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<tr>
<th>Time</th>
<th>Session</th>
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<tr>
<td>09.00</td>
<td>Chairman’s Opening Address</td>
<td>RENÉE MAUBORGNE</td>
<td>The INSEAD Distinguished Fellow &amp; a Professor of Strategy &amp; Management, INSEAD, France Co-Author, Blue Ocean Strategy (see page 24 for full speaker details)</td>
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<tr>
<td>12.00</td>
<td>Leadership In The Real World</td>
<td>Managing Director &amp; Founder, THE CARPHONE WAREHOUSE &amp; An Inspiring Entrepreneur Who Places The Customer At The Heart Of The Business (see page 17 for full speaker details)</td>
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<tr>
<td>14.00</td>
<td>BARONESS SUSAN GREENFIELD</td>
<td>Neuroscientist, International Expert On The Brain, Oxford University Professor, Author &amp; Broadcaster (see page 19 for full speaker details)</td>
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<tr>
<td>15.00</td>
<td>RICHARD BRANSON</td>
<td>(live by satellite link) The UK’s Favourite Entrepreneur &amp; Billionaire Business Leader (see page 8 for full speaker details)</td>
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<tr>
<td>16.30</td>
<td>SCOTT BEDBURY</td>
<td>The World’s Leading Branding Expert &amp; Former Top Marketing Guru With Nike &amp; Starbucks (see page 22 for full speaker details)</td>
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<td></td>
<td></td>
<td></td>
<td>Building Leading Brands: Being Seen, Heard, Remembered, Desired &amp; Respected In The New Brand World</td>
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</table>

- How will scientific and technological advances impact the brain?
- How will we work in the future?
- What do today’s business leaders need to know now?
- Blurring the distinction between work and play – what will this mean for status and emotional wellbeing?
Thursday 30th November 2006 – Main Conference Day 2

08.00  JOHN KOTTER
Professor of Leadership, Harvard Business School & World Renowned Leadership & Change Expert
(see page 12 for full speaker details)
Amazing A++ Leadership: Leadership Characteristics That Create Outstanding Results
• How outstanding leaders produce outstanding results
• What A++ leaders do (and don’t do)
• Being a leader, not a manager
• Can everyone be a leader?

09.30  AN AUDIENCE WITH SIR ALAN SUGAR
CEO & Chairman, Amstrad
(see page 16 for full speaker details)
• Take advantage of a full hour’s Q&A with Sir Alan. No speech, no interview, just questions from the audience and answers from this legendary rags to riches entrepreneur.

10.30  Coffee

11.00  LARRY BOSSIDY
One Of The World’s Most Acclaimed CEOs & Honeywell’s Former Chairman & CEO And Former Vice Chairman of GE
(see page 14 for full speaker details)
Making Strategy Happen: Delivering The Profits With Directed Focus And Developing The Critical Discipline Of Execution
• Execution – a business leader’s most important job
• The building blocks of execution
• Bossidy’s 7 rules for the ‘executive’ executive
• Confronting reality and understanding what to change & what not to change

12.00  DANIEL PINK
Acclaimed Business And Social Trend Analyst & Author
(see page 28 for full speaker details)
Identifying & Leading The New Breed Of Workers: How And Why The ‘Right Brained’ Will Be Critical To Future Business Success
• From the information age to the conceptual age: what it means for businesses
• How to give your organization a new brain
• Building & nurturing a ‘right-brained’ workforce – death of the MBA?
• How can leaders bring out their ‘right-brained’ side? (and those of others) – the six senses

13.00  Lunch

14.30  COLONEL TIM COLLINS
The Army Colonel Who Earned Worldwide Fame For A Speech To His Troops On The Eve Of The Iraq War
(see page 26 for full speaker details)
• Turning around doubt & fear through inspirational leadership
• Communicating objectives & values
• The battlefield in war v the competitive field in business
• Earning trust and building loyalty

15.30  RICARDO SEMLER
Renowned Entrepreneur & Maverick Creator Of The World’s Most Unusual Workplace
(see page 20 for full speaker details)

16.30  GENERAL COLIN POWELL, USA (Ret.)
US Secretary of State, (2001-2005)
(see page 6 for full speaker details)
Leadership Skills – Lessons Learned Over A Lifetime of Diverse Leadership Challenges
• Colin Powell’s 13 rules
• Performance is the bottom line
• Avoiding the ivory tower syndrome – a key leadership skill
• Staying positive at all times in the drive for change
• Leadership: being clear, earning respect and accepting responsibility

17.30  End Of Main Conference & Special Private Events With Speakers
(Special events with speakers for group bookings only, see page 10 for details)

Friday 1st December 2006 – Optional Post-Conference Masterclass

John Kotter Masterclass
Managing Change – A New Leadership Perspective
(see page 5 for details)

To register call: +44 (0) 20 7915 5103 or visit: www.leadersinlondon.com or fax: +44 (0) 20 7915 5101 or email: info@icbi.co.uk.
Book before 29th September 06 and SAVE up to £400 Plus!! Group Booking Discounts Available (see registration page)
companies need to create emotional innovation in order to create moods that attract and addict customers."

Kjell will talk about why the old rules of how to ‘encourage creativity’ will no longer work and what companies need to do now to unleash the power of innovation that is critical to success and survival in the new world. He will show you how you can make your company stand out from the crowd and win the competitive edge using a non-traditional approach.

**Masterclass Programme**

*Leading innovation - What does it really take to innovate and break away from competition?*
- Competing on an emotional level
- Making your products and services addictive
- Survival of the fittest
- Non-conformists and their place in the innovation process
- Exploring extremes

*Making your customers choose you!*
- The new economy, the new corporation & the battle for talent
- The end of the loyal customer – Customers are in charge!
- Moving away from appealing to the average
- Leveraging new applications and marketing channels

*Testing the theory - Free your minds!*
- Bringing together an eclectic mix of business minds and experts on competition, this interactive Q&A session will challenge some of the ideas discussed before lunch – testing how the concepts, ideas and theories might apply in your markets with your customers. Bounce ideas, question the experts and accept no limitations! And as Kjell says: “The rest will follow!”

**Embracing risk and creating the future classic**
- Building a new model for future success
- Determining the balance between risk and return of a new strategy
- Creating a seductive story to attract talent
- Understanding and identifying the emotions lie at the heart of economics of your business

**Hear what previous delegates have said about Kjell Nordström**

“Our clients and my colleagues were impacted by your performance. We were able to enjoy a very entertaining, while at the same time, provoking speech outlining a wealth of ideas about the new world.”

Dirk Lohmann, CEO, Zurich Re

“You are possessed of a unique clarity of thought and vision which I for one found extremely compelling. Rarely have I seen a room of often jaded marketing professionals, with the odd HR sp, completely engaged and genuinely interested.”

Conor Ryan, Consumer Service, Guinness UDV

“Kjell Nordström delivered a truly unique perspective on leadership for the 21st century.”

Tony Barker, Director of Relationship Marketing, CSC
John Kotter
Leadership & Change Management Expert & Professor of Leadership at the Harvard Business School
Managing Change: A New Leadership Perspective

Masterclass Programme

Session 1: It’s Not About Managing Change
A story of failed change
• The company faces all the competitive, technological, and global forces we all face. It wants to grow. It tries to leap forward. It fails. But why?
• A story of successful change
• A second company is facing the same scenario. It tries to leap forward and succeeds brilliantly. Why?

The 8 steps to success
• What have we learned about successful change from extensive research over the past decade?
• The relationship of the 8 steps to management and to leadership
• Management and leadership are different. The distinction is enormously important in a world that is too often over managed and under led

Why it’s all about leading change
• Ask: what of the activity in the 8 steps is related to management? What is related to leadership?
• The implications are profound
• Why we as often do it wrong
• It’s not because we are dumb

Session 2: Specific Examples Of The Eight Steps

Session 3: The Heart Of Success Within Each Step

Session 4: The Champions

The implications are profound

Why it’s all about leading change

About John Kotter:
This is a unique opportunity to spend a full day with John Kotter, a dominant figure in the world of leadership and managing change.
A world-renowned professor at the Harvard Business School, he has been the premier voice on how the best organizations actually ‘do’ change. He has written many international bestsellers on the subject, most notably Leading Change - which outlined an actionable, eight-step process for implementing successful transformations - and has become the change bible for managers around the world, e.g., The Heart of Change.

About This Masterclass:
The evidence is clear that, despite all the rhetoric, effort and money thrown into change efforts (whether reorganizations, strategic shifts, customer programs, M&A in organizations today, most fail. But, it is an undeniable fact that the rate of change in the world will only increase as globalization and technology send a tidal wave across more and more industries. Helping people to understand the implications and motivating them to act sensibly are major issues for virtually all organizations.

Attend this masterclass with Kotter and find out where the core problems lie and how great firms succeed where others fail. You will benefit from the research he has conducted with hundreds of organizations on the subject and learn how you can lead your organization through successful change.

Professor Kotter’s aim in this masterclass is to mobilize an audience to action, spurring them to re-examine their practices and to provide more leadership in their spheres of activity. His methods are both intellectual and emotional. It involves audience participation as well as one-way lecturing.

Kotter on Change:
The results of Kotter’s research with organizations in the midst of large-scale change is surprising in that, whilst most believe change happens by making people think differently, Kotter says the key lies more in making them feel differently.

In Kotter’s view, business strategy, organizational structure, and systems play a role in change management initiatives. But they’re all secondary to the single most important ingredient: changing people’s behavior. And the reason so many change initiatives fail is that they rely too much on “data gathering, analysis, report writing, and presentations” instead of a more creative approach aimed at grasping the “feelings” that motivate useful action.

This is done most effectively through a “see-feel-change” process. Both thinking and feeling are essential, both are found in successful organizations, but the heart of change is in our emotions. Kotter introduces a nine dynamic “see-feel-change”, that sparks and fuels action by showing people potent reasons for organizations, but the heart of change is in our emotions. Kotter introduces a nine dynamic “see-feel-change”, that sparks and fuels action by showing people potent reasons for change that change their emotions.

“The heart of change is in our emotions. The flow of see-feel-change is more powerful than analysis-think-change. These distinctions between seeing and analysis, between feeling and thinking, are critical because, for the most part, we use the latter much more frequently, competently, and comfortably than the former.”

These distinctions between seeing and analysis, between feeling and thinking, are critical because, for the most part, we use the latter much more frequently, competently, and comfortably than the former and Kotter will show in this masterclass how change can be most successfully achieved with a focus on changing people’s “feelings” and “emotions”.

