

Armstrong Wolfe Institute

Train, develop, retain - knowledge and capability
enhancement within your organisation

Leadership



ARMSTRONG WOLFE™
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armstrongwolfe.com

Armstrong Wolfe is a global advisory firm which brings together the financial services COO community to address market wide, non-proprietary challenges. We manage this connectivity through the International COO Community (**iCOOC**), our corporate membership programme

We provide industry expertise through our advisory practice (AWA), education and training through our institute (AWI), industry leading events through iCOOC and extensive content (Magazines, Podcasts, Point of Views and White Papers).

Through Women in the COO Community (WCOOC) we have a network of over 2,500 women in executive business management roles, committed to inspiring tomorrow's leaders and addressing DNI challenges.

We are a global COO community membership dedicated to the advancement of the industry by empowering the office of the COO.

We provide the platform for industry wide discourse/debate to help address market wide non-proprietary challenges within a trusted, Chatham House Rule environment. We are not an industry body.

Our members (the COOs) work to operationalise and meet the stipulations of regulations; upon occasion we will go to the regulator/other with an iCOOC member consensus on an operational and/or interpretation issue that is frustrating efforts to efficiently implement regulations e.g., 1/2 LoD. We are not a lobbying body.

We are committed to establishing an accreditation for the COO and the further professionalisation of the COO role to become a career destination.

We support the industry in its efforts to address gender inequalities through the WCOOC Community (over 2,500 MDs globally).



Advisory
Industry expertise,
project and interim
management services



Institute
Train, develop, retain
knowledge and capability
enhancement within
business management



WCOOC
A global network
committed to inspiring
tomorrow's leaders
and addressing
DNI challenges



**Knowledge
Centre**
Extensive content,
the COO Magazine,
Podcasts, POVs
and White Papers



Knowledge and capability enhancement within business management

- » Embedding Leadership at all levels
- » Operationalising Purpose
- » Culture – intelligence and improvement
- » Business manager to COO modular training
- » 1st Line Business Controls and Conduct
- » Business Manager and COO Mentoring
- » Executive Coaching

Our mission is to make the COO a globally recognised profession through accreditation and consequently business management a go-to career destination.

Our purpose is to raise the profile and impact of the COO across financial services by equipping this community to meet the demands of ever changing markets and to create value through enhanced execution and innovation.

We have designed 3 programmes to help:

» **Innovation Hub**

Engine of best practice innovation.

» **Leadership and Performance**

Leadership and culture go hand-in-hand. Fundamentally, good leaders result in teams that want to follow them, especially in troubled times – whereas poor leaders precipitate those that want to leave, even when the going is good. Attraction and retention of talent has never been more crucial; attrition never more closely monitored.

» **Conduct and Controls Training Programme**

The challenge from our clients is to provide a practical training on 'what good looks like' in a business-led CIB Conduct and Controls Programme. Strong Controls are a key pillar for establishing high Business Conduct standards.

Goals of the Institute:

» **Redefining Roles**

Redefine the role of the Operating and Control Officer functions, from Business Manager to COO or CCO to meet the emerging challenges of the finance industry and in a way that drives business value and builds trust.

» **Advancing Development**

Advance the development of innovation, solutions, competencies and skills in a targeted, balanced manner to support the COO and CCO's evolving function.

» **Developing Opportunities**

Develop opportunities and a career path for talent from diverse backgrounds to bring rich perspective and an effective source of leadership in this critical role, whether direct from secondary/tertiary education or laterally from other functions or industries.



ARMSTRONG WOLFE™
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Lance Gerrard-Wright - Leadership Development Expert

Lance started professional life in the British military. He spent 11 years as an Infantry Officer, comprising a number of differing roles. Operationally this included leading soldiers in the counter-insurgency campaign in Northern Ireland, patrolling daily in highly-charged environments; and Bosnia, where as well as leading soldiers, Lance was a Liaison Officer between the 3 warring factions. This required delicate negotiating and the necessity to see simplicity through confusion. Both theatres were complex situations requiring decisions with real life consequences.

Military service also included time in post-Civil War Mozambique training and developing a new National Army; a 2 year tour as an instructor at the Royal Military Academy Sandhurst; and as a final posting, a tour at Buckingham Palace as an Equerry to a senior member of the Royal Family.

After leaving the Army, he has put his people and management skills to use in civilian life in the field of leadership development, working internationally and across a broad range of sectors. He progressed to become Head of UK business for an SME, and was then an in-house Performance Coach for the senior leaders of a fast-growing multi-million pound construction firm, before taking up his current role as Head of Leadership and Performance at Armstrong Wolfe.

Lance has worked extensively at C-Suite level for a number of organisations, and in particular, one of the leading global investment banks where he led a 2 year programme for some 250 Managing Directors and Directors.

Leadership and culture go hand-in-hand. Fundamentally, good leaders result in teams that want to follow them, especially in troubled times - whereas poor leaders precipitate those that want to leave, even when the going is good. Attraction and retention of talent has never been more crucial; attrition never more closely monitored.

Serve
to Lead



General Sir Peter Wall GCB CBE MA

General Sir Peter Anthony Wall, GCB, CBE, DL, FREng * is a retired British Army officer who served as the Chief of the General Staff, the professional head of the British Army, until September 2014. Wall had previously been the Commander-in-Chief, Land Forces from August 2009 to September 2010. He joined the Royal Engineers from Sandhurst in 1974 and read engineering at the University of Cambridge. He has served all over the world, including operational command tours in (then) Rhodesia, the Balkans, Iraq, and Afghanistan.

Peter is now Director of Amicus, an advisory business which specialises in imparting military and commercial leadership expertise, with emphasis on strategic planning and execution, leadership development, and organisational health.

Peter is a director of General Dynamics, the US defence and aerospace corporation, and President of Combat Stress, the military veterans' mental health charity.

