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Daniel Goleman
Psychologist And
Best-Selling
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Leadership And
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New Speaker



Garry Kasparov
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Player for
21 Years



Dan Pink
Futurist Analyst &
Author: *A Whole
New Mind: Why
Right Brainers
Will Rule The
Future*



Richard Reed
Co-Founder,
Innocent Drinks



Philip Kotler
The Inventor Of
Modern Marketing
and Professor of
International
Marketing, Kellogg
School of
Management



Andy Cosslett
CEO,
InterContinental
Hotels Group
(IHG)



Mark Penn
Best-Selling
Author,
*Microtrends: The
Small Forces
Behind Big
Changes &
Worldwide CEO of
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Philip Rosedale
Founder & CEO,
Second Life

New Speaker



Carolyn McCall
CEO, Guardian
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Bill George
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Medtronic &
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Steve Tappin
Author of Secrets
of CEOs & A
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Daniel Goleman Masterclass:

The New Science Of Leadership: Building A Committed, Can Do & High Performing Organisation In Challenging Times

Dan Pink Masterclass:

Building An Innovative & Creative Organisation

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3-4 December 2008 – Main Event / 2 Dec 2008 – Pink Masterclass / 5 Dec 2008 – Goleman Masterclass

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Tuesday, December 2 2008

Dan Pink Masterclass



Dan Pink

Building An Innovative & Creative Organization For The Future The Right-Brained Leader & Organization

(see page 3 for details and for more information on Pink, see page 11)

Friday, December 5 2008

Daniel Goleman Masterclass



Daniel Goleman

The New Science Of Leadership: Building A Committed, Can Do & High Performing Organisation In Challenging Times

(see page 3 for details and for more information on Goleman, see page 11)

Wednesday, December 3 - Main Conference - Day 1

08.00 Coffee & Registration

08.30 MUHAMMAD YUNUS Founder & MD, Grameen Bank, 2006 Nobel Prize Winner & Pioneering Economist (see page 4 for full speaker details)

How To Create New Market Space By Challenging Conventional Industry Wisdom

- Look for uncontested space to create your own unique market
• Break your sector's rules, then make your own
• Think big, start small, scale fast
• Once you've proved the market exists, diversify into other businesses to grow it further
• Why hard-headed business and socially worthwhile goals are not mutual enemies

09.30 DANIEL GOLEMAN Psychologist And Best-Selling Author: Emotional Intelligence, Primal Leadership (The New Leaders) And Social Intelligence: The New Science Of Human Relationships (see page 11 for full speaker details)

Building A Motivated, Enthused, High-Performing Culture Through The Power Of Social & Emotional Intelligence

- Developing constructive 'socialised power' relationships
• Primal leadership: the first and most important
• Using the six styles of leadership
• How Social Intelligence drives business results
• Helping employees manage negative emotions in challenging times

10.30 Coffee

11.15 The Secrets Of CEOs

STEVE TAPPIN Author of Secrets of CEOs & A Managing Partner At Heidrick & Struggles (see page 6 for full speaker details)

Aspiring CEO? Steve reveals 150 global CEOs' secrets on business, life and leadership.

CEO Panel - The Secrets of CEOs 2008

- How can you deal with the economic downturn?
• How do you succeed in an increasingly global and connected business world?
• Is it possible to be a top business leader while having a balanced and happy personal life?
• What do the panel members think it will take to be a CEO in the future?

MARK TUCKER CEO, Prudential

PHILIP ROSEDALE Founder & CEO, Second Life

CAROLYN MCCALL CEO, Guardian Media Group

12.00 CHARLIE MAYFIELD Chairman, John Lewis Partnership (see page 9 for full speaker details)

Leading the UK's Most Loved Retailer: How to Put Employees & Customers at the Heart of Everything You Do, And Profit From It

- How to lead as if everyone is an owner
• Creating a unique organisation that stands out from the competition
• Ensuring strategy is executed through thousands of small actions
• Satisfying a new hunger in the marketplace for fairness, trust and integrity

12.45 Lunch

14.00 BILL GEORGE Former Chairman & CEO, Medtronic Professor Of Management Practice, Harvard Business School, Best-Selling Leadership Author: True North and Authentic Leadership (see page 12 for full speaker details)

How To Practise Authentic Leadership, Engaging People To Create A High Performing Organization

- Leadership is about what makes you different
• Authentic leaders embed leadership in the system
• The five dimensions of authentic leadership
• How to engage people's hearts and minds behind the organization's purpose, rather than behind an individual leader
• Using authentic leadership to become a market leading organization
• How to create your own Personal Leadership Development Plan

15.00 PHILIP KOTLER Professor, Kellogg School of Management & The Inventor Of Modern Marketing (see page 10 for full speaker details)

- What leaders across the organisation need to know about new marketing
• Breaking marketing out of a department to become the engine of value creation
• Bolstering the brand's value proposition in challenging times
• Using new marketing methods to avoid commoditisation and profit erosion

16.00 Tea

16.30 LUKE JOHNSON Serial Entrepreneur (Pizza Express, The Ivy, Le Caprice, Integrated Dental Holdings) Chairman, Channel 4 & Risk Capital Partners FT Columnist (see page 10 for full speaker details)

How to Lead and Grow Your Business: Lessons From The Ultimate Serial Entrepreneur

- Why you should constantly challenge convention
• Profiting through good times and bad
• Seek hidden value, not surface glitter
• Avoid the crowds: look for neglected opportunities
• Take the long-term view and back good people

17.00 RON DENNIS Chairman and CEO, McLaren Group (see page 8 for full speaker details)

Leading The Ultimate High Performance Organisation: Lessons From Britain's Most Successful Motor Racing Team

- How to operate at impossible speeds, and win
• Vision, conviction and obsessive attention to detail
• Creating the ultimate working environment
• Leadership is about attracting and unleashing talent
• Everybody wins: and that means all stakeholders

17.30 GARRY KASPAROV World's Number 1 Ranked Chess Player For Two Decades & Best-Selling Author, How Life Imitates Chess (see page 7 for full speaker details)

What's Your Next Move? Insights On Decision-Making, Strategy & How To Win From The Grand Master Of Strategy

- Force competitors to play your game, not theirs
• The inner game: maintaining the stamina and mental strength to stay the course
• High performance comes from knowing what energises you and your team
• Learn from failure and success alike, constantly adapting and improving
• Make game-changing 'next moves'
• Improvise and innovate to win

18.30 End of Day One & Cocktail Party

Thursday, December 4 - Main Conference - Day 2

08.00 Coffee & Registration

08.30 CARLY FIORINA Former President, CEO & Chairman, Hewlett Packard (see page 7 for full speaker details)

The Toughest Part Of Leadership? Strategy & Vision: Seeing What's Coming And Taking Bold Strategic Decisions Based On That Vision

- Corporate re-invention by achieving critical mass
• How to embed leadership in the system with new 'leadership tools'
• Recruit 300 Spartans: The Change Warriors who create critical mass
• Stop being a slave to short-termism: real leaders take the bold decisions that are right for the long-term

09.30 VIJAY GOVINDARAJAN Professor, Tuck School Of Business Professor In Residence And Chief Innovation Consultant, GE (see page 12 for full speaker details)

The Essential Tension: How To Reconcile New Vs Old To Achieve Breakthrough Innovation In A Large Organization

- Leading in a way that generates and embeds innovation without damaging existing performance
• The five barriers to breakthrough innovation, and how to overcome them
• The ten rules of strategic innovation, and how to put them into practice
• How to use techniques such as 'adjacency innovation' and 'planned opportunism'
• Surmounting the three innovation challenges: Forget, Borrow, Learn

10.30 Coffee

11.00



RICHARD REED Co-Founder, Innocent Drinks (see page 9 for full speaker details)

The New Corporate And What It Can Teach The Large Established Corporates: How To Combine Profit, Fast Growth, Values, Brand Personality, Transparency And Fun

- From start-up to major brand: breaking the marketing rules with no budget and a fresh approach
• How to communicate as an organization in natural language that consumers embrace
• Why consumers want your organization to be less 'corporate' & stuffy and more 'human' & personable
• How to combine altruism and profitability so that each feeds the other to create a virtuous growth cycle

11.30



GARY HAMEL Visiting Professor of Strategic & International Management, London Business School & Director, The Management Lab (MLab) (see page 5 for full speaker details)