To register call: +44 (0) 20 7915 5103 or visit: www.leadersinlondon.com or fax: +44 (0) 20 7915 5191 or email: info@ibdi.co.uk.
Book before 29th September 06 and SAVE up to £400 Plus!! Group Booking Discounts Available (see registration page).
Inspiration from the man who went from humble beginnings in Harlem to the office of Secretary of State, Colin Powell is the classic American success story. Born to immigrant parents, Powell rose through the ranks of the U.S. military to become Chairman of the Joint Chiefs of Staff and, as such, was the youngest person and first African-American to hold that position.

During his tenure as Secretary of State, he was tasked with building coalitions, forging alliances, driving change, negotiating agreements and bringing people together for a common goal, whether in his own department, the USA or on the world stage. His leadership, presence, grace and dignity allowed him to transcend nations, cultures and identities.

Colin Powell's 13 Rules
From humble beginnings to national and international renown, Powell has learned many lessons on his way that, as so often, are simple but have clearly helped Powell as he has worked across different cultures, countries, politics and people.

1. It ain't as bad as you think. It will look better in the morning
2. Get mad, and then get over it
3. Avoid having your ego so close to your position that when your position falls, your ego goes with it
4. It can be done!
5. Be careful what you choose. You may get it
6. Don't let adverse facts stand in the way of a good decision
7. You can't make someone else's choices. You shouldn't let someone else make yours
8. Check small things
9. Share credit
10. Remain calm. Be kind
11. Have a vision. Be demanding
12. Don't take counsel of your fears or naysayers
13. Perpetual optimism is a force multiplier

Attend Leaders in London 2006 and find out how Powell used these rules to successfully navigate his way through the many challenges, crises and problems he encountered during his long military and political career.

Performance Is The Bottom-Line
Colin Powell has established an entirely new paradigm for leadership excellence. Through four U.S. presidents and countless world crises - including the current high-stakes campaign against global terror - the blunt-spoken four-star general has grown to become one of the world’s most effective, bottom-line leaders.

"The performance of the organization is the ultimate measure of the leader."

Whether you are currently a business leader or one who aspires to leadership, he will talk you through his blueprint for inspiring anyone - including yourself - to achieve extraordinary levels of performance.

Avoiding The Ivory Tower Syndrome – A Key Leadership Skill

"The day soldiers stop bringing you their problems is the day you have stopped leading them."

Powell believes strongly that leaders must always listen to and stay close to those, not just above them, but below them. In his view they are the people closest to the problem or the issue and it would be a foolish leader who felt he knew better just because of his position.
"Powell is able to transfer his unquestioned personal integrity to the institution he leads in part because, while he wields more power than almost any of his Pentagon predecessors, he is not addicted to it."

Staying Positive At All Times In The Drive For Change

Leaders who whine and blame engender those same behaviours among their colleagues. Conversely the ripple effect of a leader’s enthusiasm and optimism is awesome. So is the impact of cynicism and pessimism. Leaders need to push change with an attitude of ‘we can change things here, we can achieve awesome goals, we can be the best!’

"Perpetual optimism is a force multiplier."

Drawing on examples garnered from experience as both a leader on the world stage and as eyewitness to leadership in action, Gen. Powell will illustrate what it takes to be a leader, providing strategies for “taking charge” during times of great change and great crises.

Leadership: Being Clear, Earning Respect & Accepting Responsibility

“Great leaders are almost always great simplifiers, who can cut through argument, debate, and doubt to offer a solution everybody can understand.”

Powell knows that effective leaders must articulate vivid, overarching goals and values. Their visions and priorities are lean and compelling, not cluttered and buzzword-laden. Their decisions are crisp and clear, not tentative and ambiguous. They convey an unwavering firmness and consistency in their actions, aligned with the picture of the future they paint. The result? Clarity of purpose, credibility of leadership, and integrity in organization.

"Being responsible sometimes means pissing people off."

But good leadership also involves responsibility to the welfare of the group, which means that some individuals will get angry at your actions and decisions. As he says:

Background

General Powell was born in New York City in 1937 and raised in the South Bronx by his parents, who had immigrated to America from Jamaica. He came up through the New York City public school system and received a commission as an army second lieutenant in 1958. Early in his career, General Powell was stationed in Germany and in a number of posts in the United States, and also served two tours in Vietnam. He was a battalion commander in Korea and later commanded the 2nd Brigade, 101st Airborne Division (Air Assault) in Kentucky and in Germany.

He was appointed Deputy National Security Advisor by President Ronald Reagan in January 1987 and in December 1987 became National Security Advisor, a post he held until January 1989. He served as Chairman of the Joint Chiefs of Staff from 1989 until his retirement in 1993. In 2000, after nearly 7 years out of the political arena, Powell was asked to return to office and to become Secretary of State, a position he held until 2005, when he retired again.

General Powell was the founding Chairman of America’s Promise-The Alliance for Youth, a national crusade to improve the lives of America’s youth.

His receipt of the Defense Distinguished Service Medal, the Army Distinguished Service Medal, the Defense Superior Service Medal, Legion of Merit, Soldier’s Medal, Bronze Star Medal, and the Purple Heart evidence Powell’s distinguished military career.

Powell has written an autobiography entitled My American Journey.
Richard Branson (Live by satellite link)
The UK’s Favourite Entrepreneur & Billionaire Business Leader

Branston’s achievements at academic work at school were insidious but, whilst still there, at the age of 15, he launched Student magazine. Leaving school at 16 to work on this full-time, his headmaster said to him, ‘Branston, I predict that you will either go to prison or become a millionaire’. And, from these humble beginnings, he built a business that now has sales of over $8bln. He has achieved what most young professionals could only dream of; incredible wealth, fame, and acknowledgment, all the while still managing to have a good time.

In his entrepreneurial life, he has launched countless businesses and sold many of them for considerable sums. In 2006, yet again Branson proved his sceptics wrong by selling his mobile phone business, Virgin Mobile, in which he initially invested £50mln, for £700mln. The Virgin Group operates in many diverse sectors including air travel, mobile, financial, retail, music, internet, drinks, rail, hotels and leisure and now comprises over 250 companies, all of which he founded; revenue last year were a staggering $10 billion.

In 1999, he was knighted for “services to entrepreneurship.” And, in a 2003 poll that asked thousands of consumers to name the five brands that had the greatest impact on their lives, Virgin ranked as the number two brand in Europe, ahead of Nokia, Mini, and BMW, and behind only IKEA.

Let’s Do It

“Believe It Can Be Done
Have Goals
Live Life To The Full
Never Give Up
Prepare Well
Have Faith In Yourself
Help Each Other”

The staff at Virgin have a name for Branson. It is ‘Dr Yes.’ They call him this because he generally won’t say no. He finds more reasons to do things than not to do them. He says his motto really is: ‘Screw it – let’s do it!’ His philosophy is always to give something a go, to find more reasons to do things than not to do them and does not believe that the little word, can’t, should stop anyone. When he started his first venture, Student magazine, at the age of 15, people said he could not do it as he was too young with no experience. But that did not stop him and at 16 he left school to work full-time on the magazine. This was not a man that needed a university education or an MBA to succeed! Then, everyone said he would fail in the airline business and he proved them wrong, again.

Take Risks – Be Bold

Branson believes in taking risks, but these risks must be calculated and not a mere gamble. So, another of his mottos is “Be Bold, But Don’t Gamble”

In his entrepreneurial life Branson has taken many risks, the greatest of which was probably when, having already achieved significant financial success, he was prepared to take a major risk for what he believed was a bigger goal, success in the airline business. Not one person in the airline business, apart from Branson, seemed to believe it would survive more than a year, but he did. His airline is now the 2nd largest largest British long haul international airline. However, his stance was that he was bold in his decision, not foolish.

Branson infuriates the experts precisely because his success has come from breaking nearly all of their most sacrosanct rules. He is a billionaire because he hasn’t accepted limitations and contends that even a failure like Virgin Cola actually benefited his brand because it generated so much media coverage and reinforced his image as a risk taker challenging the establishment.
Branson has even followed his risk-taking mottos into his personal life and became involved in a number of record-breaking land and air speed and distance attempts. In 1986, he has crossed the Atlantic in the fastest ever recorded time; he then became the first person to cross the Atlantic in a hot air balloon. He then broke records crossing the Pacific Ocean and made a number of attempts to circumnavigate the globe by balloon.

**Overcoming Challenges**

Branson probably faced his greatest challenge in what is now termed as the BA ‘dirty tricks’ campaign. In 1991 the UK Civil Aviation Authority opened the door for Virgin to operate from Heathrow and this was one of the major causes of the BA ‘dirty tricks’ campaign against Virgin. In 1992 BA published a libelous article in BA News which argued that Branson protestations against British Airways were merely for publicity. Many would have buckled under the repercussions of this and the subsequent damage to the airline but Branson took the brave step of taking on grey-suited corporatism and sued British Airways for libel, much against the advice of many. BA settled out of court when its lawyers unearthed evidence of the extraordinary lengths the company went to to “kill off” Virgin. Among its many dodgy tactics, BA operatives leaked stories to the press impugning Virgin’s safety standards; hacked into Virgin’s reservations system; called Virgin customers, lied about cancellations, and switched them to BA flights; and circulated rumors that Branson had AIDS. Having won substantial damages Branson divided the funds amongst his staff.

As usual, Branson worked hard and turning the press to his side. He ensured BA’s actions were shrewdly publicized as widely as possible by Branson, enhancing his image as the consumer’s friend, struggling honorably against self-serving, grey-suited corporatism.

