falling because of the responsibilities I have to my growing team, to our customers and to our shareholders – and to my young family.

With that last caveat, this approach has been constant throughout my career.

Is it born out of something innate in you, or learned through experience?

It's hard on a personal basis to separate what you are born with and the sum of all your experiences. But I have had to be financially independent since the age of 15, which has regularly meant I have had nothing to lose; there has simply been nowhere to fall.

How do you mobilise and motivate the teams around you?

The team that I've built around me over the last nine months are all motivated by wanting to rise.

Is it horses for courses in terms of either the types of people you're dealing with and the issues, or are you pretty consistent on this?

What we are trying to do at Castle Trust is so large, and so new. We are essentially trying to change the entire way in which people approach the two largest financial decisions in their lives (investing your savings and buying your home). We believe this will be an industry changing business. There simply has to be huge raw optimism across the entire team to take on an endeavour of this scale.

The challenge will come when hiring people to join an established and successful business further down the line, as their expectations and motivations will be very different.

Your advice for an ambitious leader of tomorrow?

My advice would be to practise the feeling of having nothing to lose. Since at many times in my life I have had literally nothing to lose, I know that it's pretty powerful and enabling. It means that you can free yourself from the fear of falling, from taking risk over-seriously, in a way that is otherwise perhaps only experienced by those who are born very wealthy.

By the time I left Macquarie I had a comfortable life and a wife – plenty to lose. If I'd just had a middling comfortable life all along, I'd have felt too exposed. Perhaps my earlier experiences helped me to make the leap.

SIR STUART ROSE



Sir Stuart Rose has worked in retail for over 30 years, starting at Marks & Spencer plc in 1972 and joining the Burton Group in 1989. Following the Group's de-merger in 1997 he became Chief Executive of Argos plc. In 1998 he became Chief Executive of Booker, and then Chief Executive of Arcadia Group plc in November 2000. He was named Chief Executive of Marks & Spencer plc in May 2004 and became Executive Chairman in 2008, standing down as Chairman in January 2011. He is a Non-Executive Director of Land Securities plc and is on the Advisory Committee of Bridgepoint.

Sir Stuart was knighted in 2008 for services to the retail industry and corporate social responsibility.

Hoping to rise or fearing to fall - which best characterises you?

I'm a glass half full person. But you need to keep hope and fear in perfect balance. In motivating others you always need to nurture, to lead with the carrot – but you also need to know when to use the stick. Getting the proportions right is what leadership is about.

I can only speak for myself – but what motivates me is being able to look myself in the mirror, know that I have done the right thing, and come out feeling comfortable with what I have done.

You emphasise a positive attitude – how does this sit with the classic change management technique of highlighting a 'burning platform'?

I've done four turnarounds, and every time I've had to hold people's feet to the fire. At M&S, the deal was that people would either change with me at the head, or face a very different kind of change with someone like Philip Green. When you need to make changes happen, the stick does come out. But that's tactical and temporary.

You can be a benign or a malign dictator. Benign is better and more effective. In business we have executive authority. People criticise China on many counts, and with some justification – but they have to drive their country forward and the tools at their disposal are executive politics. If you're always consensual, you don't necessarily get around to the tough and necessary decisions.

Holding feet to the fire sounds distinctly painful and, as you say, it can't be a long term strategy. How do you keep up the pressure year round in a less threatening way?

At M&S we used to award a rubber chicken in our Monday morning team meeting to whoever had slipped up the week before. Everyone took that in the right way: it was a method of keeping people up to the mark without creating a culture of fear. There was just enough of an edge to it.

People do like feedback and I always believe in being very direct about this. I often tell people that they should never believe anything they hear about my attitude to them, good or bad, unless they hear it from me, because I will never say something about somebody behind their back that I won't say to their face. Clear feedback, good and bad, is hugely important. When I have had to get rid of people I have sat them down and let them know exactly why it's happening - and if it's anything to do with their own performance or behaviour it's almost always a relief to them to have it brought into the open.

Does your own success create a problem for your children?

I think this is increasingly a big problem for people who have been successful. Luckily I didn't become more comfortably off until my kids were already in their teens, so they had a sense of work ethic and were certainly not born with silver spoons in their mouths. The smart ones know how to escape it. It's probably quite hard for my son; I'm sure he shies away from mentioning who his dad is. By definition, as soon as people know that, they have a certain idea in their heads, which in turn makes it harder for him to be his own person and to be judged on his own merits. So he's gone to Australia. Good for him.

Your advice for an ambitious leader of tomorrow?

I have not one but three pieces of advice.