Where Next? The Future Of Leadership & Management In A Fast-Changing World

- Re-tooling management for the 21st century
• The limits of industrial age management and the power of innovation
• Challenging management dogma and embracing new principles
• How to learn from the fringe; the advanced companies that are doing it now
• How to build and run management experiments

12.30 Lunch

13.45



JACK WELCH (live session & Q&A via satellite) Former Chairman & CEO, General Electric Corporation, Manager of the Century (Fortune Magazine) (see page 4 for full speaker details)

Leadership Lessons From The World's Most Admired CEO: Creating A Winning Organization, In Good Times And Challenging Times Alike

- Cultivating winning behaviours in yourself and the people you lead
• How to lead more, manage less, get out of the way
• Energizing and unleashing your people to create corporate momentum
• Generating a culture of innovation and continuous learning

14.45



ANDY COSSLETT CEO, InterContinental Hotels Group (IHG) (see page 8 for full speaker details)

Leading And Growing Global Brands: How A Passionate Workforce Creates Powerful Brands

- Focus on the people who deliver the brand experience
• Why branding is so important to be left to marketing
• How outside-in leadership can create a questioning, innovative culture
• Seizing the global opportunity: ride the demographics

15.30



MARK PENN Worldwide CEO, Burson-Marsteller. Best-Selling Author, Microtrends: The Small Forces Behind Big Changes (see page 12 for full speaker details)

There Is No 'Next Big Thing' Any More: How Leaders Can Keep Ahead Of Consumer Waves By Understanding 'The Next Little Things'

- Win big by thinking small: leaders need macro and micro lenses now
• Realise and anticipate the power of small forces and emergent change
• Understand what consumers want, before they understand it themselves
• Spot consumer patterns and take advantage of them first
• How to adapt to a world of more choices, where consumers fragment in their selections to create 'intense small marketplaces'

16.15

16.40



CAPTAIN D. MICHAEL ABRASHOFF Former Commander, USS Benford, Which He Turned From The Worst Into The Best-Performing Ship In The US Pacific Fleet (see page 12 for full speaker details)

Results-Based Turnaround Through Grass-Roots Leadership: From Low Performance To High Performance In Months, Not Years

- Good people leave bad bosses and what to do about it
• Give up control to achieve command
• Don't make all the decisions, but do make decision rules
• If you give your boss the business results they want, they will leave you to lead the way YOU want
• Don't follow standard procedure; you'll just get standard results

17.20



RUDY GIULIANI Two-Term Mayor Of New York, 1994-2002 - 'One Of The Toughest Leadership Jobs In US Politics' Who Led The City Out Of The 9/11 Crisis & Cut Crime Dramatically (see page 5 for full speaker details)

Leading From The Front: The Role of Inspirational Leadership In Steering Organizations Through Good Times & Bad

- Inspiring people to achieve an impossible vision
• Using quick wins to achieve a Tipping Point in beliefs
• Giuliani's five principles of leadership
• How leaders keep hope and confidence alive during tough times

18.20 End of Leaders in London 2008

The Dan Pink Masterclass

The Right-Brained Leader & Organization:

Building An Innovative & Creative Organization For The Future

How To Give Your Organization A Whole New Brain

December 2 2008

About This Masterclass

Doctors. Lawyers. Engineers. That's what our parents told us to be when we grew up. But were Mum and Dad right? Actually, the future belongs to a different kind of person with a different kind of mind, people like artists, inventors, storytellers, caregivers. These right-brained people are the next business elite – the women and men who will power your organization.

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 (Right-brain) sensibilities, rather than on the traditional L-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.

In this masterclass, best-selling author Daniel Pink analyses evidence from around the world to reveal how the forces of Abundance, Asia, and Automation are nudging us into an era defined not by traditional "knowledge workers," but by creators and empathizers. He will explain what this transformation means for your organization – and he offers hands-on tools and tips, as well as real-life examples for how you can

navigate this new terrain. He will also explain how creativity is not just innate: it can be learned by individuals and by the organization as a whole.

He 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

About Dan Pink

Daniel H. Pink is the author of the acclaimed national and international bestseller *Free Agent Nation* and *A Whole New Mind* (2005). He has written articles and essays for *The New York Times*, *Harvard Business Review*, *Salon*, *Slate*, *Fast Company*, and other publications, and is Contributing Editor at *Wired*. His articles on business and technology have also appeared in *The New York Times*, *Harvard Business Review*, *Fast Company*, and other publications.

A Whole New Mind is focussed 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."

"This book is a miracle. On the one hand, it provides a completely original and profound analysis of the most pressing personal and economic issue of the days ahead – how the gargantuan changes wrought by technology and globalization are going to impact the way we live and work and imagine the world. Then Dan Pink provides an equally profound and original and practical guidebook for survival – and joy – in this topsy-turvy environment. I was moved and disturbed and exhilarated all at once."

Tom Peters

He has lectured on work, business, and economic transformation to corporate, association, and university audiences around the world. He's provided analysis on dozens of television and radio broadcasts, including CNBC's "Power Lunch," ABC's "World News Tonight," NPR's "Morning Edition," and American Public Media's "Marketplace."

Dan's last "proper" job was as chief speechwriter to Vice President Al Gore. Pink 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. His newest work is *The Adventures of Johnny Bunko: The Last Career Guide You'll Ever Need*, the first business book for a western audience in the Japanese comic format known as manga. He received a BA with honours in linguistics from Northwestern University, where he was elected to Phi Beta Kappa, and a JD from Yale Law School.

For more information on Pink, see page 10.

Masterclass Programme

- 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 'whole new brain'
- Building & nurturing a 'right-brained' workforce – is this the death of the MBA?
- Why "high tech" abilities are giving way to "high concept" and "high touch" talents
- 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
- The six essential aptitudes necessary for thriving in this emerging world
- Why the widespread search for meaning is perhaps the greatest recruiting challenge – and the largest business opportunity – of our times
- The seven "dirty words" you should banish from your organizational vocabulary to get talented people to work with you
- How leaders can bring out their 'right-brained' side? (and those of others) –The Six Senses
 - Design – a high concept aptitude that 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 - a skill entrepreneurs and inventors have long relied on
- Empathy – having democratized the availability of information, success lies in empathizing with clients and understanding their true needs
- 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

The Daniel Goleman Masterclass

The New Science Of Leadership: Building A Committed, Can Do & High Performing Organisation In Challenging Times

December 5 2008

About This Masterclass

We are delighted to announce that Daniel Goleman will be conducting a full-day masterclass on how to build a committed and motivated organisation that is able to cope with the ever changing environments in which we all work. As large organisations increasingly realise that **IQ amounts to only up to 24% of leadership performance**, they are looking increasingly to round out the skills and competencies of their leaders by developing their **EQ (Emotional Intelligence)** and by a greater understanding of **Social Intelligence (the interpersonal part of emotional intelligence)**.

This highly practical masterclass will show you how to harness and develop Emotional & Social Intelligence to improve your organisation's performance. **With an uncertain economy ahead of us, this masterclass will show you how you can help your teams deal with a changing marketplace and build and sustain the enthusiasm and commitment they need to succeed.** It will also show you how to avoid neurobiological burn-out: - the constant state of "frazzle" that can bedevil leadership performance.

Daniel Goleman has defined a new standard for benchmarking leaders, through his influential articles in the *Harvard Business Review*. As the Co-Director of the Consortium for Research on Emotional Intelligence in Organizations he has catalyzed landmark studies of leadership success in world-class companies including **Johnson & Johnson** and **American Express**. The consortium has translated such data into a set of best practice guidelines for leadership development that guide companies around the world. He will share the theoretical basis and practical guidelines of proven methods for strengthening leadership strength in any organisation, whether a corporation or government. The key to protecting the long-term success of any organization lies in cultivating its new generation of leaders.

Dr. Goleman will discuss the keys to successful leadership and share proven methods for leadership development.

About Daniel Goleman

Psychologist Daniel Goleman is the world's leading expert on emotional intelligence. His book on the subject has sold more than 5 million copies and has been translated into 30 languages. With his book *Primal Leadership (The New Leaders)* he went on to define the emotional dimensions of great leadership. His new book, *Social Intelligence, The New Science of Human Relationships* takes us further, teaching us how to build committed, motivated organisations.

Goleman's studies of the competencies that create high-performers, from **PepsiCo** to the **U.S. Federal Government**, led to his article in the *Harvard Business Review* called "What Makes a Leader?" which became the Review's most-requested reprint to that point. Goleman further refined his analysis of how emotions shape leadership in his landmark work, *Primal Leadership (The New Leaders)*.