**Key Events In Branson’s Entrepreneurial Life**

1968 First issue of Student magazine, Branson’s first business venture
1969 Start of Virgin Mail Order campaigns
1970 First Virgin record shop opens
1973 Virgin record label is launched with the first signing, Mike Oldfield, whose debut Tubular Bells, become one of the biggest-selling of all time.
1977 Virgin signs the Sex Pistols and in later years signs Genesis, Phil Collins, The Rolling Stones, Culture Club, The Rolling Stones and Janis Jackson to name but a few.
1980 Virgin records expands overseas
1983 Virgin Video is formed to operate in the TV and broadcasting sector, Virgin Games is launched and Virgin Group’s pre-tax profits climb to £2m from £50m turnover
1984 Virgin Atlantic Airways and Virgin Cargo are launched, Acquisition of interest in the hotel business, Virgin Vision launches the Music Channel
1985 Virgin wins a Business Enterprise Award for company of the year; Virgin Holdings is launched
1986 Virgin Group, comprising the Music, Retail, Property and Communications divisions, is floated on the LSE. Airlines, clubs, holidays and aviation services remain privately owned
1987 Virgin Records America is launched, BSJ, of which Virgin Group is a founder member, is awarded UK licence for satellite broadcasting. Virgin sells its controlling interest in the Music Channel; first annual results of Virgin Group plc are £28 mln
1988 Virgin Broadcasting is formed; smaller UK retail outlets sold and concentration on Megastores; Virgin Atlantic Airways wins three major business-class awards; Branson announces a management buyout and takes company private again
1989 Virgin Mastertronic sings long-term European distribution rights for Sega video games
1990 Virgin Retail Group moves into Japan; Virgin Lightship is formed
1991 Virgin Publishing is formed; Virgin Atlantic wins historic ruling by the Civil Aviation Authority allowing it to operate extra services to Tokyo through the transfer of rights from BA.
1992 Virgin Music Group is sold to EMI and is valued at $1 billion; Virgin announces JV with Blockbuster Corporation
1993 Virgin Atlantic Airways wins historic libel settlement of £610,000 plus all legal costs from BA related to its dirty-tricks campaign
1994 Virgin Megastores HK is established; Virgin Retail acquires Our Price chain and becomes UK’s largest music retailer; Virgin Hotels Group expands; Virgin Radio is awarded new London FM licence
1995 Virgin Direct Personal Financial Services is launched; Virgin announces acquisition of MSM Cinemas
1996 Virgin Atlantic expands its routes and now has a fleet of 20 aircraft; Virgin Express, a short haul airline based in Belgium offers low-cost on-frills service to other European cities; Virgin Rail Group is awarded the Cross Country Trains Ltd passenger rail franchise
1997 Virgin wins bid to operate the Intercity West Coast; Virgin Hotels acquire the RAC Credit to the Industry Award
1998 Diana, the tribute album for Diana, Princess of Wales, released by Virgin’s record company, V2 records and raises over £45 million for charity
1999 Virgin Rail Group completes financing of new high-speed dining trains; Virgin Atlantic announces further expansion on the back of increased profitability. Singapore Airlines and Virgin announce the former will buy a 49% stake in Virgin Atlantic for £880mln; cash, Virgin Mobile is launched; Virgin Megastores expands further overseas
2000 Virgin Atlantic adds the latest spacer-bag bed as service for the first time; NTL signs agreement to buy Virgin’s ISP business for about £250m
2001 Virgin Mobile acquires its millionth customer; Virgin Active completes the raising of £100m to become the world’s fourth-largest health and fitness group; Virgin Mobile expands into Singapore; Virgin Blue, the Australian low-cost airline, expands; Virgin goes public; Virgin Money launches a credit card in Australia; Virgin Atlantic expands further, taking it’s total destinations to 23
2004 Virgin Mobile is floated on the UK LSE; Virgin Galactic signs a deal to create the world’s first commercial space tourism business
2005 The world’s largest commercial aircraft is launched, Airbus A380, and Virgin Atlantic is the only British customer
2006 Virgin Mobile is sold for nearly £700mln
5 Exclusive Events For Group Bookings Only

Don’t miss these unique opportunities to get “up close and personal” with some of the world’s greatest leadership experts as part of the special privileges open to group bookings.

Lunch with Sir Bob Geldof - November 29 2006
This is your chance to meet the inspiring man who was able to move the man in the street, the music and entertainment business and world politicians to work towards achieving the goal of making poverty history. Always unconventional, always challenging yet with a very real understanding of the world of business and politics, there’ll be plenty of “food-for-thought” during this “off the record” luncheon with Sir Bob Geldof.

Informal Q&A Session at the Colin Powell Drinks Reception - November 30 2006
Hosted by
This is your chance to spend more time with the inspirational Colin Powell. In an informal atmosphere, during a drinks reception you’ll be able to find out more about Powell’s unique personal leadership style as well as thoughts on crisis management, building alliances and bringing about change.

Lunch with Larry Bossidy - November 30 2006
Hosted by
take this opportunity to spend more time with one of the world’s most acclaimed CEOs. Ask him your most pressing questions on his successes with GE, Allied Signal and Honeywell and hear the many stories he has to tell about how he turned his strategic ideas into real, bottom-line profits.

Afternoon Tea with Susan Greenfield - November 29 2006
Garner further insights into leadership with Susan Greenfield over an informal cup of tea. Take this opportunity, after Susan’s whirlwind tour of the brain, to find out more about her view of the future of leadership in terms of the way our brains are evolving. If you want to understand how to make you or your team into better leaders, hear the academic foundations for leadership from this world renowned neuroscientist and what it means for our futures.

Informal Q&A Session at the Scott Bedbury Drinks Reception - November 29 2006
At the end of the first day of Leaders in London, relax by joining the fascinating Scott Bedbury over a chilled glass of wine. If you want to ask Scott how to make your brand into the stunning success story of Nike or Starbucks, this is your chance - don’t miss what will be a fast paced and enlightening question and answer session!

These exclusive events are limited to a maximum number of participants and restricted to companies registering group bookings of 10 or more. Demand is extremely high - so reserve your place immediately!

Please contact Nicola Lynch - nlynch@leadersinlondon.com or call her on +44 (0) 20 7017 7236 for further details.

Please contact Anita Richards if you are interested in sponsoring one of these events arichards@leadersinlondon.com or call her on +44 (0) 20 7017 7217

Delegates’ Views on the 2006 Event

“It is impossible to have attended this event and not have been humbled, educated and inspired by the truly astonishing people who shared their time with us”
Simon Scott-Brown
Norwich Union Life

“A first class range of ideas / values and practical steps to world class leadership.”
Jo Stevin, Lloyds TSB

“Pure Inspiration”
Steve Smith
Link Interchange Networks Ltd

“A very motivational conference that provides simple, logical and straightforward “nuggets” of information to take back to your organisation to help you make a difference.”
Karen Kirkness, B&Q Plc

“Not your average conference and far, far from your average speakers”.
Simpson-Orlebar
Lloyds TSB

“Challenging, stimulating and honest. Some really practical points for day-to-day business management.”
Michael Collyer
Nestle UK Ltd
To register call: +44 (0) 20 7915 5103 or visit: www.leadersinlondon.com or fax: +44 (0) 20 7915 5101 or email: info@icbi.co.uk.

Book before 29th September 06 and SAVE up to £400!! Group Booking Discounts Available (see registration page).
John Kotter
World Renowned Leadership & Change Management
Expert & Professor of Leadership, Harvard Business School

Amazing/A++ Leadership: Leadership Characteristics That Create Outstanding Results

Widely acknowledged as the world’s foremost authority on leadership and change, John Kotter has devoted his remarkable career to studying organizations and those who run them. His articles in The Harvard Business Review over the past twenty years have sold more reprints than any of the hundreds of distinguished authors who have written for that publication during the same time period. He is the author of many books including What Leaders Really Do, Leading Change, The Heart of Change and his new book, to be published in September 2006, Our Iceberg Is Melting.

How Outstanding Leaders Produce Outstanding Results

Over many years, John has researched with hundreds of leading companies to establish the characteristics of true leadership. He is currently in the process of finalising some fascinating work on the characteristics of leadership that produce not simply great, but outstanding, results and he will be sharing these with you at Leaders in London.

What A++ Leaders Do (And Don’t Do)

True leaders establish the vision for the future and set the strategy for getting there. They motivate and inspire others to go in the right direction and they, along with everyone else, sacrifice to get there. They make sure that enough people understand the vision, but more importantly, that they buy into it. Then they do whatever possible to create conditions that will motivate their team to act on that vision.

Failure, however, can often occur when people in executive positions do not listen to people below them in the hierarchy - the ones who are closely connected to customers. Good leaders listen very carefully to everything that’s happening around them. They never lock themselves in their offices, where they’re removed from people and where they just rely on reports and small meetings to know what the heck is going on.

“Leaders establish the vision for the future and set the strategy for getting there; they cause change. They motivate and inspire others to go in the right direction and they, along with everyone else, sacrifice to get there.”

They challenge the status quo, vacuum up information from all directions, establish - by themselves or with others - a sense of direction, vision, for their little piece of the action, and then create some strategies for making the vision a reality.

Being A Leader, Not A Manager

Kotter believes that many organizations today are over managed and under led at least partially because people have not been taught to appreciate the differences between management and leadership. The differences are significant and the implications for enterprise performance in today’s environment are most powerful.

He believes that, too often, we confuse management duties and personal style with leadership.
Leadership means:
• Setting a direction instead of planning and budgeting
• Motivating people as opposed to controlling them and problem solving
• Aligning people instead of organising and staffing.
• Creating a culture of leadership
...and, because management deals mostly with the status quo and leadership deals mostly with change, companies in this fast changing world are going to have to try to become much more skilled at creating leaders.

“Without good leadership, organizations move too slowly, stagnate, and lose their way.”

Can Everyone Be A Leader?
Kotter stresses that leadership cannot be confined to one larger-than-life individual who charms thousands. Modern organisations are far too complex to be transformed solely by a single giant, so the leadership effort must have support from the many people who assist the leadership agenda within their sphere of activity. He contends that leaders must understand that leadership is not just a job of the person above them in hierarchy and that there are many in an organisation who have the responsibility for leadership.

The strongest firms will combine strong leadership with strong management to balance each other. Instead of seeing leadership as a mysterious quality reserved for a select few charismatic people, Kotter sees leadership as a potential existing in many people. Find out how he has found people can be made into effective leaders.

“The most fundamental leadership challenge is unleashing the energy potential in enough people to create the power, if you will, to make organizations leap and dodge.”

Background
John P. Kotter is a graduate of MIT and Harvard. He joined the Harvard Business School faculty in 1972. In 1980, at the age of 33, he was given tenure and a full professorship.

He has written many books including, What Leaders Really Do, The Heart of Change, Matsushita Leadership, Leading Change, Corporate Culture and Performance, A Force for Change. His new book, Our Iceberg Is Melting, will be published in September 2006. Professor Kotter’s books have been printed in over 70 foreign language editions, and total sales are approaching two million copies. His educational articles in the Harvard Business Review have sold over 2 million copies. He has also created two executive videos, “Leadership” and “Corporate Culture” and an educational CD-ROM based on the Leading Change book.