First, don't over-plan your career. When people come to me and say "I want to be CEO", I tell them their focus is all wrong. You should be focusing on whatever you're doing and making sure you do it brilliantly, even if it's sweeping the floor. Cream does rise to the top. Only 50% of what happens is what you've planned. Performance is what you need to get right if you want to rise - and team it with flexibility and adaptability.

Second, never work in a business which gives you no fun. Ask yourself, “am I doing this for fun plus success, or because I feel I ought to?” And remember that the top job is not always the sexiest or the most fun. I’ve frequently found myself in a job below the top where I know I’m doing a really good job, and I can go home each evening with a great feeling. And I’ve more than once turned down the top job because I was having too much fun doing what I was already doing. Maybe that big job is not what it’s cracked up to be. There are so many fulfilling things in work and in life that don’t involve being top dog.

Third, prepare yourself to ride the waves, expect the knocks, and don’t take anything too personally. It’s most often not personal, it’s political and hierarchical. Businesses are just human societies like any other kind of society, and people take things too personally.

SIR JOHN SCARLETT



Sir John Scarlett served as Chief of the British Secret Intelligence Service (SIS or MI6) from August 2004 to October 2009. He joined SIS in 1971 and over the next 20 years served in Nairobi, Paris and twice in Moscow as well as several assignments in London covering the Middle East, Africa, Eastern Europe and the Soviet Union. In early September 2001 he retired from SIS on appointment as Chairman of the Joint Intelligence Committee in the UK Cabinet Office. He rejoined SIS as Head of the Service in 2004.

Since leaving SIS he has become a Senior Adviser at Morgan Stanley. He is a member of the Advisory Boards of PwC, Statoil, Swiss Re, and the Chertoff Group in Washington, and is a Director of Times Newspaper Holdings.

Sir John was appointed OBE (Officer of the British Empire) in 1987, CMG (Commander of St Michael and St George) in 2001 and KCMG in 2007.

Hoping to rise or fearing to fall - which best characterises you?

Clearly 'hoping to rise and fearing to fall' forms an important part of careers in certain parts of the public sector and private entrepreneurial activity, where a lot depends on individual initiative. It is applicable in the economy and certainly applies in politics, an insecure profession where people rise and fall quickly. This, of course, governs the way people in these professions think. But you have to remember there are many areas of activity, in government and the private sector, to which the rule does not apply.

If, like me, you spend decades in an organisation with a strong structure, strong personality and strong culture then that is what defines your whole approach. All my career I worked within this structure and always felt strongly supported by it. I was surrounded by colleagues I trusted and this created a very constructive working environment. So, for me, the question of rising or falling was alien to how I came to think.

I knew people (not in my Service), who, when they were young, spent a lot of time thinking about whether they were going to become Ambassador, Permanent Secretary or Four Star General. But the majority never made it, and that is my point. If you spend your whole time thinking about how you are going to get there, you probably won't. So, don't.

How much of your attitude stems from working in intelligence - simply not being in the public eye?

A great deal. One particular aspect of the intelligence community is that you accept from the beginning that you will never receive public acknowledgement for what you do and that is a clear part of the deal. In my case for many years the outside world knew me as a diplomat and that was fine. I concentrated on my job, which is what the culture encouraged me to do. It strongly discouraged all of us from being overtly ambitious. You did not get prizes for individualism, I am glad to say.

So if the motivation behind that culture isn't personal reputation, then what is it?

Patriotism. It's a very patriotic organisation and there was (is) a strong sense of doing something that is worth doing. It is a demanding job and you get satisfaction from doing it well and delivering results. That is what drives people forward.

Nevertheless isn't there a certain personality cult around things like the use of green ink by the head of MI6?

The first recorded instance of green ink being used was January 1910 and it's been used ever since. In my experience people like that kind of tradition because it's one specific way in which the organisation expresses itself. If you get a personal written note from the Chief congratulating you on something you have done, it is even more satisfying if it comes in green ink. It is part of the mystique. It is important not to overplay the mystique, but this is a genuine tradition which has grown up naturally and is a legitimate part of the culture of the Service.

Your advice for an ambitious leader of tomorrow?

If you look at success purely in terms of your personal desires and objectives, you are probably going to go wrong. If you are overly 'driven' by ambition, then watch out. If you see this in other people, watch out even more. It can be destructive, very destructive.

You need to take a reality check, keep your feet on the ground and know what your abilities and capabilities truly are.

Career success must be about merit. If people are credible, they should be acknowledged and rewarded for it. This is an important point. You need to reach a level consistent with your potential. You should not rise unless it is based on merit. You need to trust your organisation to get it right. If the organisation is sound, it stands a good chance of doing so.

Finally, I am wary of the term 'leadership'. The word is overused. In the context of this interview we are talking about leadership of large or strategically important organisations – setting strategy and direction, taking decisions at the top level. It is easy to devalue the word and the concept.