For more information on Goleman, see page 10.

Masterclass Programme

SUBJECTS TO BE ANALYZED

During the programme the following subjects will be analyzed:

- Why IQ and academic achievement do not predict leadership success
- Why emotional intelligence abilities become more important the higher a person is in the organization
- The brain basis for emotional intelligence
- Social intelligence - The interpersonal basis for leadership success
- The optimal work state for work performance
- The four components of emotional intelligence
- The competencies of outstanding leaders
- The four most effective leadership styles and the two to avoid
- Best practices for cultivating greater leadership abilities

QUESTIONS TO BE ANSWERED

Answers will be provided to critical questions, such as:

- Why do people of high IQ end up working for those with average intelligence?
- What specific competencies distinguish leadership stars from the average?
- What distinguishes emotional intelligence from IQ?
- What does the brain basis of emotional intelligence tell us about the best model of learning for leadership?
- What competencies show up in organizations around the world as the keys to outstanding performance?
- How can a leader help people get and stay in the optimal state for high effectiveness?
- How do self-awareness, self-discipline, empathy and social skill translate into business results?
- Which leadership styles get the best work out of people, and which undermine a leader's efforts?
- What process most powerfully cultivates leadership competencies?



Muhammad Yunus

Founder & MD, Grameen Bank, 2006 Nobel Prize Winner & Pioneering Economist

How To Create New Market Space By Challenging Conventional Industry Wisdom

Look For The Uncontested Space

When economist Muhammad Yunus approached the banks and asked them to help him launch a new form of finance aimed at the very poor, they laughed in his face. All the risk models showed that the very poor would never pay back, they said. So, Yunus experimented by loaning \$27 from his own pocket to a group of women in a Bangladeshi village. They used the money to buy reeds to weave baskets and stools, which they sold. They then paid him back out of their profits. Yunus had created an entirely new form of banking, known as microfinancing, which has since grown to become the \$6.76 billion Grameen Bank.

"I stumbled across Yunus & Grameen about 5 years ago. I went bananas! The story, of course, is amazing."

- Tom Peters

Break Your Sector's Rules, Then Make Your Own

As well as choice of customer base, the processes for serving that customer base also broke all the banking rules. Grameen hands responsibility for traditional bank work to the customers themselves, to create a self-organising system. For example, the risk analysis and policing of the loan repayments is farmed out to the borrowers, instead of handled by repayment risk models and debt recovery staff.

The Grameen Bank will only lend to 'Borrowing Groups', which operate to a structure and rules that are designed to exclude non-resilient people. The groups are self-formed and made up of five people. The group has to approve the loan requests of its members, before putting them up to the bank. But, the individuals retain liability. Loans are for one year and repayments are weekly, with five percent going into a group fund. The crucial self-policing mechanism is that if one person defaults, there are no more loans made to the group. So, a culture of collective responsibility takes hold.

Initially, two members of the group can apply for a loan. After six weeks of successful repayments, two more members can apply. The chairman of the group is allowed to apply last. The first loan is usually for around \$15. After three successfully repaid one-year loans, a customer is eligible for a property loan. But, the property has to be in the wife's name, as Yunus discovered early on that rural women don't default on payments, whereas the men do.

**"- Typical first loan - \$15
- 97% of loans to women
- 98% recovery rate
- 1/3 move up to non-poverty threshold"**

Source: Banker to the Poor, Muhammad Yunus

Think Big, Start Small, Scale Fast

Conventional banks ask their clients to come to their office. It's a terrifying place for the poor and illiterate, says Yunus. So, the entire Grameen Bank system runs on the principle that people should not come to the bank, the bank should go to the people. If any staff member is seen in the office, it should be taken as a violation of the rules of the Grameen Bank, says Yunus. It is essential that those setting up a new village branch have no office and no place to stay. "The reason is to make us as different as possible from government officials," to be as accessible and non-bureaucratic as possible.

This flexibility has allowed for fast growth. \$6.76 billion in loans have been made to over 7.44 million poor people in Yunus's native Bangladesh. \$ 6.04 billion has been repaid, one of the lowest default rates throughout the world's lending industry. The very poor have proved to be more reliable at repaying their loans than the middle classes.

Once You Have Proved The Market Exists, Diversify

In staying close to its customers Grameen Bank spotted another opportunity to serve the same people with a different product. The telecom situation in Bangladesh in the mid-1990s was dire. There were just two phones per 1,000 people (mostly analogue), a \$500 connection fee and a five-year waiting period for a line.

Yunus partnered with Grameenphone to create the national Village Phone programme, to reach millions of people in rural areas who had no access to phone services.

"\$6.76 billion in loans have been made to over 7.44 million people. 98% has been repaid, one of the lowest default rates throughout the world's lending industry."

The Grameen Village Phone Program in Bangladesh puts cellular phones in the hands of very poor women who operate it as a business. These micro entrepreneurs buy the phone with a loan from the Grameen Bank and then sell the use of it on a per call basis.

The program has been wildly successful. The entire village benefits for their business venture. By making a phone call a small producer can check on the market price of goods and therefore better negotiate a price for their goods with middlemen. There are more than 255,000 Village Phones in operation in 55,000 villages around Bangladesh.

Background

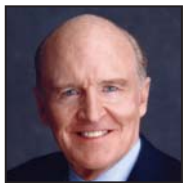
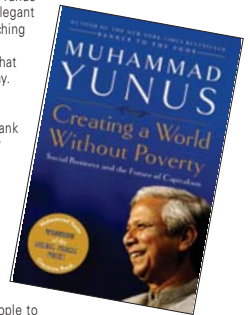
Born in 1940 in the seaport city of Chittagong, Professor Yunus studied at Dhaka University in Bangladesh, then received a Fulbright scholarship to study economics at Vanderbilt University. He received his Ph.D. in economics from Vanderbilt in 1969 and the following year became an Assistant Professor of Economics at Middle Tennessee State University. Returning to Bangladesh, Yunus headed the economics department at Chittagong University.

During the Bangladesh famine, Yunus says it became clear that the elegant economic theories he was teaching were of no use in solving the economic problem of poverty that he saw all around him every day. So he decided to rethink the problem.

He established the Grameen Bank in Bangladesh in 1983 and now Yunus' microcredit banking model has been copied in over one hundred countries, including the United States.

Muhammad Yunus was awarded the Nobel Prize in 2006 in recognition of his extraordinary achievements in creating a financial system that has allowed millions of people to work themselves out of poverty.

Yunus still lives in the same small apartment in Chittagong he has lived in for decades. He recently said "One day we will look in museums and say to our children 'That is what poverty used to look like'."



Jack Welch (live via satellite with Q&A)

Former Chairman & CEO, General Electric Corporation Manager Of The Century (Fortune Magazine)

Leadership Lessons From The World's Most Admired CEO: Creating A Winning Organization, In Good Times And Challenging Times Alike

Listening to Jack Welch, you get the impression that this is a man without pretence, that 'what you see is what you get'. No facade. Straight talking. In an age where research says the workforce, investors and customers are crying out for transparent, authentic leadership, perhaps this is leadership lesson number one.

"The greatest leader today"

- Fast Company Magazine

Cultivating Winning Behaviours In Yourself And The People You Lead

When asked to estimate how managers should spend their time, Welch says that 75% of his time at GE was spent focused on people and helping them perform. On the issue of poor performance, Welch champions the view that false kindness is the cruelest thing of all. Leaders need to be tough, open and fair: 'Shame on you who ride along with poor performers.'

"Hierarchy is an organization with its face towards the CEO and its ASS towards the customer"

When he wasn't with people at all levels, Welch was spending time with customers. As the leader of GE, Welch dedicated three weeks per year to talking with customers. He would go on a road show around the country and listen to customers, rather than rely on reports compiled by middle managers and passed up to the 'boss'. Always make it a buffet lunch, he advises, so you can keep moving: 'Don't want to get cornered at a sit-down meal.'

Create a Learning Culture: Great Leaders Teach

Welch also championed the learning organization in a very personal way. He established GE's Management Institute at Crotonville, shared his personal experiences in the classroom and encouraged other managers to do the same. He was also always out in the field, meeting the teams, not hidden away in head office.

"Your job is to touch everyone and get into their soul. Every moment you are in your office, you are useless."