Professor Kotter’s honors include an Exxon Award for Innovation in Graduate Business School Curriculum Design, and a Johnson, Smith & Kessely Award for New Perspective’s in Business Leadership. In 1996, Professor Kotter’s Leading Change was named the #1 management book of the year by Management General. In 1998, his Matsushita Leadership won first place in the Financial Times, Booz-Allen Global Business Book Competition for biography/autobiography. In October 2001, Business Week magazine reported a survey they conducted of 504 enterprises that rated Professor Kotter #1 ‘leadership guru’ in America.
Larry Bossidy
One Of The World’s Most Acclaimed CEOs & Honeywell’s Former Chairman & CEO and Former Vice Chairman of GE

Making Strategy Happen: Delivering The Profits With Directed Focus And Developing The Critical Discipline Of Execution

A man with few peers who has a track record for delivering results, Larry Bossidy is one of the world’s most acclaimed CEOs. From helping to turn around GE Capital in the 1980’s (as Vice Chairman, where he worked closely with Jack Welch to reshape the now hugely profitable financial services division), to transforming AlliedSignal in the 1990’s, to the merger with Honeywell, to coming back from retirement to “right the ship” at Honeywell after the failed GE - Honeywell merger, Larry has a long history of being a can-do leader.

He is also the co-author (with Ram Charan) of 2 best-selling business books, Execution: The Discipline of Getting Things Done and Confronting Reality: Doing What Matters To Get Things Right.

“Many people regard execution as detail work that’s beneath the dignity of a business leader. That’s wrong. It’s a leader’s most important job.”

But whose job is it to make strategy happen? This is where Bossidy differs from some management gurus as he believes that leading the processes of a strategy is the real job of running a business, not merely formulating a “vision” and leaving the work of carrying it out to others.

The Building Blocks Of Execution
Hear from Bossidy about the practicalities of execution and how to make sure they are ingrained in your organisation. Hear about the building blocks - leaders with the right behaviours, a culture that rewards execution, and a reliable system for having the right people in the right jobs - that need to be in place to manage the three core business processes of people, strategy, and operations.

‘Execution is a discipline integral to strategy, that it is the major job of any business leader hoping not just to be a success but to dominate a market, and that it is a core element of corporate culture’.

Bossidy’s 7 Rules For The ‘Executional’ Executive
1. Know your people and your business
2. Insist on realism
3. Reward the doers
4. Set clear goals and priorities
5. Emotional fortitude
6. Expand people’s capabilities through coaching
7. Know thy self

These may sound simple and obvious but Bossidy will show you, in the most practical terms, how he drove his
organization to be populated with teams of ‘executional executives’ and the day-to-day reality of building a business with the right core processes to make strategy and vision a reality.

“A leader’s most important job - selecting and appraising people - is one that should never be delegated”

Confronting Reality And Understanding What To Change & What Not To Change

But, in order to execute, you have to have a clear perception of reality, now more important than ever, as the penalties for not doing so are far more stark and significant. You have a business environment that is moving at record speed, and which is more competitive than ever before. And so if you are in a stymied position with your company and you don’t face the reality of your situation, you will not survive.

“Whether change is abrupt or gradual, at some point it makes old beliefs and behaviours obsolete. Ignoring that reality, as so many leaders do, is devastating.”

Trends like global competition, compressed profit margins, and an oversaturated market for goods and services have changed how businesses generate cash to do such basic things as pay their employees and produce, distribute, and market their products. What many are doing in response to this change - restructuring, cutting costs, developing new marketing programs - is sensible and necessary but these are yesterday’s solutions, according to Bossidy.

Based on his own experience, and research done with Ram Charan, Bossidy has developed a completely new way to apply and use a business model as the primary tool for confronting the reality of your own business position or that of your industry. In using this model you will know sooner rather than later whether your fundamental business premise is under assault, where your best opportunities lie, what you should change and what you should leave alone, and how to realistically plan the future of your business.

It provides a robust, reality-based process for thinking about the specifics of your business in a holistic way. It shows you how to tie together the financial targets (such as cash flow and revenue growth) you must meet, the external realities of your business (such as customer demand and industry conditions) and internal activities (such as strategy development, operating tactics, and workforce capabilities).

Finally Bossidy will tell you the Six Habits of Unrealistic Leaders, so you can be sure that neither you nor the other leaders in your organisation are showing these traits, which will inevitably lead to failure.

Background

Larry Bossidy was Vice Chairman & Executive Officer, GE Capital from 1984 to 1991. He then served as Chairman and CEO of AlliedSignal from 1991 to 1999. During his tenure with AlliedSignal the company achieved consistent growth in earnings and cash flow, highlighted by 31 consecutive quarters of earnings-per-share growth of 13% or more.

He then became Chairman of Honeywell following the historic merger of AlliedSignal and Honeywell in December, 1999. He retired from the company in April 2000 but returned in July 2001, as Chairman and CEO, to aid its recovery following General Electric’s prolonged and unsuccessful attempt to acquire Honeywell. His focus then was on stabilizing the company by reinvigorating its core management processes and improving its operations.

He is also a Board Member of Merck and JP Morgan and co-author of the best-selling business books, Execution and Confronting Reality.
Sir Alan Sugar  
CEO & Chairman, Amstrad  
A Rags To Riches Entrepreneur

Sir Alan Sugar has achieved a net worth of over £700mln. He may, indeed, be from humble East End roots but Sir Alan Sugar has a short-lived career in the civil service as a statistician but soon got bored and started his own business at 18 with £100. He bought a second-hand mini-van for £50 and spent the rest on aerials to sell to the trade from the back of his dilapidated van. He registered Alan Michael Sugar Trading as Amstrad in 1968 when he was 21 and went on to make a fortune selling basic, low-cost, computer technology to the masses. Amstrad was floated on the London Stock Exchange in 1980. In 1985 Sugar had a major breakthrough with the launch of the PCW8256 word processor which, although made of very cheap components, retailed at over £300. In 1997 Amstrad was divided into Betacom and Viglen and in 2000 Sir Alan was knighted.

What It Takes To Be A Successful Entrepreneur
The answer, according to Sir Alan is, ‘Focus and have a clear objective. Never daydream about what might come out of it – cut to the chase and concentrate on the bottom line. The best entrepreneurs are those who have had a 9-to-5 job, learned the ropes at someone else’s expense and then branched out on their own. They are not people who dream up a good idea and then think ‘I’ll be an entrepreneur now’. Attaining knowledge is key.’

Success in business has nothing to do with being clever. It’s about being prepared to take risks and to learn from mistakes.

Sir Alan And His Business Philosophy
• Work hard
• Be honest
• Be frank
• Be credible
• Learn from your mistakes

Sir Alan And The Apprentice
Having completed the 2nd, highly successful series of The Apprentice, the true star of the show has not been any of the 14 hopefuls competing for the chance to earn a 6-figure salary with one of Sir Alan’s businesses, but the host himself, Sir Alan. His tough stance has made him both admired and feared but no-one can be in any doubt that he has more than proved himself as a businessman and as one worthy to give advice to young hopefuls.

“You’re fired”
Whilst some may consider it to be no more than TV entertainment, Sir Alan maintains it is ‘more business than reality. It is a business programme, but realistically, a lot of people will see it as a reality programme because there’s an elimination process. There is a very serious underlying meaning to each task’. Each of the various tasks is designed to teach some key points such as understanding your market, controlling costs, being flexible and listening to your colleagues and, amongst much else, offers the chance to become Sir Alan Sugar’s apprentice.

A Hard-Nosed, Straight-Talking Businessman
“Never underestimate me because you will be making a fatal error. I don’t like liars. I don’t like cheats. I don’t like bullshitters. I don’t like schmoozers and I don’t like arse-lickers.”

Sir Alan has a very straight approach to business – be decent, be honest, be fair, work hard, don’t make excuses and learn from your mistakes. Not for Sir Alan, the world of corporate politics and corporate ‘lying’, as a means of getting ahead.

An Audience With Sir Alan Sugar
At Leaders in London 2006, Sir Alan will take the stage for a full hour, devoted entirely to answering your questions. If you want to know what Sir Alan is really looking for in an apprentice, what his take is on the modern philosophy of business management, what he thinks is the critical difference between success and failure in the markets of today, and much more. Come armed with your questions and get the straight and clear answers for which Sir Alan is now renowned.

To register call: +44 (0) 20 7915 5103 or visit: www.leadersinlondon.com or fax: +44 (0) 20 7915 5101 or email: info@icbi.co.uk.
Chief Executive and Founder of the phenomenally successful company, The Carphone Warehouse, Charles Dunstone is widely respected and admired as one of the UK’s most dynamic entrepreneurs. He launched the business in 1989 with £6,000, floated it in 2000, and it now has a turnover of £2.3 billion and posted record profits in 2005. It has over 600 shops in the UK and is the only pan-European mobile communications retailer with a presence in 14 countries.

Customer Championing As The Winning Business Strategy

Dropping plans to go to university because he enjoyed his job as a computer salesman for NEC during his year off too much, Dunstone transferred from selling computers to mobile phones. He soon realised that corporate clients got good deals and were well looked after, but no one was catering for small businesses, the self-employed and Joe Public - for whom mobile phones would be the most useful. And that’s when The Carphone Warehouse (CPW) was founded.

Right from that very beginning Dunstone’s business focus was entirely on the customer. The product, he rightly says, is the same anywhere, it is how the customer experiences what you offer that makes a difference. His message was clear – to provide ‘simple, impartial advice’ in the ever-complex world of mobile phone purchasing. Whilst the rest of the industry developed a reputation for complex contracts and customer-unfriendly pricing, Dunstone deliberately positioned his company as the customer’s champion - (for a start, employee commission is not affected by which phone the customer decides to buy, so that sales consultants can offer the most objective advice).

He bases everything the company does on ‘five fundamental rules’:

• If we don’t look after the customer, someone else will.
• Nothing is gained by winning an argument but losing a customer.
• Always deliver what we promise. If in doubt, under promise and over deliver.
• Always treat customers as we ourselves would like to be treated.
• The reputation of the whole company is in the hands of each individual.

“It’s too easy to become distant from the people who deliver the service….. my role is to side with the people in the stores against everyone else in the organisation”

The proof of the success of his strategy is clear - Carphone Warehouse posted record profits in 2005 and continues to win awards for outstanding customer service.

Building Employee Commitment, Loyalty & Motivation

Second only to focussing on the customer, Dunstone focuses on the employee. He treats his people in the way that most employees can only dream of: offering them a day off on their birthday and sending them a cake, for example.

Dunstone believes that the company has always managed to attract very good people into the company because it has a kind of family atmosphere within the business. They always try really hard to treat people within the company with this sense dignity and with respect, believing that, if you don’t, there’s no chance they’ll do the same for customers.