*(GCB) Knight Grand Cross

*(CBE) Commander of the Order of the British Empire

*(DL) Deputy Lieutenant

*(FREng) Fellow of the Royal Academy of Engineering

The leadership expertise that Armstrong Wolfe is able to call upon, is drawn from those who have both led at the highest level and under the greatest pressure - from the worlds of the military, sport, and commerce - and in addition, those individuals who have now made it their life's passion to translate that experience into the world of development.

Armstrong Wolfe's developmental approach is primarily concerned with pragmatism - 'So what, now what? What will I do differently tomorrow?' Years of study is not to be sniffed at, but we take pride in the fact that those who come to us for their development, take away pragmatic tools that can be immediately implemented to optimise performance.

We do this via a blend of methodologies: forum discussions and content/input; experiential activities and gamification; individual and group reflection; and individual and team coaching among others.

The debate about whether great leaders are born or made will never be resolved; but the great leaders of the modern era have shared a dedication to learning and constant improvement.

For an individual, therefore, the benefit of their investment is greater confidence, effectiveness and credibility. The consequent bow wave for organisations is High Performance at every level. Role model behaviours beget cascading excellence and mutual expectations: with high morale and depth of talent.

Surviving Thriving Resetting

Meeting the leadership challenge
presented by a dislocated workforce



Provided by
Maurice Evlyn-Buhton



Chris Severson
Head, Internal Transformation Office
Philip Morris International



Stuart Tootal
Partner
Matero Consulting



Richard Westley
Director of International Operations
Inspirational Development Group

These three business leaders, all with an exemplary military pedigree, discuss the integration of military and commercial leadership, identifying ways to support the COO and employees at all levels throughout the COVID-19 crisis and beyond.

In its simplest form leadership is a practical skill encompassing the ability of an individual or organization to “lead” or guide other individuals, teams, or entire organizations. The problem is that leadership is not that simple, and neither is a leader born. Leaders are made and if any organisation is to be successfully led, this is important to understand.

Equally it is important for the individual to understand that whilst not proven in leadership or perhaps being questioned as to this capability, self-investment, and self belief in developing your leadership capabilities can pay dividend.

It is widely recognised that leadership is a set of skills that can be learned by training, perception, practice, and experience over time. Leadership learning is lifetime activity. Good leaders seek out development opportunities that will help them learn new skills.

This is all to the good, but those that lead them must believe this too and back this belief in an investment in time and capital. With the advent of the COVID-19 crisis, the economic impact, and the peculiarities of a change in the workforce distribution model, this is more important today across commerce, industry, and financial services than in 1, 2 even 3 generations.

It is also important to ensure the COO is tooled in effective leadership and acknowledges, embraces that whilst he/she invariably works for the CEO or business head, the COO role is an executive leadership position itself. Today it is a role arguably more visible than all others bar the CEO and one that touches daily all functions and in doing so, more people than any other.

In the present crisis the COO role has been central to all efforts and will remain so. However, they like all need support, they like all, would benefit from leadership development: all leaders are made not born; it is a lifetime occupation set on self-improvement, in preparing yourself to be able to best meet tomorrow's challenges.

Chris Severson (former TOP GUN F/A-18 Pilot) and now Head of the internal Transformation Office, Philip Morris International, has a wonderfully enriched career. From ‘having the privilege of leading some of the world's greatest men and women’ as a TOP GUN pilot and instructor, Chris left the U.S. Marine Corps and post attending Columbia Business School, joined Barclays to design and lead a Conduct review. Laterally Chris joined Philip Morris, appointed to help lead its global transformation.

The commonality and thread throughout his career have been the ever present and imperative nature of needing effective and believable leadership. Leadership is in no small part based upon courage, not physical courage that may well play a part in the military but moral courage. Making the right decisions under pressure and with the interest of your people, be this an airman or woman or colleagues and members of staff, being able to frame these decisions.

I sought out Chris's views first of the panel of 3 as to the topic of debate: Surviving. Thriving. Resetting Meeting the leadership challenge presented by COVID-19 and a dislocated workforce.

Chris, not surprisingly, had his thoughts well organised and structured: "My thoughts on outcomes from this discussion are pretty clear:

The burning platform is time: 12 to 18 months best case scenario to return to a normal that resembles the past. Therefore, it is not business continuity, it is how we adapt and excel in the current normal because we can't simply close our eyes and hope for the best. Our employees and customers will have a say - the 2nd and 3rd order effects are not obvious yet, there will be many.

Culture: How to preserve? [I am not sure how much I believe corporate purpose will help here; my gut says this is much more about team(s) dynamics - small unit leadership - than corporate purpose]

Break it down into three pieces, each will require solutions - sure there are many other to consider. My sense from my current work is if you can solve the 'fatigue / employee engagement' challenge [every company is facing] you will have a winner.

1. Personal:

- » Fatigue / employee engagement
- » Communication (too much, not enough)
- » Generational impacts, due to age and economic status
- » Flight risk of top talent - it is a global marketplace now more than ever

2. Physical:

- » Technology for WFH, employee experience working remote
- » Lack of social engagement
- » Obvious: safety of employees, etc.

3.Process:

Move to distributed operations:

- » **Requires 'leadership' training** at all levels, how to manage and work remote..., how do you make decisions, how do very senior leaders maintain a 'smell of the place'
- » **Distributed operations** require high levels of communication and collaboration, succinct direction, and clear objectives - management traits many leaders lack
- » **Banking Conduct** - I have been out of finance for a few years, yet, you know conduct risk grows as team culture fades, morale sinks and earning a quick Pound materialises.

The heuristic I often use in Philip Morris when trying to simplify our complex transformation execution is: structure, governance and attitude. These three aspects will need to change in a COVID-19 world.

I also have been speaking internally of Admiral Stockdale's Paradox:

https://www.jimcollins.com/media_topics/The-StockdaleParadox.html

Essentially, we need to prepare people to accept the reality we are now in for a long period of time yet have the optimism that this too will pass."