Jack's Ten Ways To Energise People And Create Corporate Momentum

1. What To Measure?

If I had to run a company on three measures, those measures would be customer satisfaction, employee satisfaction and cash flow.

2. Build Confidence. That's Your Job Description.

If you're not simple, you can't be fast. And, if you're not fast, you're dead. So, everything we did (at GE) focuses on building self-confidence in people so they can be simple.

3. Set Your People Free

You've got to balance freedom with some control, but you've got to have more freedom than you've ever dreamed of.

4. Shout When You Win

People feel guilty about stopping to celebrate a little victory... but it lets people know they've won. It's so critical to an institution. It brings it alive, gives it character.

5. Numbers Aren't Enough

Numbers aren't the vision. Numbers are the product. I never talk about numbers.

"Manager of The Century"

- Fortune magazine

6. Spend More Time On Talent Development

In most companies, the talent review process is a farce. At GE, Jack Welch and his top two Human Resources people visited each division for a day. They reviewed the top 20 to 50 people by name. The talent review process... at GE... has the intensity and importance of the budget process at most companies'. McKinsey's Ed Michaels, in his book *The War For Talent*.

7. Fair Doesn't Mean 'The Same'

Every person should be treated fairly in an organization, but every person should be treated differently in an organization.

8. Make People Share Good Ideas

What makes a company flourish is transferring ideas. At quarterly meetings, Welch insisted that GE bring together the leaders of all of its businesses to share best practice ideas. "We take the best of diversity and use it."

9. Meet Customers More Often

Welch made a point of personally meeting GE's major customers in the spring and fall of every year. He put much of his and GE's customer insights down to these twice-a-year reality checks with customers.

10 Don't Dither. Jump.

I've learned in a hundred ways that I rarely regretted acting but often regretted NOT acting fast enough.

For Welch 'managing less' at GE meant that his leaders had more time to be creative, to look beyond their own fiefdoms and think about how they might help other GE businesses.

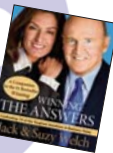
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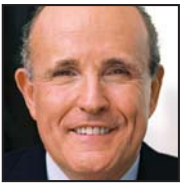
Jack Welch began his career with the General Electric Company in 1960 and in 1981 became the company's eighth Chairman & CEO. In his 20 years as CEO of GE, he transformed the company from a bureaucratic behemoth to a dynamic and revered powerhouse. During his tenure, GE market value grew from \$13 billion to \$400 billion. In the process, Welch's management innovations have made him the most influential CEO of his era.

Upon his retirement from GE in 2001, Mr. Welch wrote his #1 *New York Times* and international best-selling autobiography, *JACK: Straight From The Gut*. He has also spent much of his time travelling around the world, speaking to people at every level of an organization, answering their questions on dozens of wide-ranging topics. These sessions were the inspiration for his second international #1 best-selling book, *Winning*. In 2000 he was named Manager of the Century by *Fortune* magazine. In 2005, he was voted Most Admired CEO of the past 20 years by *Chief Executive* magazine readers and the World's Greatest Leader of Today in a *Fast Company* magazine survey.

Mr. Welch was born in Salem, Massachusetts. He received his B.S. degree from the University of Massachusetts and an M.S. and Ph.D. in chemical engineering from the University of Illinois. Mr. Welch is currently the head of Jack Welch, LLC, where he serves as an advisor to a small group of Fortune 500 business CEO's and speaks to business people and students around the world. He currently teaches a leadership course at MIT's Sloan School of Management.

He and his wife Suzy write a weekly column for *Business Week* magazine and a global weekly syndicated column appearing in over 50 countries answering questions about business, company, or career challenges. In 2006, they published these columns in a book called *Winning: The Answers*.





Rudy Giuliani

Two-Term Mayor Of New York, 1994-2002 - 'One Of The Toughest Leadership Jobs In US Politics' – Who Led The City Out Of The 9/11 Crisis & Cut Crime Dramatically

Leading From The Front: The Role of Inspirational Leadership In Steering Organizations Through Good Times & Bad

Rudolph W. Giuliani gained international attention for his highly visible leadership as Mayor of New York, leading the crisis response and then the recovery of the city during and after the attacks of September 11, 2001. Time magazine named him Person of the Year and he received an honorary knighthood from the Queen a year later.

"When I said the city would be stronger, I didn't know that. I just hoped it. There are parts of you that say, 'Maybe we're not going to get through this.' You don't listen to them."

Inspiring People To Achieve An Impossible Vision

Prior to 9/11, Giuliani had already won a reputation as the most successful mayor of New York since the legendary Fiorello LaGuardia. The inability of Giuliani's predecessors to solve the intractable problems of infrastructure, funding and crime, led to the mayorship being described as one of the toughest leadership roles in American politics.

When Giuliani became mayor he began to mobilise support for his 'zero tolerance policing' policy. In the murder capital of the world, Giuliani was going to slash the murder rate on the streets, he said. Polls showed no-one believed he could do it, including the cops. If no-one believed it, how could the police who had to carry it out be inspired to believe they could deliver?

"Under Giuliani's watch as mayor, crime in general fell by 57%, murder by 65% and city taxes by \$2.5 billion."

Giuliani realised the first thing he had to tackle was the assumption that things could not change. He and police chief William Bratton looked for a way of breaking that belief. Their initial successes are seen by a number of commentators as proof of the maxim in Step Six of John Kotter's 8-step change programme: 'Produce sufficient short-term results to give your change efforts credibility and to disempower the cynics'.

Using Quick Wins To Achieve A Tipping Point In Beliefs

In other words, quick wins have enormous power in converting non-believers when you are trying to tackle major change. Renee Mauborgne, co-author of Blue Ocean Strategy, who presented to Leaders in London in 2006, cites Giuliani as an example of a leader who achieved 'Tipping Point' change in belief in what is possible, through going after initial quick wins. Giuliani and

Bratton first went after an unlikely quick win: skweegeemen. In New York, there were constant complaints about people who approached cars at traffic lights and cleaned their windows, unasked.

So, Giuliani targeted the police on arresting skweegeemen and clearing them off the streets – zero tolerance. Result? Skweegeemen disappeared from NY street junctions. 'Wow: he did it,' said the critics. 'OK: now for the murder rate,' said Giuliani. And they believed he could do it. And it was indeed slashed. Some analysts, such as last year's Leaders in London speaker Steve Levitt, also point to demographic reasons as a contributory factor in the plunging crime rate in the city under Giuliani.

Giuliani's Five Principles Of Leadership

Starting with small successes then scaling fast to build momentum became two of Giuliani's five principles of leadership:

1. Prepare
2. Trust your team
3. Start with small successes
4. Build momentum and
5. Stay accountable

Giuliani is legendary for his preparation. Where the conventional wisdom sees fast decision-making as a hallmark of great leadership in fast-moving times, Giuliani says you should refuse to be rushed into decisions. The more time you have to reflect and consider, the better the decision is likely to be. He emphasises that changing your mind before reaching a final decision is not a sign of weakness in a leader.

True Leaders Keep Hope And Confidence Alive During Tough Times

Some things you can't prepare for, though Giuliani did point out after the 9/11 attacks that it was the constant preparation in emergency scenario planning that led to the city coping as well as it could have been expected to through the crisis.

While the emergency services worked the plans, Giuliani led the city's emotional and morale recovery with a highly visible presence on the streets. TV footage of Giuliani and his team moving from crisis area to crisis area, sometimes having to run to avoid falling masonry, was beamed around the world. Surrounded by aides, standing in rubble, Giuliani used the press to fill an information and leadership vacuum, providing a central point of focus around which the city's population coalesced after an initial period of confusion and panic.

Giuliani says there are three keys to inspirational leadership in tough times:

1. Be optimistic. If not, you can hardly expect others to be
2. If you don't love people, do something else
3. Be absolutely clear on what you stand for

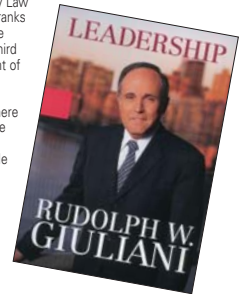
Marcus Buckingham, who presented at Leaders in London 2007, recalls something Giuliani said at a press conference, which proves another of John Kotter's dictums: that inspirational leadership is not about mastery of the figures, but the ability to sense how people feel and put it into words on their behalf. Giuliani was asked what he thought the final body count would be after the attacks on the twin towers. Rather than reducing the deaths to a specific number, he summed up the feelings of a city in a state of shock: "More than any of us can bear," he said.