“I want everyone to get up in the morning and have self respect that in the job they do, they’re doing a good job. I’ll describe what we do. We don’t really sell mobile phones. We sell consultancy. The way people pay for our expertise is by buying a phone from us. Our phones are the same, what makes people come to us is the value that our consultants add.”

The company doesn’t ask them to sell things that they don’t think are in the absolute best interests of the customer and then they try very hard to give them the tools and the information to be able to do everything that the customer needs to do.

The Vision – Where Next?

Great leaders are never happy to stand still and Dunstone is no exception. He has expanded his empire both geographically (10 countries) and in terms of the services it now offers (ie it now has a 10% market share of residential landlines). Some of the growth has been organic and some has been through high profile acquisitions. Hear at Leaders in London how Dunstone has planned his strategy to maximise and ensure long-term sustainable growth.
Sir Bob Geldof
Musician, Businessman, 2006 Nobel Peace Prize Nominee & The Inspirational Humanitarian Behind The Live Aid & Live 8 Concerts

The Inspiration & The Passion: Achieving The Impossible In The Parallel Worlds Of Music, Business, Politics & Humanitarian Advocacy

Musician turned businessman turned political campaigner, Bob Geldof has done more than any other person of his generation to raise the issue of third world poverty onto the G8’s agenda. Using his experiences in the showbiz and music industry he has inspired and motivated people and, as importantly, politicians, all around the world to move towards making poverty history.

He has great insight into the socio-political and upliftment of the world to move towards making poverty history. As importantly, Geldof has inspired and motivated people and, as importantly, politicians, all around the world to move towards making poverty history.

Leadership & Motivational Skills That Inspire Individuals, Teams, Business Leaders And Politicians
Bob Geldof is incredibly well informed, not just about African famines and aid organizations, but also about London and Washington politics, global communications, business and, of course, the music world. In this highly inspirational presentation Geldof will share his personal experiences and the lessons learned from his involvement in Live Aid & Live 8 and in the business world.

Moved by the dreadful famine that was plaguing Ethiopia in 1984, he initiated the Band-Aid project, pulling together the top musical stars to create the single, ‘Do They Know It’s Christmas?’. It sold over three million copies and inspired in 1985’s mammoth Live Aid extravaganzas in which Geldof herded together rock’s elite to play before a worldwide television audience of over 1,000mln and raised $150mln.

Twenty years later, on March 31, 2005, Geldof announced the Live 8 project to raise awareness of issues burdening Africa such as government debt, trade barriers, and AIDS issues. Geldof organised 5 concerts on Saturday, July 2 2005. More than 1,000 musicians performed at the concerts, which were broadcast on 182 television networks and 2,000 radio networks. On 7 July the G8 leaders pledged to increase aid to Africa by US$25 billion by the year 2010. Astute, controversial networks. On 7 July the G8 leaders pledged to increase aid to Africa by US$25 billion by the year 2010. Astute, controversial

Against The Size Of The Challenge And Never Accepting ‘No’
Geldof was never daunted by the size of his challenges. But how did he drive himself to reach for the sky? How did he motivate so many people to achieve his objectives? How did he persuade so many rock stars to perform across the world in concerts with only 6 weeks’ notice? Find out at the presentation Geldof will share his personal experiences and the lessons learned from his involvement in Live Aid & Live 8 and in the business world.

Ignoring The Size Of The Challenge And Never Accepting ‘No’
Geldof was never daunted by the size of his challenges. But how did he drive himself to reach for the sky? How did he motivate so many people to achieve his objectives? How did he persuade so many rock stars to perform across the world in concerts with only 6 weeks’ notice? Find out at the presentation Geldof will share his personal experiences and the lessons learned from his involvement in Live Aid & Live 8 and in the business world.

Background
Bob Geldof was born in Dublin on 5 October 1954. He entered the music scene as a journalist on Canada’s premier underground rock journal Georgia Straight. Further experience with the New Musical Express and Melody Maker sharpened his prose and upon returning to Dublin, he formed the band The Boomtown Rats, one of the first acts to emerge during the punk/new wave explosion of 1976/77.

Although best known for his campaigning on Third World issues, debt, aid and trade justice, Geldof has also campaigned on the rights of fathers and against the euro. Amongst a number of recent recognitions, Bob received an Honorary Doctorate (Doctor of Laws) from the National University of Ireland, was awarded the MTV ‘Free Your Mind Award’ (Lisbon 4/11/05), the EPM Marketer of the Year Award (Los Angeles), The North-South Council Award (Lisbon 21/11/05) and the Nobel Man of Peace Award which was presented to him by Mikhail Gorbachev at a ceremony in Rome on 24 November 2005. Bob was recognized by TIME Magazine as one of the 2006 European Hero’s and made the front cover of their European Edition on 10th October 2005. He received a knighthood in June 1986. He has written two books, Geldof in Africa and Is That It?

Turning Creative Ideas Into Profitable & Sustainable Ventures
Geldof has also shown himself to a highly astute businessman & entrepreneur with his co-ownership of the television production house Planet 24, which began life as Planet Pictures back in the mid-80s. The company broke into the big time by launching the pioneering early morning television series The Big Breakfast in 1992. Planet 24 was then successfully sold to Carlton TV.

In 1999, he co-founded a new TV venture, Ten Alps Communications, with Alex Connock. Ten Alps has been hugely successful and, of recent, productions have included high profile documentaries for the BBC, Channel 4, Five, Sky One and Discovery Thirty-five productions are currently underway in conjunction with James Page, the successful creator of the Eidos software company, responsible for Lara Croft. Deckchair was then purchased by OTC (Online Travel Corporation) in June 2003.

In the late 90s, when Bob encountered problems booking a family holiday over the internet, he founded online travel agent Deckchair.com. Geldof launched the business in conjunction with James Page, the successful creator of the Eidos software company, responsible for Lara Croft. Deckchair was then purchased by OTC (Online Travel Corporation) in June 2003.

Sustainable Ventures

Deckchair is that it!
Tomorrow’s Leaders – How 21st-Century Technological And Scientific Advances Will Change The Way Leaders Need To Think And Act

Baroness Susan Greenfield is Fullman Professor of Physiology and Comparative Anatomy at Oxford University. She is the first female director of the 204-year-old Royal Institution of Great Britain and a co-founder of two biotech start-ups that specialize in brain diseases. She has hosted a BBC series on the brain, and wrote The Human Brain: A Guided Tour. Her latest book is titled Tomorrow’s People. How Will Scientific & Technological Advances Impact The Brain?

We often talk about how the world of business is developing, how markets are changing but we less often think of how the 21st century technological and scientific advances will change how we ‘think’ and ‘feel’ and therefore how we will “manage” and “lead” our colleagues. One person who has given this serious thought is Susan Greenfield, a renowned international expert on the human brain.

“There will be a need for leaders who can make a difference in the virtual workspace”

Susan has strong views on how 21st-century technology is changing our mind-set. Our increasing ability to manipulate electronic media, robots, genes, reproductive biology and minds is indeed dramatically changing the way some of us live. Susan Greenfield gets to grips with the most important of these changes and most importantly with the effects they are going to have on future generations. She argues that the current revolution in biomedical science and information technologies will have a huge impact on our brains and central nervous system.

She believes that the society in which future generations will live and the way they view themselves will be like nothing our species has experienced in its history. She argues that the current revolution in biomedical science and information technologies will have a huge impact on our brains and central nervous system.

“We are standing on the brink of a mind makeover more cataclysmic than anything in our history”

How We Will Work In The Future?: What Do Today’s Business Leaders Need To Know Now?

Greenfield will examine the organisation, place, manner and type of work of the future. She argues that the old rationale for forming large companies – namely to reduce the cost of gathering in materials etc – is no longer sacrosanct; accordingly we will start to see an ever-increasing proliferation of alliances. The breakdown in monolithic organisations will continue in favour of smaller, more virtual units that, although independent, network synergistically with other small companies.

“Blurring the distinction between work & play: What will this mean for status & emotional wellbeing?”

Greenfield will examine the impact of the IT revolution on work and the collective mood. Will the loss of professional identity lead to a fall in self-esteem? She argues if we are robbed of our ability to be proactive, to think without computer aid, to have a clear sense of identity to the outside world and to others – with no motivation to feel fulfilled, sedated by easy cyber-experience our levels of serotonin levels look set to plummet. Alternatively she can imagine a multifaceted workforce, where each individual is aware of their own skills and preferences and prepared to develop their own career path without comparison with anyone else. Greenfield will examine how we will lose our title – for work and leisure and how it will be valued. What will motivate us?

Background

A woman of many talents, Susan Greenfield is a pioneering scientist, an entrepreneur, a communicator of science and a policy advisor. As an indication of the recognition of her work she has been awarded 28 Honorary Degrees from British and foreign universities and was a Forum Fellow at the World Economic Forum at Davos for 5 years. She was granted a non-political Life Peerage in 2001. She gave the Dibbble Lecture in 1999 and has written and presented a major six part series on the brain and mind, ‘Brain Story’. She was included as one of the 50 most powerful women in Britain by the Guardian and ‘Woman of the Year’ by the Observer. She has written many books including: Journey to the Centres of the Mind Toward a Science of Consciousness; The Private Life of the Brain; The Human Brain: A Guided Tour. Her most recent book is: Tomorrow’s People: How 21st Century Technology Is Changing The Way We Think And Feel.

Susan Greenfield is a Senior Research Fellow at Lincoln College, and an Honorary Fellow at St Hilda’s College, Oxford. Since 1998 she has been Director of the Royal Institution of Great Britain, a post she holds jointly with her chair in Oxford, where she heads a multi-disciplinary research group. In 2000 she was elected to an Honorary Fellowship of the Royal College of Physicians; in 2003 she was awarded L’Ordre National de la Légion D’Hermes, and appointed Chancellor of Heriot Watt University in 2005.

Greenfield envisages organisations focusing on doing only what they are best at, outsourcing the rest and networking synergistically with other small companies.

“The new information technologies will change not just how we work but what we actually do – and most conspicuously – where.”

Goodfield will examine the impact of the IT revolution on work and on the collective mood. Will the loss of professional identity lead to a fall in self-esteem? She argues if we are robbed of our ability to be proactive, to think without computer aid, to have a clear sense of identity to the outside world and to others – with no motivation to feel fulfilled, sedated by easy cyber-experience our levels of serotonin levels look set to plummet. Alternatively she can imagine a multifaceted workforce, where each individual is aware of their own skills and preferences and prepared to develop their own career path without comparison with anyone else. Greenfield will examine how we will lose our title – for work and leisure and how it will be valued. What will motivate us?
A Radical Approach To Leadership In The World’s Most Unusual Workplace: Management By (O)Mission, Unleashing Employee Potential And Letting Talent Find Its Place

Ricardo Semler, ‘The World’s Most Successful Maverick’, is leader of Latin America’s fastest growing company, Semco, the Brazilian machinery manufacturer and service provider, with a turnover of well over US$200 mln in 2005. Throwing out conventional business management theory, he has turned most of our cherished notions about an effective workplace upside down.