Stuart Tootal listened with careful attention, gathering his thoughts, not to contradict Chris' but to complement and indeed, compliment them. Stuart has a similarly impressive military career, being awarded the DSO for outstanding leadership when, as the Commanding Officer of the 3rd Battalion the Parachute Regiment, he led them on a brutally intensive tour of Afghanistan in 2006. Since leaving the Army 10 years ago, he joined Barclays and recently left to set up Matero Consulting. He is also a successful author of military history and has raised over GBP£3 million for his charity, The Afghan Trust, raising funds for those injured on operations from his former regiment.

Similarly, Stuart was structured and precise, when adding: "Situational assessment of the issue: The novelty and adrenaline of dispersing for survival at the initiation of lockdown in March has worn off, with the realisation of the perennial and multifaceted nature of the crisis over the cognitive bias for short-term interruption. With it has come the onset of fatigue, over communication (being Zoomed out), childcare issues, living at work, mental health issues and deprivation of physical variety and in-person interaction etc.

The sugar rush of self-congratulation of many for having pivoted at pace to WFH, is also ebbing. The claim of massively increased productivity not only has to be offset against the above, but also must be balanced against increasing error creep, lack of conduct supervision, different generational expectations, and inadequate management skills to deal with new circumstances. Microsoft and Harvard have both conducted recent studies that chart as many productivity negatives as positives.

The potential solution (framed from the discussion):

Management to leadership shift - one client said our managers are screaming out for the tools to lead their people. Leadership improvement must be an all-levels business, although content and context may vary according to seniority.

Culture reset - this needs to extend beyond words statements, as culture is about actions, which equals behaviours. Both are about decisions, so it needs to be codified (give meaning in action terms and supported by tools; ultimately about decision-making).

Purpose - essential requirement for collectives when conditions are tough, and fear is a common stalker. Why am I doing this, what is my role, am I equipped and supported/empowered (material/moral and tech) to carry it out and what do I get from it?

The challenge and the opportunity - offering the tangible beyond the conceptual:

Many of us who served in the military get mission command, we spent years learning about it and practicing it in a variety of different roles and fields. Corporates do not have the time or inclination to invest in getting familiar. There is no simple lift and drop.

What can transfer, must be properly identified, distilled, and translated to resonate; something I have learned from my limited corporate experience (10 years) and reinforced by doing just this for the last 12 or so months. The raw military example is not always the most compelling one; especially as misconceptions abound. The armed forces may be well respected, but they are not necessarily well understood, particularly in terms of what they can offer for business, so this must be deftly crafted and granular.

What is clear, is that people will need to step up and make decisions in ambiguous circumstances, where there is uncertainty, risk, and liability. What is clear is that many lack the mechanisms to do so and will be in uncharted territory. The military perspective is a powerful learning one but needs to be nuanced and tangible for people to get it and leverage it.

There is an opportunity to adapt and adjust significantly, to thrive and not just to survive. But it will require moral courage and an appetite for bold action, which may not be abundant. However, those who really get the imperative to change and have the minerals to really tilt at making a difference could get ahead of the competition."

There was a common theme running through the messaging, I thought, that leadership at all levels needed investment and belief in its worth. In the military you are taught to lead first and then you are taught to manage.

In joining the British Army as an officer and at this stage, a potential leader, you attend The Royal Military Academy Sandhurst for 12 months leadership training, only after passing out from Sandhurst are you sent to your special at-arms training course, where you learn content and how to manage.

It is a very similar principle that is followed in the U.S. when attending West Point. It underpins the fact that leadership can be imbued in an individual and a collection of individuals, that can then shape culture and define conduct. It is a characteristic which if recognised, nurtured, and valued, can define success or failure for any company.

There remains the question of accountability, where the ultimate responsibility for the executive is to carry the burden of leadership, decision making and ‘the buck stops here’; to do so effectively any great leader must lead by example and in doing so, lead effectively.

Richard Westley, Director of International Operations at The Inspirational Development Group, headquartered at Sandhurst, who was himself awarded the Military Cross for his command tour in Bosnia in 1995, and the OBE for the command of his Battle Group in Afghanistan in 2007, noted: “I believe that senior leaders now need to focus on absolute clarity in thought and word. Their guidance and intent needs to be understood fully throughout their organisations, and they must get used to testing this. They need to ‘walk the floor’ allowing their people to engage with them and assure themselves that their messaging is getting to everyone. They might also benefit from revisiting their planning and decision-making cycles.”

Whilst I cannot disagree with Stuart’s assertion that corporates may not understand the military, through IDG’s extensive work across commerce, we have found significant buy-in from clients to a five-stage process of decision making with involves:

- » Understand
- » Explore
- » Decide
- » Execute
- » Review

With outputs:

- » Problem or mission statement
- » Options
- » Plan
- » Resolution
- » Performance enhancement through review

I am, however like Chris and Stuart, convinced that any leadership programmes or training must occur throughout the organisation. Without emphasis from the Board it just will not work. Consistency from the leadership and clarity of purpose will be crucial if they want staff to make decisions on their behalf.”

The case for investment in leadership is compelling but this case has always been there. It is a question, as we run towards the half-year point of the crisis: what companies and their executive will see this investment as needed, indeed as an imperative to help steer their businesses through uncharted waters?

I asked a global COO post the second panel session “Leading up to the two leadership panels (with Chris, Stuart and Richard), we have been working closely with Matero and IDG in developing training modules, set against the back drop to both panel sessions and focused on providing leadership training that leverages the lessons learnt from the military (when leading in a crisis). Do you feel there is an appetite or willingness to spend money on qualitative training at this stage or are we singing to the wrong crowd?”

The COO replied “I believe there is, but the timing may be a challenge with companies looking at ‘cost saves’ and ‘efficiencies’ presently. I personally think it needs firms to look at the ‘bigger picture’ and ‘longer term’ picture, as I fear that the approach at present is somewhat ‘penny focused’ and ‘investment’ requires people with the ability to look beyond the ‘costs’ to the ‘benefits’ and advantage it could give them. Any investment in leadership training is not limited to a return in the short term, where it is momentarily needed, but in the mid to long term. It will be interesting to see if my thoughts and demands land favourably internally.”