Background

Our conference chairman Rene Carayol says that Giuliani's leadership journey began when his father, a lifelong Republican, took him to see Martin Luther King speak. This is what a dangerous demagogue looks like, said his father, to prepare the young Giuliani. By the end of Dr. King's speech, Giuliani looked up to see his father with tears in his eyes. Forget what I said, his father told him. You have just seen a truly great leader and a man of peace. Don't forget it.

A graduate of New York University Law School, Giuliani rose through the ranks of government lawyers to become Associate Attorney General, the third highest position in the Department of Justice. In 1983, Giuliani was appointed US Attorney for the Southern District of New York, where he achieved a series of high profile successes against drug barons, organised crime and corruption. He was elected Mayor in 1994.

After leaving office, Giuliani founded Giuliani Partners, which consults in a range of areas including emergency preparedness, leadership during crisis, corporate governance and financial management. Giuliani most recently ran for the Republican Party nomination to the Presidency. He is author of the best-selling book Leadership.



Gary Hamel

Visiting Professor of Strategic & International Management, London Business School & Director, The Management Lab (MLab)

Where Next? The Future Of Leadership & Management In A Fast-Changing World

'The World's Reigning Strategy Guru'

The Economist

Modern management was invented roughly one hundred years ago to help organizations achieve high levels of discipline, diligence, alignment and control. Yet today, companies are also required to be adaptable, innovative and socially adept—organizational qualities that are not the natural product of management processes that have been optimized for operational efficiency. Put simply, management is out of date, and must now be reinvented for a new age.

Retooling Management For The 21st Century

At its essence, the work of management is focused on two essential tasks – **amplifying human capability** (creating an environment that inspires, enables and empowers people to give the very best of themselves), and **aggregating human effort** (coordinating the activities of individuals in ways that allow them to achieve together what they could not otherwise achieve alone).

When one views management in this way, one can begin to understand how the web will dramatically change the way we amplify and aggregate human capabilities. Everything about the internet, its global reach and configurability, its diversity and openness, its community-centric ethos and anarchic disorderliness, serves to enlarge the scope for human accomplishment.

Blogs, podcasts, mash-ups, wikis, crowd-sourcing, folksonomies, opinion markets, discussion boards, and social networks – these technologies have already extended the range of human creativity and collaboration in ways that would have been unimaginable a decade or two ago, and there is undoubtedly more to come.

The question for managers, which I will address in my talk, is how the social revolution currently taking place on the web can be used to retool management for the 21st century. Key areas to be addressed include:

The Power Of Management Innovation

Over the last hundred years, innovation in management methods and tools has been the surest route to long-term competitive advantage.....

The Limits To Our Industrial Age Management Model

...yet, most companies have 21st century business processes (logistics, supply chain, customer support), but mid-20th century management processes. This legacy management model is simply insufficient for the challenges that lie ahead.

New Challenges For A New Age

There are three challenges that will define competitive success and failure in the years to come

1. Adaptability - building a company that can change as fast as change itself
2. Innovation - mobilizing and monetizing the imagination of every employee, every day
3. Engagement - creating a working environment that inspires people to give the very best of themselves

Challenging Management Dogma

It's impossible to reinvent management without first escaping the dead weight of our management orthodoxies. We must consciously challenge the assumptions, habits, and patterns of thought that prevent us from imagining radical new ways of leading, organizing and managing.

"Even the 'world's most admired companies' aren't as adaptable as they need to be, as innovative as they could be, or as much fun to work in as they should be. My assumption is that when it comes to the future of management, you'd rather lead than follow."

– Gary Hamel

Embracing New Management Principles

New problems can't be solved with old principles. The foundational principles of management—hierarchy, standardization, specialization, control, and alignment—are inadequate to the challenges ahead. To build companies that are adaptable, innovative and engaging, we must start with a radically different set of management principles.

Learning From The Fringe

You won't see the future of management by looking at companies in the Fortune 500. The future always happens first out on the fringe, and so it is with management. Today, as never before, companies need to be learning from the "positive deviants" who have found a way to circumvent the toxic side effects of our legacy management beliefs.

Building Management Experiments

Management won't be reinvented in a day, a month, or year. But you can make a start now if you learn how to experiment with bold new management approaches. Companies regularly experiment with new technologies and products, and it is now essential that they learn to experiment with new management methods as well.

"A management innovator without peer."

The Financial Times

Background

Professor Hamel's landmark book, *Competing For The Future*, written with C K Prahalad, became the world's best-selling book on corporate strategy. His book *Leading The Revolution* further confirmed his reputation for helping businesses re-think strategy, and was described as "eye-opening for any business" by Michael Dell. These two strategy-defining works have appeared on every management bestseller list and been translated into more than 20 languages.

Hamel is responsible for a number of groundbreaking concepts that have entered the language of business and changed how we think of and lead organizations; "strategic intent," "core competence" and even "management innovation." Before Hamel, innovation meant something that happened in the R&D department, not in the way a business is run. These ideas have changed the practice of management and leadership in companies around the world.

Over the past twenty years, Hamel has authored 15 articles for the *Harvard Business Review* and is the most reprinted author in the *Review's* history. Gary Hamel is a Fellow of the World Economic Forum and the Strategic Management Society. Since 1983, Hamel has been on the faculty of the London Business School where he is Visiting Professor of Strategic and International Management. Hamel has worked for General Electric, Time Warner, Nokia, Nestle, Shell, Best Buy, Procter & Gamble, 3M, IBM, and Microsoft. He has also advised government leaders on innovation policy, entrepreneurship and competitiveness.

Professor Hamel's newest work, *The Future of Management*, continues his reputation for fundamentally changing how leading organizations 'do' strategy. It was voted Best Business Book of 2007 by the editors of Amazon.com. An innovator himself, Professor Hamel has built the "Management Lab," or MLab, a pioneering attempt to create a setting in which progressive companies and management scholars co-create "tomorrow's best practices" today.

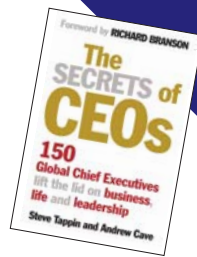


CEO Panel - The Secrets of CEOs 2008

Rene Carayol hosts 3 CEOs and a recognised global CEO expert for a stimulating and provocative panel debate on their top tips on how to be a successful CEO and the findings of a new book, *The Secrets of CEOs*.

- How can you deal with the economic downturn?
- How do you succeed in an increasingly global and connected business world?
- Is it possible to be a top business leader while having a balanced and happy personal life?
- What do the panel members think it will take to be a CEO in the future?

www.theseecretsofceos.com



New Panel

Panellists



Mark Tucker

CEO, Prudential

The five year veteran CEO of FTSE100 Prudential, one of the world's biggest life insurers, Mark was one of the youngest FTSE100 CEOs ever appointed. Having spent 10 years running Prudential Asia Corp, he's also one of the most globally experienced of UK CEOs. Mark qualified as an accountant at PriceWaterhouse Coopers and has spent most of his career with Prudential although he also served as Group Finance Director of HBOS.



Carolyn McCall

CEO, Guardian Media Group

Carolyn is CEO of the group behind The Guardian, The Observer, AutoTrader, Emap and a string of radio stations, and has spent 20 years in the newspaper business. She led the industry when she pioneered GMG's early move from print media onto a multimedia platform. A former non-executive director of Tesco, Carolyn is a non-executive director of Lloyds TSB Group.



Philip Rosedale

Founder & CEO, Second Life

A highly visionary and disruptive innovator, Rosedale founded Second Life, the virtual world with over a million members, in 1999. In his view, 'virtual worlds are at the same point of development today as the web was in 1994.' Before founding Second Life, Philip was the Chief Technology Officer of RealNetworks, having sold his business, FreeVue, to them in 1996.



Steve Tappin

Author of *Secrets of CEOs* & A Managing Partner, Heidrick & Struggles

An adviser and confidant to Fortune500 CEOs for 20 years and himself a former CEO, Steve has just published the highly acclaimed *The Secrets of CEOs*. Steve started his career at ICI, was a partner at KPMG and PA Consulting and founded two consulting businesses: Edengene and Leaders Reloaded.

Getting Further Involved In Leaders In London 2008

At the 2008 event you have the opportunity to get further involved. Depending on your main objectives, we can create an experience for you and help grow your business!! These can range from working closely with one of your world renowned keynote speakers through to interacting with the decision makers in our Exhibition Area.