He has turned his family’s modest manufacturing company, which was nearly bankrupt when he took it over, into a stellar business success story and a model of workplace democracy that has attracted the attention of major business leaders worldwide. Indeed, at one point there was a 17-month waiting list for the bi-weekly tour at Semco with each tour including 35 outside companies.

Releasing Control And Trusting The Power Of Talent

Internationally renowned as the creator of the world’s most unusual workplace, Semler’s management philosophy of empowering employees and looking at corporate structures in new ways is a serious challenge to the ingrained model of the corporate pyramid.

On joining Semco he fired two-thirds of management and eliminated all secretarial positions. He then set about dismantling the managerial structure to eliminate “corporate oppression” and encourage core business values of employee participation, profit sharing and a free flow of information. Now workers make their own decisions; every corporate decision is put to the vote and of the 3000 votes at the company, Ricardo has just one!

“I rarely attend meetings and almost never make decisions”

Semler’s premise is that if you give people the freedom to find their talent, control over their jobs and let them take reasonable share of the money they make for themselves, you will create a committed and stable workforce making it the kind of organization that people clamour to work for. To this end,

‘Semco has no official structure. It has no organizational chart. There’s no business plan or company strategy, no two-year or five-year plan, no goal or mission statement, no long-term budget. The company often does not have a fixed CEO. There are no vice presidents or chief officers for information technology or operations. There are no standards or practices. There’s no human resources department. There are no career plans, no job descriptions or employee contracts. No-one approves reports or expense accounts. Supervision or monitoring of workers is rare indeed. There are no time clocks, dress codes, privileged office spaces or perks for top executives.’

“Executives must give up control and trust the power of talent. Only then will that person’s calling emerge.”

Revolutionary Ways of Building & Retaining A Motivated Workforce

Semler’s approach to employee participation has resulted in two particularly important achievements. Firstly turnover is negligible (less than 1%) and, secondly, motivation and commitment are high. Semler’s conviction that employees who participated in important decisions would naturally be more highly motivated and make better choices than those who simply followed orders from above has been pivotal in the reduction of turnover. Collective decision-making is down to a fine art at Semco. For example, worker committees run the manufacturing plants and profit-sharing schemes are available to all staff members. Employees can, with a show of hands, veto new product ideas or scrap whole business ventures.
His more recent focus has been on creating sustained motivation by offering a more flexible approach to working practices. To achieve this, Semler has introduced the “seven-day weekend” - a much more flexible schedule that can reduce stress and restore balance to employees’ lives by allowing them to have more control over how to divide their time between their jobs and personal lives.

For example, if someone likes to work on a Sunday as it suits their personal life, then they are encouraged not to work on a Monday so they can still achieve their worklife balance. This type of flexibility has even been achieved on the assembly line where the assembly line workers took responsibility for implementing a flexible schedule which would keep the line running. Similarly, staff in his “virtual” call centre (all such staff work from home) bid on a monthly basis for the working hours that best suit their lifestyle.

However, this is not done on a tit-for-tat approach. Semco employees are free to customize their workdays and the hours they work are determined by self-interest, not company dictates. Incredibly, chaos has not ensued – Semler’s experience is that if you treat people like responsible adults they will judge the amount of time they need to work to achieve their objectives.

But Semco also recognises that, to achieve sustained motivation, workers must be free to move to different parts of the company to experience new challenges. In hiring, they give internal candidates a ‘discount’ over external candidates – usually a 30% rebate on the score necessary for the winning candidate. This may result in an internal appointment of someone who does not necessarily have the full qualifications the job technically requires but they believe people can acquire these if they set their mind to it and are motivated.

Success Through Open Communication With Employees & Customers Alike

According to Semler, giving up control also means relinquishing exclusive rights to information as privileged information is a dangerous source of power within an organisation. - withholding or filtering information only serves those who want to accumulate power. Remove that right and a company can remove a source of dissatisfaction and political feuding.

This openness happens at all levels and with all information including salaries available to all. Everyone in Semco takes part in a monthly meeting that analyses the company numbers – they learn what the revenues and payroll are, why profit is rising or falling etc.

Open communication and trust are not only factors when dealing with employees at Semco – they are equally important with clients and, at Semco, repeat customers represent 80% of annual turnover.

On many occasions, Semler has taken his internal profit calculations to meetings with customers, giving them a copy. Rather than be involved in confrontational negotiations he will talk them through his costs and profits and work with the client to agree an outcome that both parties consider fair. It also means being honest with the customer – even when the news is bad.

“It relish this book. It revived my faith in human beings and my hope for business everywhere”

Charles Handy

Background

Ricardo Semler took over his father’s company, Semco (founded in 1954), at the age of 19. Not only did he turn the company round, which was on the brink of bankruptcy in 1980, but he has made it an outstanding success. He speaks five languages fluently, is a guest lecturer at Harvard Business School and teaches leadership at MIT. Ricardo is the author of two best-selling business books. The first, Maverick: The Success Story Behind the World’s Most Unusual Workplace has since been published in 23 languages and the second is The Seven-Day Weekend: Feeding Ducks & Making Millions.

An influential leader, Semler has been profiled in more than 260 magazines and newspapers, including The Wall Street Journal, Financial Times and FORTUNE. He was also profiled in TIME’s special edition, TIME 100, which is published every 20 years to highlight future leaders around the globe and The World Economic Forum in Switzerland named him one of the Global Leaders of Tomorrow. He has appeared on television and radio on four continents and has lectured some 500 times to audiences around the world.

To register call +44 (0) 20 7915 5103 or visit: www.leadersinlondon.com or fax: +44 (0) 20 7915 5101 or email: info@icbi.co.uk.

Book before 29th September 06 and SAVE up to £400 Plus!! Group Booking Discounts Available (see registration page)
To register call: +44 (0) 20 7915 5103 or visit: www.leadersinlondon.com or fax: +44 (0) 20 7915 5101 or email: info@icbi.co.uk.

Scott Bedbury
The World’s Leading Branding Expert And Former Top Marketing Guru With Nike & Starbucks

Building Leading Brands: Being Seen, Heard, Remembered, Desired & Respected In The New Brand World

At the start of Scott’s 7 year career with Nike, the company was a distant number three behind Reebok and Adidas. Under his leadership as the worldwide advertising director, Nike created its ‘Just Do It’ campaign and won countless advertising and marketing award in the US, Europe. While there, Nike grew seven fold to become a $6 billion corporation.

In 1994, he left Nike to write and consult. After starting work on his book, he sent samples of chapters to a handful of CEO’s across different industries. When Starbucks CEO, Howard Schultz, received his sample, he immediately called Bedbury to ask if he would join him as Chief Marketing Officer and Bedbury eventually accepted in 1995. At Starbucks, he helped the emerging regional coffee company grow from a few hundred stores to several thousand stores while also introducing the brand into new channels of distribution and opening markets overseas. Scott spearheaded the redesign of Starbucks, its stores, created an entirely new visual brand language and established what has become the textbook case study for ‘experiential marketing’. One of the greatest challenges at Starbucks was to build a global brand with very little traditional marketing. While there, Scott oversaw the expansion of Starbucks into dozens of new markets and introduced Starbucks Ice Cream and bottled Frappuccinos into the grocery channel.

"Scott Bedbury may be the greatest brand maven of our time."

Tom Peters

Today Starbucks has more than 10,000 stores and has become a vibrant place to gather, work or recharge for millions of consumers every week. Scott’s ‘Third Place’ brand positioning – focusing Starbucks as a welcome place between work and home – laid the foundation for what has become one of the world’s most acclaimed brand architects. Scott Bedbury believes that the success of today’s companies will be directly proportional to the success of their brand development efforts.

The most important yet least understood assets for any company is its brand. Ultimately everything matters to your brand whether it seems to be on the surface or not. Observing consumers overwhelmed by countless choices, he argues that now is the time to build a brand that evokes trust from its customers. Companies big and small need to articulate and consistently deliver their essence, ethos and brand ‘genetic code’ to core customers, potential customers and employees.

Bedbury emphasises the need for a company’s relationship to its community, and highlights the necessity of brand stewardship once it’s established and growing, raising questions of corporate citizenship, leadership and responsibility to the world beyond the office. He calls for advertising and marketing that will inspire rather than merely inform. He believes that smart industry leaders will pay more attention to simplicity, relevance and innovation while focusing patiently on the long term.

Drawing on his experiences at Nike and Starbucks, Scott will examine the branding principles that need to be developed, including how to define and protect your own brand’s DNA; how to establish lasting emotional ties with your customers that transcend your product or service; how to become a protagonist for something timeless and valuable, and how to make your brand values pervasive in your organisation.

Cracking Your Brand’s Genetic Code

In order to grow your brand, you have to know the intrinsic limitations of the brand too. Bedbury acknowledges that one of the hardest tasks a company faces, as Michael Eisner and the team at Disney discovered, is to crack the code of an older, entrenched brand that has been subjected to decades of gene splicing by various executives.
"Cracking your brand’s genetic code is not strictly about product, about the past, or even about things – it is about tapping into an essence and an ethos that defines who you are to the folks who matter: your core customers, your potential customers and your employees."

To Bedbury, brands have not only a genetic code but also karma. As strongly as he emphasizes the need to develop growth strategies that spring organically from a brand’s core, he also believes that successful brands respect and meet the emotional needs of customers, employees and the communities they serve.

3 Things To Avoid When Growing Your Brand

1. Never Close Your Eyes

   Because the tables can turn incredibly quickly in today’s high-flux, low-loyalty brandscape, it pays for even the strongest and most seemingly impervious brands to continually refresh themselves. New competitors can steal your customers if you are not stepping up your innovation and looking at the market more broadly.

2. Never Ignore The Effect Of Profit Improvement Programs On Your Brand

   The pressure to improve profits can dilute the product to the point where the brand cannot begin to compete at the level it once owned. Bedbury maintains that while Starbucks has undeniably a great product, it was certainly helped by the fact that its traditional coffee competitors were more concerned with improving profits and meeting the needs of supermarket chains than giving consumers what they really wanted.