“Likewise, the market as a whole” I thought and opened the discussion to Gordon Grant, Armstrong Wolfe Partners’ Head of Human Capital Management, who concurred with the above and noted the prevalence of this thematic in client engagements. “Distributed leadership is critical to the pillars that successful financial institutions rely upon.

For example, Agile and design led development - the ability of an organization to harness intellectual power, to mobilize quickly in response to client and business needs, to pivot and to seize opportunity, is dependent on distributed leadership.

Legacy models of centralised control and command do not work. Not only are they slow, they divert resources from testing and product evolution to inefficient management briefings and deck creation.

Governance and control are required, but stagnation through over-engineered Steering is not. Instead, success has shifted to exquisite execution, at pace, engineered by teams corralled around a common understanding of governing principles.

The same is evident in how the most successful banks govern and manage risk. It is not possible for a central team to call the shots on every variable that takes place in globally matrixed business lines. Embedded distributed leadership and leading with intent is essential to proficient risk mitigation plus adherence to Culture and Conduct in this time of accelerating threat management.”

We await the industry’s evaluation as to how it values leadership training and in doing so, recognizing leaders are not born, they are delivered through investment and a belief in this investment as a vehicle to a unqualifiable return on that investment.



Leadership Case Study: Volodymyr Zelensky, Ukrainian President



Provided by
Maurice Evlyn-Buhton

Ukrainian President Volodymyr Zelensky: From Comedian to President to Statesman to Wartime Leader to the Defender of Western Democracy

Volodymyr Zelensky was born January 25, 1978 in Kryvyi Rih, Ukraine, USSR (now in Ukraine). A career comedian who was elected president of Ukraine in 2019. Although he was a political novice, Zelensky's anti-corruption platform won him widespread support, and his significant online following translated into a solid electoral base. He won a landslide victory over incumbent Petro Poroshenko in the second round of the 2019 presidential election.



Pre-April 2019 Volodymyr Zelensky was a well-known Ukrainian comedian, yet within a thousand days, he would find himself being met with a standing ovation from diplomats as he addressed the European Parliament via video as the President of Ukraine, telling those in attendance that his country is “fighting for survival”. It is an extraordinary journey, inspirational, unbelievable. “We are fighting for our land and our freedom,” Zelensky said, causing the EU translator on the English language feed to choke up with emotion. “This is our motivation, but we are fighting also to be equal members of Europe” Zelensky added. “I believe that today we are showing everybody that’s exactly what we are.” He raised his fist in defiance, they stood in admiration and applause.

This was a reaction not just to what was said, or how it was said, but by whom it was said, the man himself and not a President.

Winston Churchill once said, “Of all the talents bestowed upon men, none is so precious as the gift of oratory. He who enjoys it wields a power more durable than that of a great king.”

Zelensky has proven himself a great orator, indeed some of his speeches and phraseology are Churchillian in content, phraseology, and impact. Much like Churchill he is a most unlikely candidate to become revered for his speech-making and leadership and yet he dominates the narrative against his experienced adversary, Vladimir Putin. Each time Zelensky speaks publicly he captures the moment, the imagination, the attention not just of his people, but the entire worldwide democratic community. In less than one week he has become defined as the defender of the free world. Most importantly, it is among his countrymen and women, the Ukrainian people that his impact is felt, for they have been strengthened, inspired, and given a belief and a purpose.

Zelensky reportedly tried to talk to Vladimir Putin directly to avoid the war but was met with “silence”. He said that both nations did not need a war “not a Cold War, not a hot war. Not a hybrid one” before issuing a courageous warning, “But if we come under attack, if we face an attempt to take away our country, our freedom, our lives, and the lives of our children, we will defend ourselves. When you attack us, you will see our faces, not our backs, but our faces.”

In the US, Zelensky is being compared by some to the late former Hollywood actor and US President, Ronald Reagan, who in 1987 passionately said, “Mr Gorbachev, open this gate... Tear down this wall” after the Cold War eventually ended. Four decades later, Zelensky's comments, like “Free people! Free country!” and “We Ukrainians are a peaceful nation. But if we remain silent today, we will be gone tomorrow!” are similarly resonating with people across the globe.



One of his most powerful quotes is “The fight is here; I need ammunition, not a ride.” Zelenskyy spoke these words when he was asked to evacuate Kyiv with the support of the US government, but he immediately declined the offer, stating unequivocally he would stay and fight with the people of his country.

In an earlier television address, he also revealed that he is Russia’s primary target. He said, “I know that a lot of misinformation and rumours are being spread right now. It is claimed that I have left Kyiv. I remain in the capital; I am staying with my people. My family is not a traitor, but a citizen of Ukraine. According to our information, the enemy marked me as the number one target. My family is the number two goal. They want to destroy Ukraine politically by destroying the Head of State.” He did so in defiance and without fear.

As the attack against Ukraine entered an intense phase, Zelenskyy addressed the nation while boosting the people’s morale. He said, “Our military, our national guard, our national police, our territory defence, special service, nationals of Ukraine, will carry on. We will win. Glory to Ukraine. We are successfully holding back the enemy’s attacks. We know we are defending our land and the future of our children.”

Commentary and social media praises Zelenskyy, noting his authenticity to be a moving attribute, but what does authenticity mean? Leaders and followers both associate authenticity with sincerity, honesty, and integrity. It is, putting it simply, the real thing – and to most, the attribute that uniquely defines great leaders.

In Rob Goffee and Gareth Jones’ Harvard Business Review article, Managing Authenticity: The Paradox of Great Leadership (December 2005), they note “While the expression of an authentic self is necessary for great leadership, the concept of authenticity is often misunderstood, not least by leaders themselves.