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For more information, contact

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Muhammad Yunus

Lunch – December 3 2008



Daniel Goleman

Lunch – December 3 2008

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Bill George

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Dan Pink

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Philip Kotler

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Ron Dennis

Drinks Reception,

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Garry Kasparov

Drinks Reception,

3 December 2008



Carly Fiorina

Lunch – December 4 2008

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Vijay Govindarajan

Lunch – December 4 2008



Gary Hamel

Lunch – December 4 2008



Mark Penn

Lunch – December 4 2008



Cpt Michael Abrashoff

Drinks Reception –

December 4 2008



Rudy Giuliani

Drinks Reception –

December 4 2008



Carly Fiorina

Former President, CEO & Chairman, Hewlett Packard

The Toughest Part Of Leadership? Strategy & Vision: Seeing What's Coming And Taking Bold Strategic Decisions Based On That Vision

Great change, says Carly Fiorina, requires a critical mass of people to line up behind a new vision and bold decisions. That doesn't mean a majority, nor a consensus. When Fiorina took over at HP, it was a \$40 billion company that was described (by its departing CEO) as too large, slow-moving and over-complicated to grow. One of the Silicon Valley jokes about the lumbering behemoth was that in a fast-moving world, strategy had become a question of 'Ready, Fire, Aim', whereas HP still had a strategy of 'Ready, Aim, Aim, Aim...' and an operating model that had remained unchanged for sixty years. Fiorina's job, she was told on appointment, was to transform the company.

"HP, not IBM became the first \$100 billion infotech company this year (2007). Primary reason? The highly contentious, and surprisingly successful, Compaq acquisition and integration. Tenacious champion? Carly Fiorina! Transformation agent? Ms Fiorina! Architect? Carly Fiorina!"

-Tom Peters

Corporate Re-invention Through Critical Mass

And she did. Despite her ousting from the HP board in 2005, they kept her strategy for change and for amalgamating Compaq into the structure. HP went on to become the largest infotech company in the world in 2007. The consensus view now is that Fiorina achieved the critical mass needed for transformational change in a fragmented company that had lacked a dynamic leadership framework, but that the last tier to become forward-facing was the Board, which cost Fiorina her job.

With Gateway now gone, Dell going through difficulties and IBM selling its PC division to the Chinese company Lenovo, the long view is that Fiorina saw the future and called it right with her strategy of merging two of the world's largest PC makers - HP and Compaq. The merged company subsequently overtook IBM as the largest technology company in the world and surpassed Dell as the leading PC maker in the world. She achieved it through something she calls embedded leadership.

Embed Leadership In The System To Bring Together A Thousand Tribes

Fiorina's favourite leadership quote is from the Tao Te Ching: "The great leader is he of whom the people say, 'We did it ourselves.'" Fiorina's conviction that leadership has to be embedded in the system to be sustainable, rather than reliant on an individual, can be traced back to her time as a student at MIT, the home of systems thinking.

The HP Leadership Framework that she created to embed leadership within the system, and which remained in place for five years, came to her at night, shortly after she was appointed. She grabbed a piece of paper and drew a square, labelling each of the four sides 'Strategy & Aspiration', 'Structure & Processes', 'Rewards & Metrics' and 'Culture & Behaviour'.

HP had been described as 'A Thousand Tribes', each claiming to practise the mythical 'HP Way', with five CEOs of a fragmented HP structure sitting on her board, each of whom talked about 'my company' instead of viewing HP as a whole. Fiorina used her Leadership Framework to break free of this fragmentation and create 'a single powerful company rather than a thousand tribes'.

Encourage 'Change Warriors' At Every Level

To transform the company, Fiorina set out to promote 'leadership on many levels and by many people', constantly pushing the message that HP needed a critical mass of 'Change Warriors' and that to get on in the company, managers had to start taking risks to push inventions to the market. Making decisions, even mistakes, led to promotion. Sitting back and managing the status quo (or the 'stagnant quo' as some have called it) became career stalling at HP.

Bring In New Leadership Tools

She started the process by using videos of customers talking to explain what needed to be done. She then tapped into existing pride in HP to win people over to taking the individual decision to fix the faults customers identified, which were summed up as 'We respect you, but you are late, slow and difficult to deal with'.

"We went back to the original HP brand, the one inlaid in the bricks of the HP Labs building, and added a single word beneath it - INVENT."

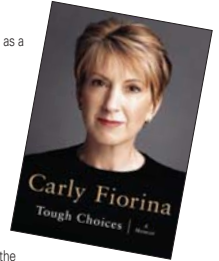
The tools she used to embed leadership included 'The Rules of The Garage', a re-definition of HP's famous 'garage tinkering' culture to focus on radical ideas that could be quickly brought to market to meet customer needs, and the creation of a new measure, 'TCE' or 'Total Customer Experience'. Success was to be measured by how happy the customer is with the TCE. By shifting the company's metrics to forward indicators such as customer satisfaction, Fiorina forced eyes off the backward-looking quarterly figures. The result of this new strategic leadership was that the quarterly figures soon picked up by themselves.

Background

At twenty-three, Carly Fiorina was a law school drop-out with no idea what to do with her life. Twenty-two years later, Fortune named her "The Most Powerful Woman in Business" and she was recruited to be CEO of Hewlett-Packard, with a mandate to shake things up. And then her story got really interesting. Carly Fiorina was the first, and as yet, only woman to lead a Fortune 20 company. She succeeded as an outsider - she was neither an engineer, nor a man in an industry dominated by both. Her leadership at HP culminated in the audacious and hotly-contested acquisition of Compaq, followed by an ambitious transformation project.

However, in February 2005, in the most public of boardroom manoeuvres, Fiorina was ousted as Chairman and CEO, in a battle with family members of the company's founders. HP's subsequent success could well be claimed as a result of her long-term vision and her bold strategic moves, which drew widespread criticism at the time.

Prior to this, Carly Fiorina spent nearly 20 years at AT&T and Lucent Technologies where she directed Lucent's IPO and subsequent spin-off from AT&T. She has also served on the boards of Cisco Systems, Kellogg Company and Merck. Since leaving Hewlett-Packard, Fiorina has become a Director at Revolution Health Group, a board member of computer security company Cybertrust, Chairman of the External Advisory Board for the CIA, and a board member of Taiwan Semiconductor Manufacturing Company.



Garry Kasparov

World's Number 1 Ranked Chess Player For Two Decades & Best-Selling Author, *How Life Imitates Chess*

What's Your Next Move? Insights On Decision-Making, Strategy & How To Win From The Grand Master Of Strategy

The most successful chess player of all time will share at Leaders in London his insights into organizational leadership as a game of strategy, in which you learn to think way ahead and make every decision count. Kasparov will draw on his own story of competing and winning continuously at the highest level, as well as drawing on the worlds of business and politics.

"His insights are thought-provoking and possess more value than the bromides of so many business books. 'Why did I move my rook?' may be a question with more lessons for success than 'Who moved my cheese?'"

As modern leaders read Sun Tzu to distil and adapt leadership lessons from the art of war, and Machiavelli to learn about power and organizational politics, Garry Kasparov will draw lessons for us from his global dominance of the game of chess, on how to anticipate the competition, prepare for their next move, force them to play your game instead of theirs, improvise and adapt, and how to hold your nerve and win in intensely competitive situations.

Force Competitors To Play Your Game, Not Theirs

Kasparov's aggressive, dynamic style of play fitted his strengths and personality. But, there is no single best type of strategy in business, he says. Risk-takers co-exist with conservative managers at the top of Fortune 500 companies. Perhaps 50 per cent of a leader's decisions will be the same, no matter what type of leader you are. It's that other 50 per cent, or the most complicated 10 per cent, where the difference is made. The best leaders appreciate the particular imbalances and key factors of each situation and can devise a strategy informed by that understanding, just as Kasparov studied his opponents and each situation he founded himself in.

"There is no single best type of strategy in business. Risk-takers co-exist with conservative managers at the top of Fortune 500 companies."

The Inner Game: Maintaining Stamina While Operating Under Stress

Great leaders are relentless. Kasparov says we cannot doubt the brainpower of Thomas Edison. But, his true genius lay in his relentless experimentation, his refusal to recognise failure as anything but another step on the way to success. His electric light bulb was the result of persistence, not inspiration.