Your final take on hoping to rise versus fearing to fall?

I am suspicious of the whole concept. 'Rising or falling' has never entered my mind as motivators for my career. Watch out if you see someone motivated by these emotions.

THE LEADERSHIP COUNCIL

This is the fifth in a series of papers on topical concerns for leaders. It is published under the guidance of The Leadership Council.

The Leadership Council was established by the Partners of The Leadership Agency in 2008, bringing together senior figures from commercial and public life. Chaired by Lord Janvrin, the Council provides a powerful perspective on the leadership agenda. Individual Council members also act as senior mentors for The Leadership Agency's clients.



Brigadier (Ret'd) Ed Butler CBE DSO

After 24 years in the British Army, Ed Butler retired as one of the youngest Brigadiers of his generation. As Commander British Forces in Afghanistan in 2006, he has led at all levels within 22 SAS, including over the period of 9/11, and has commanded assignments from Headquarters to field level across Asia, Africa and the Middle East. Ed's commercial grounding was as the co-founder and CEO of a successful start-up strategic risk advisory company that provides a bridge for investors operating in emerging and frontier markets. Since April 2011 Ed has been Executive Chairman and provides strategic leadership and guidance to Salamanca Risk Management.



Jonathan Chenevix-Trench

Jonathan Chenevix-Trench is co-founder of African Century, specialising in investment into small and medium sized companies in sub-Saharan Africa. In addition he is Chairman of Ashdown Funding Limited, and Elgeti Ashdown Advisors. Until 2007, he was Chairman and Chief Executive of Morgan Stanley International in London.



Simon Davies

Simon Davies has been Firmwide Managing Partner of Linklaters, the leading global law firm, since 2008, having previously been Asia Managing Partner from 2003. Appointed at 39, Simon is the youngest ever leader of a Magic Circle firm. As a lawyer, Simon specialises in M&A and securities issues and has worked in London, Hong Kong and Tokyo. Simon also leads Linklaters' flagship community investment initiative in the UK, promoting literacy and development of vocational skills among disadvantaged children in the London Borough of Hackney, and is a trustee of the National Youth Theatre of Great Britain.



Iain Ferguson CBE

Iain Ferguson is the Chairman of Wilton Park (FCO Agency), the Lead Non-Executive Director for Defra, a Non-Executive Director on the Boards of Balfour Beatty plc, Berendsen plc and Gregg's plc and a Member of the PWC (UK LLP) Advisory Board. He is also a member of the Foresight Global Food and Farming project, the Better Regulation Strategy Group and the Honorary Vice-President of the British Nutrition Foundation. He has been President of The Food and Drink Federation (FDF) and of the Institute of Grocery Distribution (IGD) and was a member of the Council of Food Policy Advisors (Defra). He was CEO of Tate & Lyle plc from May 2003 until the end of 2009 and had previously been with Unilever for 26 years (from 1977) following graduation from St Andrews University.



Val Gooding

Val Gooding is a Non-Executive Director of Standard Chartered Bank plc, J Sainsburys plc, the BBC, and the Lawn Tennis Association. She is also a Trustee of the British Museum and the Rose Theatre, Kingston, and a member of several Advisory Boards. Val was CEO of BUPA for 10 years following over 20 years at British Airways.



Anthony Gordon Lennox

Anthony is a Visiting Fellow at the Oxford University Centre for Corporate Reputation. He started his career at Channel 4 before moving to the BBC where he spent five years working on the flagship news and current affairs programme, Question Time. Since leaving the BBC, Anthony has spent ten years pioneering a new approach to communication coaching and he continues to work with business and political leaders in Britain and around the world. Anthony is currently Director of AGL Communications and sits on the board for London's Academy of Music and Dramatic Art (LAMDA).



Lord Hall of Birkenhead CBE

Tony Hall has been Chief Executive of the Royal Opera House since 2001. Before that he was Chief Executive of BBC News. He is on the board of Channel 4, the British Council, the Paul Hamlyn Foundation and the London Cultural Strategy Group. He also currently Chairs the Cultural Olympiad and sits on the LOCOG Board. He became a Commander of the British Empire in 2005 and was ennobled as Lord Hall of Birkenhead in 2010.



The Honorable Mary Jo Jacobi Jephson

Mary Jo Jacobi Jephson is a renowned brand, reputation and crisis management executive with extensive communications and public affairs experience on both sides of the Atlantic. She is a Non-Executive Director of Mulvaney Capital Management, Chairman of the Forensic Science Service's External Advisory Group, and Chairman of the IDM Group, as well as a trustee of several not-for-profit organisations in the US and UK. Previously she was Assistant US Secretary of Commerce for President George H W Bush, Special Assistant to US President Ronald Reagan and was one of Her Majesty's Civil Service Commissioners. She also has been a senior executive of BP America, Royal Dutch Shell, Lehman Brothers, HSBC Holdings and Drexel Burnham Lambert.