They often assume that authenticity is an innate quality—that a person is either authentic or not. In fact, authenticity is a quality that others must attribute to you. No leader can investigate a mirror and say, “I am authentic”. A person cannot be authentic on his or her own. Authenticity is largely defined by what other people see in you and, as such, can to a great extent be controlled by you. If authenticity were purely an innate quality, there would be little you could do to manage it and, therefore, little you could do to make yourself more effective as a leader.”

To this end, they focus on five areas of development that can allow a leader to progress themselves, which if recognised and understood could enhance your authenticity:

- » Managing the perception
- » Know yourself and others
- » Use where you come from
- » Be a person for all seasons
- » Conform - but only just enough

To this end, they focus on five areas of development that can allow a leader to progress themselves, which if recognised and understood could enhance your authenticity: Specifically, when considering Zelensky, you find Goffee's and Jones' observations on 'Use where you come from' to be present in his speech making:

"By the time a manager rises to a senior leadership position, he may seem like - and, indeed, may well be - a very different person than he was at the start of his journey. But despite any role playing that goes on, the leader's authenticity is still closely linked to his origins. The Oxford English Dictionary, for example, defines "authenticity", in part, as "of undisputed origin". As a result, we think it is fair to say that no leader will ever succeed in establishing his authenticity unless he can effectively manage his relationship with his past and his followers' connections to their roots."

The eloquence and simplicity of his oratory has led to a deepening of the sense of Ukrainian nationhood, which has drawn the Ukrainian people to a common purpose, to take up arms, to put to one side individual histories and to focus on the history of their country and its right to self-determination. This is the armament of war that no invading force can entirely distinguish, trying to do so will only drive it deeper and make it stronger. In a modern context, he has mastered social media and made himself available; it is raw, it is immediate, it is chillingly present.

In the days that have passed since Russia invaded the Ukraine, I have had time to reflect on my own sense of nationhood. The history of the blood spilled on the Normandy beaches on D-Day June 6, 1944, feels far closer today than 10 days ago and significant.

This moment of reflection prompted me to ponder on my own service in the British Army, and a second paradox that is the motto of The Royal Military Academy Sandhurst, To Serve to Lead.

"Serve to lead is of course a paradox - but it is a paradox which must be understood by every officer cadet." It goes on to conclude that "If cadets have not understood the meaning of the paradox, they have no business aspiring to be officers in the British Army" (An Anthology, The Royal Military Academy, Sandhurst).




On the 6 August 1991 I stood rigid and to attention on the parade square before Old College, The Royal Military Academy, Sandhurst. Like all officers that have had the privilege to pass out from Sandhurst, as I marched up the steps into Old College I threw my Academy hat into the air. At that moment I was commissioned into Her Majesty's Army as a young lieutenant charged and trained to lead soldiers, if necessary, into war.

Within moments I found my father, who had also served in the army. "What makes a good officer?" I asked. He paused, catching my gaze before responding "It is not how to become a good officer; it is what makes you a good leader. You have to remember your soldiers will salute the rank, but they will fight for the man."

In this statement I fully understood the Academy's motto, three words that would continually remind me that as leaders you are in service of those that you have been given the privilege and responsibility to lead. Where leadership is best demonstrated by those that are instinctively prepared and willing to make personal sacrifices for their soldiers, their platoon, their regiment, their country [or in a commercial context your team members, colleagues, and customers]. Zelensky has shown us these qualities, and yet he has not been militarily trained, or indeed, had any leadership training at all.

At Sandhurst you are taught that great leaders will never sacrifice their soldiers or their teams to fulfil their personal needs or to shower glory upon themselves. To this end Sandhurst shows that you can train and produce leaders and those that have become great leaders were not necessarily born one. Authenticity is imbued in this narrative, whilst not being specially stated and yet, Zelensky contradicts this statement or at least it shows him to be an exception to it, as he would appear to have been gifted the essence of leadership.

Service leadership is the powerful force that occurs once a person discovers their heart to serve, answers their call to lead, and summons their courage to engage. 'Each each component part is wholly represented by Zelensky - but this has not come from training. It has come from within - and this demonstrates that whilst leaders can be made, some are also gifted the means of being one. They may well not know they have these capabilities until called upon to lead.

A close-up portrait of Ursula von der Leyen, a woman with short, wavy blonde hair, looking directly at the camera with a slight smile. She is wearing a light blue collared shirt and a patterned jacket.

"Zelensky's leadership, his bravery and resilience of the Ukrainian people are an inspiration to us all."

- Ursula von der Leyen

It is personal courage at that moment of understanding that will take you forward, driving into and aligned to the purpose you have inherited or defined.

Conversely, management schools have sought to turn leadership into a science and the regulators have sought to codify it through rules; both believing if practices and rules are embedded and adhered to, your purpose as a leader will reshape your company into a purposeful organisation. This begs the question 'Did the leaders set the purpose or did the purpose drive selection of the leadership?'

Leadership is the action of leading people in a country, an army, a company towards achieving goals. Leaders do this by influencing the behaviours of those within their care and charge in several ways. A leader sets a clear vision, motivates those around them, guides them through the process and with authenticity builds morale, heightens productivity, embeds loyalty, and gets people to do things they would never have considered doing beforehand, but does so with eagerness and courage that has come from the empowerment and example set by their leader.

“But if we come under attack, if we face an attempt to take away our country, our freedom, our lives, and the lives of our children, we will defend ourselves. When you attack us, you will see our faces, not our backs, but our faces.”

- President Zelensky



Ursula von der Leyen (European President) noted “Zelensky’s leadership, his bravery and resilience of the Ukrainian people are an inspiration to us all.” Boris Johnson (UK Prime Minister) paid tribute to the “leadership and courage” of Ukrainian President Volodymyr Zelensky, adding “I think he has inspired and mobilised not only his own people, he is inspiring and mobilising the world in outrage at what is happening in Ukraine.”