"There is a danger within business that you repeat moves because you think you know what success looks like. It looks like what worked before. But, past success is the enemy of future success."

Kasparov will share at Leaders in London his techniques for playing the inner game; refusing to blink when up against adversity, as he puts it. He was the undefeated world champion for 15 years, defending his title more than any world champion in modern times.

'When I first played for the chess world championship in 1984, I was a young challenger of 21 up against a champion who had held the title for almost 10 years. Although I couldn't imagine that this last hurdle could block my way, I was shocked when I found myself down four losses without a win, only two defeats away from a humiliating rout. It was a time for a change in strategy. Instead of giving in to my feelings of desperation, I prepared for a long war of attrition - I switched to guerrilla warfare in game after game, reducing my risks, just waiting for my chance. Karpov wanted to teach the "upstart" a lesson by scoring a perfect 6-0 score, so he played cautiously instead of pressing his advantage and going in for the kill.

An incredible 17 games followed without a decisive result. I spent hundreds of hours of play and preparation, and spent so much time thinking about how Karpov played that I unaccountably felt as if I were becoming Karpov. It was working, but when I lost game 27 to go down 0-5 it looked as though I wasn't learning fast enough to save the match. As the match entered its 3rd month, I changed my style and at last the dam broke. I won game 32 and went on the offensive. Another five weeks of drawn games followed. Karpov looked exhausted and I started to press harder and won games 47 & 48 in nice style and suddenly it was 3-5 and the momentum was on my side. In a bizarre twist on Feb 15, 1985, FIDE responding to pressure from the

Soviet sport authorities, declared the match cancelled after five months, 48 games and thousands of hours.'

High Performance Comes From Knowing What Energises People

The ability to remain effective under increasing strain varies from person to person. For Kasparov, who has a legendary ability to endure long, gruelling matches, it is sticking to a regimen that provides the mental strength he needs, he says. For others, he says, it is the thrill of competition and winning. Know what engages you and energises you rather than draining you. The same applies to the people you lead. High energy levels and the consequent ability to perform at a high level continuously don't come from overworking people. They come from knowing what lights people up, what they thrive on.

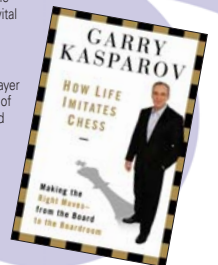
"past success is the enemy of future success"

Make Game Changing Next Moves And Innovate To Win

Game changing decision-making doesn't come from data alone. You can gather all the market data available but, don't make decisions about what will happen next on that basis alone. That will give you linear decision-making, which your competitors can predict and counter. Kasparov says what made him a winner was an unexpected quality in a chess player: imagination. Great leaders make 'what next' decisions that change the game, because they combine data, gut instinct, preparation, and the vital ingredient of imagination.

Background

Garry Kasparov is the greatest chess player of our time, world champion at the age of twenty-one, and the number one ranked player in the world for two decades, longer by many years than any other player in the history of organised, international competition. He made international front-page news when, in 1996 and 1997, he accepted a challenge from IBM to play chess with their Deep Blue computer.





Ron Dennis, CBE

Chairman and CEO, McLaren Group

Leading The Ultimate High Performance Organisation: Lessons From Britain's Most Successful Motor Racing Team

Ron Dennis, CBE, has been head of the world-beating McLaren Formula 1 team since 1980. The Observer calls him "Formula One's kingmaker" and rates him as "F1's supreme operator." Business leaders commonly complain that their markets are becoming ever more competitive, that the pace of competition has accelerated as never before. Ron Dennis will be sharing with us how to lead in the fastest, most competitive global marketplace of all.

How To Operate At Impossible Speeds, And Win

Formula 1 is a sport where the pace of the cars on the track is matched only by the pace with which the cars themselves are designed, built, tested and constantly improved. It takes a volume car-maker up to five years to conceive, develop, test and build a new car. It takes McLaren ten months. It takes Ford up to two years to design and develop a new suspension system. McLaren have done it in two weeks.

To work at that pace, and to that quality, you need a team that works together seamlessly. McLaren has been called a frictionless machine, in which people from different departments finish each other's sentences, such is their mutual understanding. Dennis will be sharing at Leaders in London how you create a culture that brings together the top talent from your industry and unites them behind a common goal.

"Formula One's kingmaker... a man rated as F1's supreme operator." – The Observer added a single word beneath it – INVENT."

Vision, Conviction And Obsessive Attention To Detail

Dennis is known for combining an obsessive attention to detail with a powerful long-term vision. When small things can make a thousandth of a second difference in a lap time, and races are won or lost on that margin, then there are no small things. Yet, in Formula 1, you have to combine that attention to detail with clarity of long-term vision. Increasingly, as other markets pick up speed, all industries are having to learn how to think short-term and long-term at the same time. Bill Gates calls it "thinking in double time" – competing in the now, while simultaneously planning for market changes in the future.

In motor racing, most people tend to think about next weekend, the next race or perhaps the next season. Dennis has a reputation for combining that with planning the next two, five, even 10 years. "Everything you see in the Vodafone McLaren Mercedes pit today, the whole infrastructure, was clearly positioned in his mind back in the early Seventies," said a colleague recently.

Creating The Ultimate Working Environment

This focus also moved him to plot and save for years so that he could build his dream McLaren complex, the McLaren Technology Centre, which Dennis has described as "an industrial Utopia for (his) workers". Designed by Lord Foster, it cost an estimated £300m and was opened by the Queen in 2004. It employs around 1,000 people who produce Mercedes-Benz SLR McLaren – supercars that sell at £313,000 apiece, are produced at the rate of three a day, and for which there's a waiting list of two-and-a-half years - as well as planning the assault on next year's F1 season.

"Our race, if you like, is with ourselves. The team exists to win. Every victory, in our terms, equates to a successful day at the office". – Ron Dennis

Leadership Is About Attracting And Unleashing Talent

Under Dennis, McLaren has consistently attracted the greatest drivers, providing seats for F1 heroes like Niki Lauda, Ayrton Senna, Alain Prost and Mika Hakkinen. Dennis famously nurtured the career of Vodafone McLaren Mercedes' star driver, Lewis Hamilton, from when Hamilton was literally a 'boy racer' on the karting circuit. Inspired by this success, Dennis has now launched a new foundation - Dream Chasing - to help support youngsters who are having difficulties fulfilling their ambitions.

Everybody Wins. And That Means All Stakeholders

Everybody in the team, both under the spotlight in the pit lane, and away from the race action, both in the factory and during testing, unstintingly give their maximum effort to enable us to win, Dennis has said. A sense of sharing in a winning culture is crucial to engaging and motivating people. And it's a principle Dennis extends to all McLaren's stakeholders: "Our relationships are two-way

streets, with great benefits accrued on both sides. That is the way we do business at McLaren, be it with our drivers, partners, suppliers or personnel."

Background

At just 21, Ron Dennis headed up engineering and mechanics for Australia's triple world Formula 1 champion, Jack Brabham. Having recovered from a late night crash in his E-Type Jaguar, when an exhausted Dennis was on his way to get parts for driver Graham Hill's car, he moved on to management. He never looked back, becoming the supreme of a multi-million pound motorsport business. He created the McLaren International team in 1980 when he merged his own company, Project Four, with Team McLaren Limited. The outfit dominated Formula One in the 1980s and at either end of the 1990s, with four consecutive constructors' titles.

McLaren has competed in Formula One since 1966, but it was under Dennis that it achieved dominance in the 1990s, becoming the most successful Formula One team in history at that time, with 148 Grand Prix wins. The team has also claimed eleven Formula One Drivers' World Championships and eight Formula One World Constructors' Championships to date.

Through the performance of the McLaren Formula One team, under his direction since the 1980s, Dennis has established a world class company that continues to push forward the frontiers of technical design and application in many fields of advanced engineering, from aerodynamics to carbon composite technology. He has been lauded as one of Britain's most successful managers. In 2000 he was honoured with a CBE for services to motor sport. In 2001 he was presented with a BRDC Gold Medal for his contribution to motor sport. He was also awarded an Hon DTech from De Montfort University in 1996, an Hon DSc from City University (London) in 1997 and, in 2000, an Hon DSc from the University of Surrey.