Lord Janvrin, Chairman

Robin Janvrin is Deputy Chairman of HSBC Private Bank (UK) Ltd. After eleven years in the Royal Navy and thirteen years in the Diplomatic Service, including postings at NATO and New Delhi, he moved in 1987 to the Royal Household, initially as Press Secretary and then subsequently in The Queen's Private Office, becoming The Queen's Private Secretary from 1999-2007. He is a Trustee of the National Portrait Gallery, on the Advisory Board of the UK-India Business Council, and is a Visiting Fellow at the Oxford Centre for Corporate Reputation.



Lady Judge

Barbara Judge is Chairman of the UK Pension Protection Fund and Chairman Emeritus of the United Kingdom Atomic Energy Authority since 2004, having joined as a director and Chairman of the Audit Committee in 2002. She is also currently a Director of Bekaert SA, Statoil ASA and Magna International among others. Previously, she was a Commissioner of the US Securities and Exchange Commission and the first woman executive director of Samuel Montagu and News International, among others.



The Earl of March

Charles March runs the Goodwood group of companies comprising Goodwood Racecourse, the Goodwood Road Racing Company (including the Festival of Speed), Golf at Goodwood, Goodwood Farm, Goodwood Aerodrome, The Goodwood Hotel and the Goodwood Estate which covers 11,500 acres of Sussex to the north of Chichester. The group employs over 400 people and attracts around 800,000 people to the Estate each year. Lord March is President of the BARC (British Automobile Racing Club), Patron of the TT Riders Association and an Honorary Member of the BRDC, the 500 Owners Club and the Guild of Motoring Writers.



Martin Newman, Director

Martin Newman has 25 years' experience in working internationally to help political, public and business leaders to stand up and be counted. He was responsible for developing the messaging strategy to ensure electoral participation in the first post-Saddam national elections in Iraq, which resulted in an unprecedented, and subsequently unrepeatable, 75% turnout. Recently, he has worked on Munich's bid to host the 2018 Winter Olympics, Japan's bid to host the 2022 FIFA World Cup and, most notably, Vladimir Putin's winning Sochi 2014 Winter Olympic bid. In 1990, Martin became the Founding Director of the Fairtrade Foundation.



David Richards CBE

David Richards is Chairman of both Aston Martin and the Prodrive Group of companies. A former World Rally Champion, he founded Prodrive in 1984 and is regarded as one of the most prominent figures in global motorsport. In 2005 he was made a Commander of the British Empire for his services to the motorsport industry.



Sir John Scarlett

Sir John Scarlett served as Chief of the British Secret Intelligence Service (SIS or MI6) from August 2004 to October 2009. He joined SIS in 1971 and over the next 20 years served in Nairobi, Paris and twice in Moscow as well as several assignments in London covering the Middle East, Africa, Eastern Europe and the Soviet Union. In early September 2001 he retired from SIS on appointment as Chairman of the Joint Intelligence Committee in the UK Cabinet Office. He rejoined SIS as Head of the Service in 2004. Since leaving SIS he has become a Senior Adviser at Morgan Stanley. He is a member of the Advisory Boards of PwC, Statoil, Swiss Re, and the Chertoff Group in Washington, and is a Director of Times Newspaper Holdings. Sir John was appointed OBE (Officer of the British Empire) in 1987, CMG (Commander of St Michael and St George) in 2001 and KCMG in 2007.



Sir Tom Shebbeare

Tom Shebbeare has been since 2004 Director of The Prince's Charities, a group of 29 Charities and not-for-profit businesses established by The Prince of Wales. Between 1980 and 1987 he was on the permanent staff of The Council of Europe (Strasbourg) before becoming the first Director of The Prince's Trust in 1988. He is a Director of Virgin Money Giving, CIM Asset Management and In Kind Direct. He was knighted in 2003.



Lord Watson of Richmond CBE

Lord Watson's career embraces broadcasting, business and public life. He presented *'The Money Programme'* and *'Panorama'* on BBC TV, was Head of Media at the European Commission, President of the Royal Television Society, and for ten years was European Chairman of Burson-Marsteller. In politics he was President of the Liberal Party and he sits in the House of Lords as a Liberal-Democrat. He advises many major companies worldwide on their communication strategies. At Cambridge, Lord Watson is an Honorary Fellow of Jesus College, and chairs the Cambridge University Chemistry Advisory Board. In 2005 he was appointed Chairman of The Cambridge Foundation, and in 2009 was elected High Steward of the University.

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