The US President has also praised the Ukrainian President on his leadership, saying at his State of the Union speech, “Now is the hour. Our moment of responsibility. Our test of resolve and conscience, of history itself,” adding as he drew his address to a close, “It is in this moment that (the) character of this generation is formed, our purpose is found, our future is forged.”

There is a sobering, hapless irony: whilst the Western powers and their leaders stand as one on the international platform shouting their support for Ukraine across the political abyss, they are simultaneously acknowledging that the democratic way of life that has been nurtured and protected for almost 80 years is under its greatest threat since 1945. And so one of Europe’s youngest democracies, which craves to be a member of the EU, is left in isolation to not only defend itself but them as well.

And that it is being led by a man who but three years ago used his stage to galvanise humour and laughter. His defiant social media videos and determination to lead his country, against logic, against the odds, built upon his courage, his authenticity and the collective purpose engrained in the Ukrainian people, has given the world an insight into leadership infrequently seen or experienced in government or politics or the board rooms of the corporate Western world today.

Of course, these are uniquely challenging circumstances that have led to the rise of Zelensky as a wartime leader, but one hopes the point of commonality the Western politicians and corporate leaders have in their support of Zelensky, is that they understand they have been witness to a master-class in leadership and that his students have listened and learnt from this demonstration.



Volodymyr Zelensky,
we salute you.





Hitler: his part in his own downfall



General Sir Peter Wall

As published in the Sunday Times


THE SUNDAY TIMES

Excessive control and micro-management, known in the military as over-command, can be the path to disaster - as Adolf Hitler demonstrated in France in 1944. He denied his forces the opportunity to strike the allies when they were at their most vulnerable.

When the pressure was really on, Hitler retained very tight control of his reserves, in contravention of the “mission command” doctrine developed - and usually employed so successfully - by the German army. He prevented Erwin Rommel, one of his greatest generals, from positioning his panzer divisions close enough to the Normandy beaches to push the allies back into the sea.

It lost him the battle and it sealed Germany's fate. After an extremely tough fight, the allies secured a beachhead and conditions were set for the eventual liberation of western Europe.

It was different when Hitler was on the front foot. Mission command was the oxygen of blitzkrieg - lightning war - which allowed the Germans to overrun western Europe so rapidly in 1940.

Western armed forces employ mission command nowadays because it promotes speed of action and initiative to achieve success. It combines centralised intent - strategy and resource allocation - with decentralised execution, the application of those resources to the battle. In plain language, we could call it leading by intent.

It is just as relevant to businesses that wish to succeed through agility and innovation. Agility is much talked about, but what is it? It is the ability to make well-informed decisions quickly.



Hitler: his part in his own **downfall**

Whether you are a bank seeking to grow its capital, a consumer goods company fending-off a hostile takeover, or a management team taking new products to market, this approach can give you that agility. Some multinational corporations are structured around this concept. The heads of their business units are much more than general managers. They have authority delegated to them to manage their business, including profit and loss, in accordance with the intent and operating goals set out by the chief executive.

These corporations resist the temptation to cut costs by centralising common functions, such as business development or contracting. They see a greater prize in vesting authority and responsibility in their individual units to give them the flexibility to sustain high performance. So how is this concept applied in the business environment?

In line with the principles of war, leading by intent starts by getting the aim crystal clear, ensuring that the organisational structure is clear and key people have the technical competence for their role. Those executives need to know three things: the intent, the main effort and the specific tasks they are personally responsible for delivering.

The intent is a concise expression of the purpose of the operation and the desired outcome. It may include critical success factors and guidance on the levels of risk acceptable during each element of the operation. It explains “what is to be achieved” to meet the aim and specifically avoids detailing “how it is to be done” because that is delegated to executives the next level down.



Above all, the intent has to inspire and if it can be shared with the entire workforce to channel their energies, so much the better. Henry Ford's intent for the Model T is a fine example (see next page).

The main effort is about three things: focus, focus and focus. It is the single issue that is most essential to success and it will render the overall mission a failure if it goes wrong. It is the priority in every sense and attracts the most resources.

In a military operation the main effort might be defeating the enemy's reserves, whereas in a bank it might be putting the customer first to increase profitability. Any activity that isn't directly or indirectly supporting the main effort needs to be justified or stopped.

This technique of leading by intent is becoming increasingly common in sophisticated businesses. If you want people to think, don't give them instructions, give them intent and they will discover the answers. They begin to think like the leader, so all the brains are working on the problem, not just one.

The clearer you are about your intent and main effort, the more confidence your team will have in making decisions and executing them. In contrast, if you are vague about what's truly important, your team will be more hesitant and divided.



There are other benefits, too. Being empowered to make decisions and influence outcomes is motivating; it develops people professionally and promotes innovation. Empowered organisations possess more resilience, and have leaner structures at the centre.

Of course, such empowerment depends on there being trust between the people in the chain - the leaders and the led at every level - and the provision of the right resources. It also depends on technical competence and organisational clarity.

Leading by intent is not without risk, so it needs some checks and balances. This is where a technique called back-briefing comes in useful. Once executives have had a chance to absorb the intent and main effort, and their specific tasks, they draw up their provisional plan, seeking advice from their own team. They then “back-brief” that plan to their boss to ensure his or her intent has been properly interpreted and to identify key risks. The plans are then adjusted before they are signed off for action.

