

Armstrong Wolfe Institute

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

Leadership and Performance Training



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Institute

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.

The leadership expertise that Armstrong Wolfe can 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.

A New Paradigm

Since March 2020 Armstrong Wolfe has supported the global COO community as the COO was tasked to manage the differing phases of the pandemic. Along this journey workforce patterns changed and have mostly settled into some version of hybrid working

The COO community has sought to entice, encourage, and support staff in coming back to the office, with mixed results. Hybrid policies have been adopted to accommodate staff's wishes, whilst seeking to balance the demands of the business; enticements such as free lunches, breakfasts and coffee are common place; investment in the working environment with the aim of enhancing staff interaction within the office and re-establishing the sense of a working community have been undertaken.

However whilst all this has been done with good intent, it appears to have bottomed out: staff office attendance rates are still below the hoped-for levels of active office engagement .

Instinctively it is believed that the health of the business long-term will be better served by enhanced levels of direct staff interaction in the office; but the industry has struggled to articulate the benefits, or the 'why' staff should wish to return to the office?

Whatever hybrid equation manifests itself as the settled state for individuals or corporates, the role and importance of leadership at all levels is now recognised as absolutely imperative. To this end, Armstrong Wolfe has developed its leadership training to support the global COO community.

We are uniquely aligned to serve this purpose, possessing a deep-rooted understanding of the environment, and the organisational challenges facing a regional or global leadership team of a financial services company.

Office culture has changed forever. Working remotely is as old as the internet itself. Despite this familiarity, managing a hybrid workplace is far more challenging and nuanced than managing a physical-only office.

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





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, before taking up his current role as an in-house Performance Coach for the senior leaders of a fast-growing multi-million pound construction firm.

Lance Gerrard-Wright's connection to the Academy at Sandhurst is a strong one and goes back several generations. As mentioned above he was commissioned into the Infantry, and in due course was privileged to be appointed to the Academy instructing staff. His father and grandfather had both been on the instructing staff before him! His parents were married in the Royal Memorial Chapel as was he himself. In addition, his former employer the Inspirational Development Group, were at the time the commercial partners of the Academy, so Lance spent a further 14 years walking the halls of his Alma Mater, this time in a commercial aspect! His expertise lies in translating the leadership lessons and approach undertaken by the military, into a commercial environment.

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.



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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



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



Contact us

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