3. Never Expect Success In One Area To Guarantee Success In Another

   Smart companies recognize that profitability and brand survival are not simply functions of cutting costs. Moving a brand in the wrong direction – or into many different directions may end up diluting its value, if not its long-term viability. Bedbury is clear that any growth initiative should refresh, rather than punish, your brand. He also stresses the ‘spandex rule of branding’ which suggests that ‘just because you can doesn’t mean you should’.

Brand Leadership On Every Level

Through his experiences at Nike and Starbucks and analysis of other leading brands he now consults with, Bedbury is convinced that brands need leadership from within and at every level. They need great CEOs who not only understand the Yin and Yang of brand building but who also create a culture in which diverse skills are respected and balanced. Brands also need champions all the way to the most entry-level position. In this session you will learn from Bedbury the strategic options available to companies that aspire to distinguish themselves above all others. He believes that great brands must spare nothing in their leadership efforts to make everything tie together, to make everything they do a refreshing extension of something timeless and valued, and to do it where it matters most – even if it means turning the entire enterprise upside down.

Transcending A Product-Only Relationship With Your Customers

As well as Brand Leadership, Bedbury has dug deep into many clients including Coca-Cola, Co., Cisco, Proctor and Gamble, Microsoft, Google, Yahoo, Amgen, Nokia, NASA, Starwood Hotels, Kaiser Permanente, WWAO, Levi Strauss and South Africa Breweries. He is the author of “A NEW BRAND WORLD: Eight Principles for Achieving Brand Leadership in the 21st Century” an international best seller.

Background

Scott Bedbury was Chief Marketing Officer at Starbucks from 1995 to 1998, focusing on enabling the company to enter new markets and to grow the brand. In 1997 he moved from Senior VP/Marketing to a position he created called Senior VP/Brand Development at Starbucks. He stepped out of the day-to-day marketing duties, and was then charged with mapping the company’s long-term branding and marketing strategy and ultimately giving him new responsibilities to develop new forward-thinking, non-traditional marketing directions. Prior to that he spent seven years as Head of Advertising for Nike where he launched the “Just Do It” campaign, expanded the brand framework to build better relationships with women and fitness (rather than sport) enthusiasts, and drove the formation of creative, media and insights resources around the world that helped Nike become one of a select group of truly great global brands today.

In 1999, Bedbury ended his three-year coffee break to write, speak and consult. Today he is CEO of Brandstream, a global brand development consultancy in Seattle, WA. Consulting and speaking clients include Coca-Cola Co., Co., Cisco, Proctor and Gamble, Microsoft, Google, Yahoo, Amgen, Nokia, NASA, Starwood Hotels, Kaiser Permanente, WWAO, Levi Strauss and South Africa Breweries. As well as Brand Leadership, Bedbury has dug deep into many winning brands and his research shows that winning brands find relevant ways to tap the emotional drivers that already reside deep within each of us. Great brands, if they are consistently good, accomplish this year after year, decade after decade, and sometimes for more than a century.

No matter which marketing vehicle you use, be it a network television commercial, a radio spot, your own Web site, flyers on a telephone pole, or an interactive ad somewhere on the Web, Scott believes that the most powerful and lasting benefit you can give a customer, is an emotional one. Physical benefits are the necessary currency of exchange – the transactions. Great brands transcend great products. Consciously or not, Bedbury believes we seek experiences that make us think, that make us feel, that help us grow, and that enrich our lives in some way. In this enlightening session, Bedbury will reveal how to make your brand a part of that process.
Professor Mauborgne is the author of the groundbreaking international best seller, *Blue Ocean Strategy*, co-authored with W. Chan Kim. *Blue Ocean Strategy* is being published in 30 languages, setting a new historical record. It won the Best Business Book of 2005 Prize at the Frankfurt Book Fair. It was also selected as the number one Strategy Book of 2005 by Strategy + Business, Booz Allen & Hamilton’s leading business magazine, and as a Top Ten Business Book of 2005 by Amazon.com. Professor Mauborgne, along with her co-author W. Chan Kim, also wrote five worldwide best-selling Harvard Business Review articles. Her Harvard Business Review articles have sold over 500,000 reprints and her “Fair Process” and “Value Innovation” articles were selected as among the best classic articles ever published by HBR.

Creating Blue Oceans Of Uncontested Market Space

For decades, companies have engaged in head-to-head competition in search of sustained, profitable growth-making for competitive advantage, battling over market share, and struggling for differentiation. This is how Mauborgne and her co-author Kim define competing head-on, resulting in nothing but a bloody “red ocean” of rivals. What would you say if someone told you that this is not the way to create profitable growth in the future? Through an extensive study of 150 strategic moves spanning more than 100 years and 30 industries, Mauborgne and her co-author Kim, have found that there’s a better way. Rather than battling competitors, they counsel, companies can achieve lasting success by creating “blue oceans”: untapped new market spaces ripe for growth. Such strategic moves— which the Mauborgne and her co-author, Kim, has dubbed “value innovation” - create powerful leaps in value that often render rivals obsolete for more than a decade.

“Do not focus on beating the competition. Instead you should make the competition irrelevant”

Mauborgne says that the dominant focus of strategy work over the past twenty-five years has been on competition-based red ocean strategies ie. how to battle rivals in existing and increasingly overcrowded industry space. This red ocean strategy, she says has limited profitable growth prospects. Tomorrow’s winning companies will succeed by creating “blue oceans” of uncontested market space. In this session, Mauborgne, will explore a systematic approach to the principles and tools that any company can use to create and capture blue oceans - and chart a bold new path to winning the future, making the competition irrelevant.

Analytical Tools & Frameworks: Principles Of Formulating & Executing A Blue Ocean Strategy

- The Strategy Canvas as an analytic framework is central to value innovation and the creation of blue oceans. It is a diagnostic and an action framework, based not on preparing a strategic plan but on drawing a strategy canvas. This approach consistently produces strategies that unlock the creativity of a wide range of people within.
an organisation, opens companies' eyes to blue oceans, is easy to understand and communicate for effective execution.”

- **The Four Actions Framework** will enable you to craft a strategic profile and break the trade-off between differentiation and low cost. There are 4 key questions.
  - Which are the factors that your industry takes for granted which should be eliminated?
  - Which factors should be reduced well below your industry's standard?
  - Which factors should be raised well above your industry's standard?
  - Which factors should be created that your industry has never offered?

- **The Eliminate-Reduce-Raise-Create Grid**—This tool will push your company not only to ask all the 4 questions above but also to act on all four to create a new strategy that breaks away from the competition.

### What Are The Principles Of BLUE OCEAN STRATEGY?

1. **GO BEYOND** competing in existing market space. INSTEAD you should create uncontested market space.
2. **DO NOT** focus on beating the competition. INSTEAD you should make the competition irrelevant.
3. **DO NOT** focus on exploiting existing demand. INSTEAD you should create and capture new demand.
4. **DO NOT** focus on making the value/cost trade-off. INSTEAD you should strive to break the value/cost trade-off.
5. **DO ALIGN** the whole system of a company’s activities in pursuit of both differentiation and low cost to create and capture blue oceans.

### Background


Mauborgne is a winner of the Eldridge Haynes Prize, awarded by the Academy of International Business and the Eldridge Haynes Memorial Trust of Business International, for the best original paper in the field of international business. In 2005 she was selected as the highest placed woman on Thinkers 50, the global ranking of business gurus, and was named along with her colleague W. Chan Kim, as “the number one gurus of the future” by L’Expansion, one of France’s leading business magazines. The Sunday Times (London) called them “two of Europe’s brightest business thinkers. Kim and Mauborgne provide a sizeable challenge to the way managers think about and practice strategy.” The Observer called Kim and Mauborgne, “the next big gurus to hit the business world.”

Kim and Mauborgne co-founded the Value Innovation Network (VIN), a global community of practice on the Value Innovation family of concepts that they created. VIN embraces academics, consultants, executives, and government officers.
im Collins became internationally renowned following the speech he gave to his troops on the eve of the Iraq War. In so doing, he inspired the nation as no other commander has done since the dark days of World War II. This speech earned him lavish praise for his leadership qualities and was admired by many, including Prince Charles, US President George W Bush and also leaders in the business world. He then led his battlegroup into action and brought his unit home without the loss of a single soldier.

Turning Around Doubt & Fear Through Inspirational Leadership

On the eve of the Iraq war, Collins knew he needed to address his battlegroup, knowing, as all good leaders should, when his men were nervous and worried.

An excerpt:

We go to liberate, not to conquer. We will not fly our flags in their country. We are entering Iraq to free a people and the only flag which will be flown in that ancient land is their own. Show respect for them.

There are some who are alive at this moment who will not be alive shortly. Those who do not wish to go on that journey, we will not send. As for the others, I expect you to rock their world. Wipe them out if that is what they choose. But if you are ferocious in battle remember to be magnanimous in victory.

It was Collins’ job give his young soldiers the underlying understanding of why they were doing what they were and thereby give them the confidence and direction they would need if they were to succeed in their forthcoming challenges.

‘He delivered the speech without a note and went on at length. By the end, everyone felt they were ready for whatever lay ahead’

Sarah Oliver, Mail on Sunday

In the business world, leaders with vision are often asking their teams to follow them into uncharted waters. They know they need to fully explain the reasons for their course of action if they are to win their commitment and support. Tim Collins’ speech is a perfect example of this and it is now widely recognized amongst business leaders that this pre-battle speech had all the hallmarks of brilliant and inspiring leadership.


Background

After several operational tours of duty, Tim volunteered for the SAS. He was operations officer of 22 SAS for a two-year tour before returning to the Royal Irish Regiment. At 38 he was made Lieutenant Colonel. On his return from Iraq, Tim was accused of committing war crimes which he fiercely denied and was completely cleared of.

He was awarded the Queen’s Commendation for Valuable Service on the Operational Honours and Awards List, and in 2003 he received an OBE for the Liberation of Iraq. Tim retired from the army in August 2004 and recently published his first book, Rules of Engagement, an account of his time in command.

Communicating Objectives & Values

There is no doubt in Collins’ mind that the skills needed to lead soldiers into battle can readily be applied to the business world. A leader cannot be with his men all the time so he needs his objectives and values out in the open to provide the context of his strategy so he can be sure his team make the right decisions and deal with the unexpected in tune with the values and objectives he has set.

Tim Collins’ speech is a superb example of this and it was the underlying human values he communicated in that speech that caused business gurus to hail the address as an exemplary instance of inspirational leadership. In business, the values aspect of leadership has sometimes been underrated but everyone is now talking about corporate governance and bringing ethics back into business leadership.