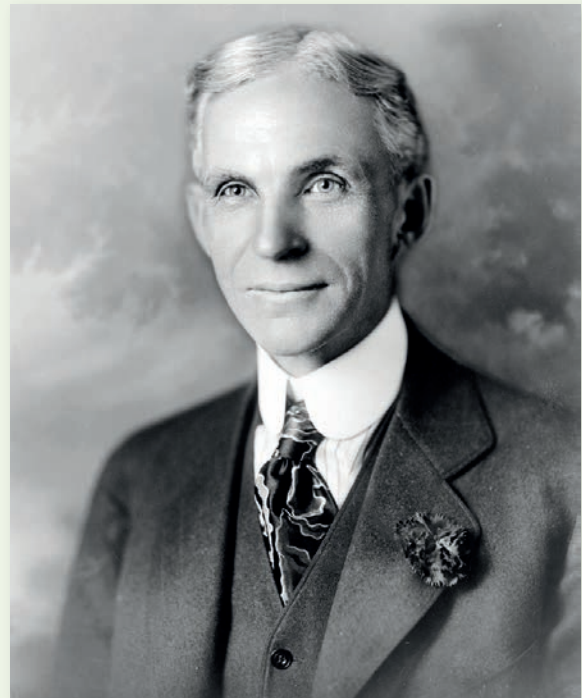
In a leading-by-intent culture it is natural for senior leaders to talk to the all-important people at the coal face, to ensure they are attuned to the intent and understand their role in the plan.

Leading by intent calls for a cultural shift, but it is worth it. Executives can be trained to employ these skills. The return comes in getting the most from your people, and driving better and more sustainable performance.

General Sir Peter Wall was head of the Army from 2010 to 2014. He is founder of Amicus, a specialist consultancy that promotes military and business leadership techniques (amicuslimited.com)

Henry Ford's vision Henry Ford's vision for his company is a great example of intent to focus and inspire. In 1903, he said: *“I will build a motor car for the multitude. It shall be large enough for the family, but small enough for the unskilled individual to operate easily and care for, and shall be light in weight and it may be economical in maintenance. It will be built of honest materials, by the best workmen that money can hire, after the simplest designs that modern engineering can devise. But it shall be so low in price that the man of moderate means may own one and enjoy with his family the blessings of happy hours spent in God's great open spaces.”*

The result was the Model T and 16.5m were sold.



Leadership and Performance

Armstrong Wolfe in partnership with Amicus

28th February - 1st March **2023**



ARMSTRONG WOLFE™
Institute



A M I C U S
LEADERSHIP THAT LASTS

Cultural Impact

Maintaining an effective culture in the absence of physical proximity for all can be the most difficult aspect of virtual workplaces - and the most critical. Morale, performance, and productivity can be affected, and the key drivers of culture may need to be refined in a hybrid working environment. The following factors are crucial - but at the centre is Leadership:

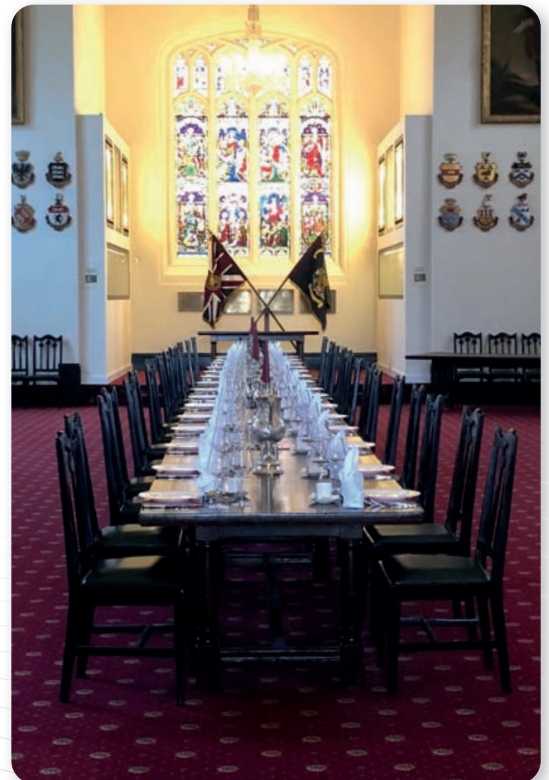
- » Trust
- » Purpose
- » **Leadership**
- » Career Path
- » Collaboration
- » Empowerment
- » Compensation
- » Tools & Technology
- » Workplace Policies
- » Workplace Optionality
- » Workplace Environment
- » Training & Development

No short-cuts to success

To embed a truly transformational leadership culture into a company is not a small-time, short-term investment. It requires the CEO to understand and embrace the critical importance of getting it right - and to do so, it must be looked at from a legacy perspective. If you get the application and practice of leadership right, and stay the course en route to this destination - then heightened morale, enhanced and sustainable productivity, performance and profitability, will follow.

In getting it right you build operational resilience into your company and position it as an employer of choice, retaining your best people and being able to attract the best people.

The first step to gain an understanding as to how we work with our clients, is an opportunity to join your peers in a 2-day insight programme with the Armstrong Wolfe Institute, undertaken at the globally-recognised centre of leadership excellence, The Royal Military Academy Sandhurst, Camberley, Surrey, UK.





The Royal Military Academy Sandhurst (RMAS) was opened for business in 1812 and has been the home of British Army officer training since that date. The Academy is located in the town of Camberley, Surrey, near the village of Sandhurst.

The Academy's stated aim is to be the "National Centre of Excellence for Leadership." It is globally-recognised as such. Whilst there, all British Army officers, regardless of their "technical" roles (i.e. Engineers, Signals etc.) are trained to take on the responsibility of leading their soldiers in conflict. During training, Officer Cadets learn to live by the Academy's motto, "Serve to Lead."

This encapsulates the fundamental approach and attitude of leaders being the servants of those they lead - rather than the other way around. The concept of "Servant Leadership" is now broadly discussed - but it underpins the mindset of leadership which the British military seeks to espouse - and live by.

The Officer Cadets carry out a 44 week long training programme, developing their character, intellect, and professional skills, whilst upholding the British Army Values of Selfless Commitment, Respect for Others, Loyalty, Integrity, Discipline and Courage.

The British Army's reputation across the years is in large part due to its Officer Corps. RMAS has provided the foundation of leadership for every conflict in which the United Kingdom has been involved since 1812. It has been home to the likes of Sir Winston Churchill, Field Marshal Montgomery, Ian Fleming, many former and current heads of state, (especially in the Middle East), and in more recent years of course, Princes William and Harry.





Context

Any leadership intervention needs to be underpinned by Authenticity, being the 'Best Version of Yourself.' Leaders should be exemplars, constantly aware of their 'Leadership Shadow.' How does the leader's character affect and influence others? How can we know what 'good' looks like?

We want our development to be practical and pragmatic. We want people to be able to do things differently, or do different things, immediately. This is a good definition of development.

As senior leaders, the common purpose is to invest in people and teams in order to hone a competitive business edge: to develop our people and create a better place to work.

So our Mission Statement for the Authentic Leadership Development Course is:

'To create role model, best-in-class leaders with a focus on servant leadership, who illustrate to their followers the potential for success in the organisation, through using their individual strengths to best advantage. This will attract and retain talent and cascade optimum performance, in order to maximise individual and group success.'

Programme: Overview

We will aim to make use of the unrivalled facilities at Sandhurst in order to explore the leading, following, and partnering behaviours of the cohort. The two day workshop will include a blend of outdoor team activities (loosely based on military command tasks), expert input, group discussion and individual reflection. We will also host a formal dinner in one of the Academy prestige rooms on the first night.

For an overview with outline timelines, see page 4.

This programme is designed and developed to provide a toolkit to improve profile and effectiveness for leaders.

Themes

- » **The Sandhurst 'Serve to Lead' Ethos:** That leaders are the servants of those they lead, not the other way round
- » **Mission Command:** '1 up and 2 up' organisational context, with a view to creating the conditions for the maximum devolvement of responsibility, and developing focus on the bigger picture: 'What have I been asked to do and why' and to develop this as a culture within the organisation
- » **Alignment and cascade:** Do your people know, understand, and feel connected, to your purpose?

Programme: Objectives

- » To provide leadership skills training to improve leadership capability
- » Create an environment where leaders understand the importance of their own continuous development within a rapidly changing and dynamic environment
- » To ensure leaders who will develop strategic insight; and who are able to develop and motivate their teams, in order to contribute to overall business success



Programme: Benefits and Outcomes

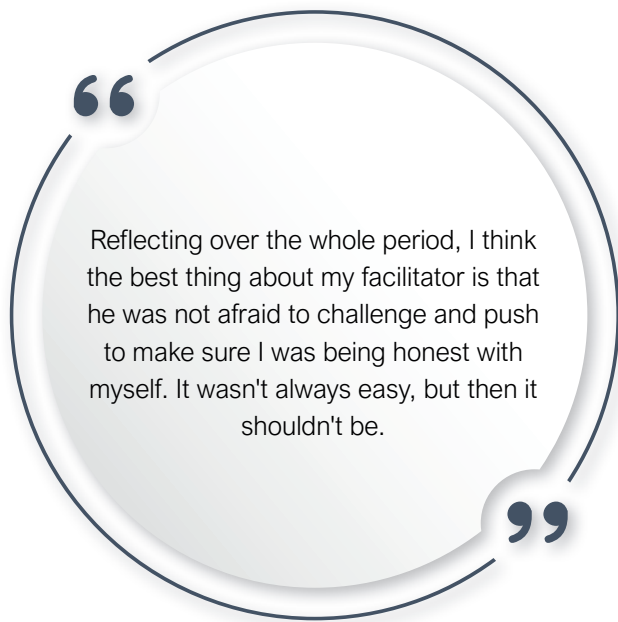
The aim of this programme is to enable participants to have a good understanding of what good looks like and to be able to role model effective leadership behaviours.

By the end of this programme participants will:

- » Understand and apply the concept of Serving to Lead
- » Understand how they might need to rebalance their job roles, focussing more on leadership and followership
- » Be able to create an effective followership culture within their teams
- » Understand the concept of Mission Command and that effective briefing and comprehension of the bigger picture can lead to decision-making responsibility being devolved to the lowest level
- » Be able to deliver feedback effectively, and to actively listen
- » Understand their leadership strengths and development needs and have developed an action plan to improve their performance
- » Create a culture of high-performance

Our Approach: an intense and unique experience

Those who attend can expect in-depth discussion, challenge - and fun! They will feel pushed, but supported. Sandhurst is the perfect environment in which to achieve this, as it never fails to cause people to reflect and challenge themselves. Delegate feedback is always consistent with this ambition.



A low participant to facilitator ratio (no more than 10:1) allows the individual delegates to maximise the benefit they draw from the programme by:

- » Using the expertise of the facilitator as subject matter expert and provider of one to one feedback, able to flex the level and complexity of the core content in a way that is relevant and challenging for each of the individuals in their team.
- » Increasing the sense of 'team' within the participant population. An intense, challenging shared experience will provide both an anchor for building the team and a common language for development work to come
- » Sharing best practices within the team. One of the most powerful elements of this approach is the strong bonds of trust and support that develop within these teams, allowing each member to both share their personal experience and expertise where appropriate but also to ask their colleagues for help and advice

For this population we recommend using four facilitators across the population to enrich the conversations, reflection and learning.

Suggested content

The Sandhurst workshop will use a blend of theory input, individual reflection, small group conversations, full group discussion and practical activities to ensure that learning is delivered in the most effective way. Our current plan would see a high level outline as below:

Day 1	Agenda
Morning	<ul style="list-style-type: none"> • Arrival at Sandhurst • Context, introduction and discussion around leadership experience • Outdoor activity • Leading, following, and you
Afternoon	<ul style="list-style-type: none"> • Cascade and Alignment • Indoor/outdoor activities and introduction to Mission Command
Evening	<ul style="list-style-type: none"> • Pre-dinner speaker • Prestige dinner and tour Networking and return to hotel
Day 2	Agenda
Morning	<ul style="list-style-type: none"> • Outdoor task • Following effectively • Deeper dive into Mission Command and its implementation
Afternoon	<ul style="list-style-type: none"> • Motivation and Purpose • Effective Feedback and Listening • Indoor task • Actions and commitments

Cost per person:
£2,500 for the 2 days exc VAT, including all design, facilities, catering, accommodation and consultants

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