Earning Trust And Building Loyalty

When you are asking a man to risk his life, the level of loyalty you need is immense. So how can military leaders so successfully win the fierce loyalty of their men when it is so difficult to achieve in the business world? But how do they do it and how can this be translated into the business world? Find out at Leaders in London.
Penny Streeter OBE
Founder & MD, Ambition 24hours

- 2006 - Awarded An OBE In The New Years Honours For ‘Services To Women’s Enterprise And To Business’
- 2004 & 2003 - Highest Ranking Woman In Management Today’s Top 100 Entrepreneurs List
- 2003 - CBI Entrepreneur Of The Year
- 2002 - Company Voted The UK’s Fastest Growing UK Company - Sunday Times Fast Track Awards

Background

Penny Streeter was born in Zimbabwe and came to Britain in 1979 at the age of 12 and started work in recruitment after leaving school. Defying a lack of funding and negative attitudes, Penny has built a business from scratch which, in less than 10 years, has a turnover of £70 million. She has won numerous awards and has been written about in countless magazines and books.

“The key is to find out what customers really want, identify a niche market where you can differentiate from your competitors, working harder and more intelligently than the competition, focus on growth and the bottom line, regard obstacles as learning opportunities and remember that if you are truly determined, you will succeed.”

We started getting calls at home on our mobiles and realised that no one was supplying care workers 24 hours a day even though it is a 24 hour industry. Normally you have a woman in charge of a nursing home whose shift finishes at 8pm but she’s not allowed by law to leave that home unless she has a replacement there. Now, she could have kids at home, or a childminder waiting and they need a replacement just like that. At that time, most recruitment agencies supplying the sector were closing at 5pm, which didn’t make sense in a healthcare market which is a 24/7 operation. So, Penny positioned her business as a round-the-clock service for people who needed nurses and care assistants at short notice. The decision to cater to the needs of a market that had largely been ignored has led to a business with a £70 million turnover and 19 branches.

Learning From Your Mistakes

Having been a successful manager for a recruitment company, Penny believed she had what it took to start a secretarial recruitment company herself. She borrowed £30,000 (ten of which belonged to Penny’s mother) and rented expensive offices, kitting them out with all the latest technology. The when recession hit just a few months later in 1989, they went under, even though they tried to work through it and reverse the cash drain for almost 2 years.

“I did all the formal advice rounds the first time round and that’s what got me into the biggest trouble possible. With my first company, everything was done perfectly, our accountant set it up, we took advice from small business centres, we went to the bank and did it all properly and that’s what ultimately did for us, we overspent.”

Penny now believes that while some advice is good, there has to be, as she terms it, a ‘common sense element’ in the mix when setting up your own business. So, learning lessons from her previous failure, she kept her costs to the minimum and took a desk in the corner of a friend’s office when she first started her second business.

Identifying A Niche & Your Customer Market

The core of Penny’s business initially involved supplying candidates to the financial sector, yet soon the Zimbabwe-born entrepreneur began to get assignments from the healthcare sector.

Penny have won numerous awards in recognition of her outstanding achievements.

Winning Against The Odds

Penny’s experience shows a dogged determination to achieve and to treat failure as a reason to fight, not give up. Her first recruitment business, set up in 1988, went bust in 1991. She then started her second company, now called Ambition 24hours, when she was literally homeless and living in accommodation supplied by the council with two small children and one on the way, having just been through a divorce and with one failed company behind her.

Topped with having your bank manager writing the words ‘Pigs will fly’ on your business plan, you might think it was not the ideal way or time to begin a business empire but, as the saying goes, necessity is the mother of all invention.

‘We had all the usual problems of any startup – no money, no time, no market awareness of the business. We overcame these by being absolutely focused and driven to succeed, with a ‘siege mentality’ to costs – we did not spend any money on anything that was not essential, with a very clear contribution on ROI.’

Learning lessons from her previous failure, she kept her costs to the minimum and took a desk in the corner of a friend’s office. She and her mother worked alternate days so they could share childcare and dusted and dusted at children’s parties as weekends to help make ends meet. By 1996, they were able to move to the high street and named themselves Ambition 24hours.

To register call: +44 (0) 20 7915 5103 or visit: www.leadersinlondon.com or fax: +44 (0) 20 7915 5101 or email: info@icbi.co.uk.

Book before 29th September 06 and SAVE up to £400 Plus!! Group Booking Discounts Available (see registration page)
Daniel Pink

Acclaimed Business And Social Trend Analyst & Author

Identifying & Leading The New Breed Of Workers: How And Why The ‘Right Brained’ Will Be Critical To Future Business Success


From The Information Age To The Conceptual Age: What It Means For Businesses

Further to an enormous numbers of interviews, reading and research, Pink’s premise is that we are now moving from the Information Age into a “Conceptual Age”, just as we have had other periods of intense change, such as when the move from the Agricultural Age to the Industrial Age. In this age in which Western world’s prosperity has grown, the desires of the consumer have changed as they have moved into a world of abundance and choice, where the functional difference between one product or service is no different to another.

Businesses are realizing that the only way to differentiate their goods and services in today’s overstocked marketplace is to make their offerings physically beautiful or emotionally compelling. To achieve this, they need to put a premium on less rational, more R-directed sensibilities, rather than on the traditional left-directed qualities of logic and rational thinking if they want to create the more innovative ideas that will make them stand out from the crowd. Thus the high-concept abilities of the ‘more creative minded’ (the Right-Brained) are going to be more valuable than the easily-replicated L-directed graduate who relies more on information and logic.

“‘We’re moving into a world where the scales are tilting away from logical left-brain thinking and more toward right-brain thinking. Away from pure logic and deductive reasoning, toward artistry and empathy’”

Pink shows what leading companies are doing now to position themselves for the future and how many are now pro-actively seeking a more R-brained workforce. He believes that those organizations that make the transition first will have a decided advantage over the rest. It is they that will be able to recruit and nurture those right-brained people who will leap over the logical spectrum and identify those opportunities that cannot be created by the cheaper labour sources in Asia or the more efficient skills of technology that are weakening the value of the left-brained workforce in the Conceptual Age.

How To Give Your Organization A New Brain

So, just as information workers surpassed physical labourers in economic importance, Pink claims, the workplace terrain is changing yet again, and power will inevitably shift to people who possess strong right brain qualities.

“The economy that’s emerging today confers the greatest rewards on a different kind of person with a different kind of mind. It rewards not ‘left-brain’ knowledge workers, but ‘right-brain’ creators and empathizers.”

The era of “left brain” dominance – and the Information Age that it engendered – is giving way to a new world in which “right brain” qualities – inventiveness, empathy, and meaning – will govern. And organizations that incorporate these new “right-brain” abilities will flourish. Pink will show you:
- How to apply the latest research in “left brain/right brain” to transform your organization
- How smart companies are using the arts – design, storytelling, and play – to pull ahead of the competition
- The six essential right-brain aptitudes that now mark the fault line between success and failure
- Why the widespread search for meaning is perhaps the greatest recruiting challenge – and the largest business opportunity

Identifying & Leading The New Breed Of Workers: How And Why The ‘Right Brained’ Will Be Critical To Future Business Success

To register call: +44 (0) 20 7915 5103 or visit: www.leadersinlondon.com or fax: +44 (0) 20 7915 5101 or email: info@icbi.co.uk.
Building & Nurturing A ‘Right-Brained’ Workforce – Death Of The MBA?

Cheaper labour or automation has begun to affect this generation’s white-collar workers, much the same way it did last generation’s blue-collar workers. The era of “left brain” dominance, and the Information Age that it engendered, are now giving way to a new world in which “right brain” qualities – inventiveness, empathy, meaning – predominate.

Indeed, we are moving from an era when the MBA was the most treasured recruit to the (MFA) Master of Fine Arts Graduate who can provide a broadened approach. For instance, in 1993, 61% of McKinsey’s recruits had MBAs. Less than a decade later, it was down to 43% as McKinsey says other disciplines are just as valuable.

Just as customers are changing in this world of abundance and looking for meaning in what they do, so is the workforce. Many no longer want to fit within the traditional corporate structure as fixed loyalty to corporations is morphing into a new independent model of working. People now want to serve their work ideals and personal needs, rather than a specific company and are seeking a workable relationship that balances collective and individual interests and provides more flexibility.

But the key to keeping great right-brained people is to learn why great people often want to leave – and to understand what they’re getting from working for themselves (as a ‘Free Agent’) or others that they feel they can’t get working for you.

At this presentation you will learn:
• The key causes of free agency – and the management lessons they yield
• The four animating values of free agents – and how organizations can succeed by honouring these values
• The seven “dirty words” you should banish from your organizational vocabulary to get talented people to work with you

How Can Leaders Bring Out Their ‘Right-Brained’ Side? (And Those Of Others) – The Six Senses

But if you fear that you or your organization are too left-brained, do not fret. Pink believes that the attributes of the right-brained are like muscles that haven’t been used for a while, but can be worked back into shape and has many practical and useful ideas for how to nurture and grow that side of your brain. Pink will tell you the six senses critical to building right-brained qualities:
- Design – a high-concept aptitude that increasingly confers competitive advantage
- Story – the use of stories to imagine new perspectives – story-telling skills are now used in 3M and Xerox
- Symphony – the ability to put together pieces, to link apparently unconnected elements to create something new
- Play – people rarely succeed at anything unless they are having fun doing it – a play ethic can strengthen and ennoble the work ethic – more than 50 European companies – including Nokia and Alcatel – have brought in consultants in ‘Serious Play’
- Meaning – companies that acknowledge spiritual values and aligned them with corporate goals outperformed those that did not

"Twenty-five years from now we’ll still be discussing this book.... As beautifully written as it is profoundly prophetic, it’s so original and comprehensive I grew exhausted from underlining."

Tom Peters on Free Agent Nation

Background

Dan Pink is author of Free Agent Nation, the provocative and acclaimed Washington Post best seller about the growing ranks of people who work for themselves. Tom Peters called it “the best book on work since The Organization Man.” Pink’s most recent best-seller book, A Whole New Mind, is focused on the growing importance of right-brained people and what it means for employees and employers alike. It was one of the “Best Business Books of 2005.”

His last “proper” job was as chief speechwriter to Vice President Al Gore. He has also worked as an aide to United States Secretary of Labor Robert B. Reich, been an economic policy staffer in the United States Senate, a legal researcher in India, and a latrine builder in Botswana.

He received a BA with honors in linguistics from Northwestern University, where he was elected to Phi Beta Kappa, and a JD from Yale Law School. He serves as a business consultant to a range of enterprises - from start-up ventures to Fortune 100 companies.
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