"It is the best 3 days in the year, nowhere else can you be inspired and open your outlook to so many different views"

John Guest, Microsoft



Andy Cosslett

CEO, InterContinental Hotels Group (IHG)

Leading And Growing Global Brands: How A Passionate Workforce Creates Powerful Brands

IHG, owners of brands including InterContinental & Holiday Inn, was the largest hotel group in the world by number of rooms for the fourth consecutive year in 2007. The company, with its origins in the brewer Bass, has been led on an unprecedented worldwide expansion programme by Andy Cosslett, brought in as CEO to grow the brands in 2005. Cosslett will be sharing at Leaders in London how to drive brand evolution and growth through your people, rather than just leaving branding to the marketing department.

Branding Is Too Important To Be Left To Marketing

Brand creation takes place in the thousands of interactions between your people and your customers every day. So, how do you get your people to deliver a consistent and distinct (branded) customer experience? You won't get engagement and passion by parachuting a set of values in from on high. They have to emerge from the people in the organization as something innate to them, not imposed.

Andy Cosslett will share the steps IHG has taken to involve its people in creating and defining their own brand values, a set of expected behaviours based on those values, and a 'deal' with its staff.

There is also a hunger among customers for organizations to 'be real' – to allow their people to be themselves in serving the customers' needs, not slip into 'have a nice day' automatism. Cosslett will be sharing at Leaders in London how his organisation is pioneering the creation of a new employee experience, as it is the employee experience that determines the customer experience.

Think Differently To Create Distinctive Brands

At the end of 2007, IHG announced a \$1 billion re-launch of Holiday Inn. It includes a complete overhaul of the brand and, for the first time, signature sounds and scents so that the Holiday Inn experience is identified with a particular scent and particular sound. No hotel group has done this before. A small example, but when you are in the business of creating memorable stays, a significant one, as small is one of the most powerful senses in triggering memory.

IHG uses innovative customer research to inform its brand development, and the lessons from Holiday Inn will be fed into the other brands in IHG's

stable. This is all part of an ambitious growth target set in 2005 of adding 50-60,000 new rooms globally by the end of 2008.

Too many leaders, says Cosslett, think traditional means of asking customers what they want will give them a path to growth. But it is not just about received wisdom – it is about looking at the facts and using insight to establish what needs to be done next.

Outside-In Leadership For Innovation

Sometimes it takes an outsider to spark the re-examination of your industry practices that can act as a catalyst for leading change. Cosslett's background was outside of the hotel industry and as a marketer. The dominant question that outsider mindset brings into an industry is 'Why' - specifically 'Why do we do it that way?' The first job of a leader in leading for growth is to encourage and instil that pattern of thinking, to make it clear that re-invention drives growth.

You have to deconsecrate, strip down all the things you do and go and ask why. 'Why do we play the Girl from Ipanema when no one in the bar is over the age of 40? Why do we grab the bag off that frequent business traveller, then they get to the room first and wait ages for their bag when they are exhausted and need it now?' says Cosslett.

"There is a hunger among customers today for organizations to 'be real' – to allow their people to be themselves, not slip into 'have a nice day' automatism" – Andy Cosslett

Seizing The Global Opportunity: Ride The Demographics

Make sure demographics and global trends are on your side. Here are the demographics IHG's growth strategy rides on top of: In the West, baby boomer retirees will be heading for the airport, not the rocking chair. In the developing world, more than a billion people have been freed to travel. Chinese tourists alone will make 100 million trips annually over the next decade.

But, don't wait for the world to come to you, says Cosslett. Being first into China has enabled IHG's current growth rate in that country of one hotel a week. When China starts to travel, within the country as well as abroad, the opportunity is enormous. So, much of the company's investment for growth is there, including opening the sixth Chinese IHG Academy recently to train Chinese staff (up to diploma level): If you are moving fast into new territory and the skills do not exist within the country, then create them.

Background

Andy Cosslett started his career as marketing manager at Unilever. In 1990 he joined Cadbury Schweppes as Marketing Director for Schweppes GB. Subsequent roles included Chairman, Cadbury Schweppes Australia; Chief Executive, Asia Pacific Confectionery Business and Managing Director, Great Britain and Ireland. In 2003 he was appointed President of Cadbury Schweppes Europe, Middle East and Africa. In 2005 he was brought in by the IHG Board as Chief Executive of the InterContinental Hotels Group. Cosslett is an example of what Rene Caroly, Leaders in London Chairman, says is the authenticity and personality we need in a world of 'clone' business leaders, if your leadership is to stand out and have an impact; for example, at last year's Americas' convention of IHG leaders, Cosslett walked out on stage playing an electric guitar. Andy Cosslett holds a BA in economics and MA in European Studies from the University of Manchester.

"The most brilliant use of 3 days, what an invigorating challenging and absolutely energising few days, felt like walking out of each session and implementing the changes in my company that evening."

R K Singh Consensa, Care Group

"Unmissable! If this is the only thing you go to this year it will be enough."
Julie Fadden, SHL Group



Richard Reed

Co-Founder, Innocent Drinks

The New Corporate And What It Can Teach The Large Established Corporates: How To Combine Profit, Fast Growth, Values, Brand Personality, Transparency And Fun

Richard Reed is the co-founder of the UK's fastest growing food and drink company and the no.1 brand in its market. Innocent Drinks was founded in May 1999 by Richard and two friends and has rapidly grown to a turnover of over £100m. The company has been called "The ultimate 21st century brand" – quirky, personable, values-based, profitable and determined to remain what Reed calls a 'big small' company, no matter how large it grows.

"This is a serious business...Reed has proved that you can create a successful brand without agency help and without breaking the bank. Innocent has shaken up the branding rules"

– Financial Times

At Leaders in London, Reed will share with us how a non-corporate attitude, a simple proposition and creative thinking have resulted in a fast-growing, profitable company that acts responsibly and has achieved sustained and sustainable growth. It was an attitude that began with two large dustbins, as Reed explains:

Breaking The Marketing Rules With No Budget And A Fresh Approach

"Being accountable to our customers is something that is in our blood. In the summer of 1998 when we had developed our first smoothie recipes but were still nervous about giving up our proper jobs, we bought £500 worth of fruit, turned it into smoothies and sold them from a stall at a little music festival in London.

"We put up a big sign saying 'Do you think we should give up our jobs to make these smoothies?' and put out a bin saying 'YES' and a bin saying 'NO' and asked people to put the empty bottle in the right bin. At the end of the weekend the 'YES' bin was full so we went in the next day and resigned."

The proposition was deceptively simple: "We've always found that there's something about modern living that makes it hard to be healthy. The idea was to make it easy for people to do themselves some good. And to make it taste nice too. We wanted people to think of innocent drinks as their one healthy habit; like going to the gym, but without the communal shower afterwards.

"Inspiring! I'm coming back home with new ideas and even more energy and optimism."

Philippe Konda, Konda & Pictures

How To Communicate In Natural Language That Consumers Embrace

They are called innocent because their drinks are always completely pure, fresh and unadulterated. Anything you ever find in an innocent bottle will always be 100% natural. The natural language with which Reed and Innocent tell their story comes across as almost childlike, which led to the marketing industry lauding the 'faux naïf' humour and simplicity applied to the company's marketing language. This simplicity and straightforwardness, with a touch of wit, is what consumers want after decades of hype and over-complication in their lives, said the marketing press, helping Innocent with awards for being so clever.

"As Innocent has grown, it has become clear that its proposition is not so much 'faux naïf' as genuinely naive – In the sense of being open, transparent, simple, and reflecting the 'innocent' brand values of the product in everything that the company says and does."

In an era of marketing saturation (as opposed to market saturation, but that, too) Innocent's 'anti-marketing' stance has struck a chord with modern consumers.

At first glance, large corporates may wonder what they can learn from an organisation that delivers its 'thickie' yogurt products in 'cow vans' that are painted black and white, have a tail at the back and a horn that makes a 'moo' sound when pressed, or that calls its HQ in West London 'Fruit Towers'. Innocent also has a delivery van covered in grass. "At festivals, people come up and stroke it. At Glastonbury, they even tried to smoke it," quips Reed.

"Innocent now has 75% of its domestic market, sells in 10 different countries across Europe with offices in London, Dublin and Paris, and its products are sold in every major chain, from Sainsbury's to Boots to Starbucks, as well as in exclusive stockists such as Harrods."

Why Consumers Want Your Organization To Be Less 'Corporate' & Stuffier And More 'Human' & Personable

But, as Virgin has shown, the demand today is for 'corporate personality', created not by a marketing or ad agency – Innocent refuses to use one and never has – but by the organisation's own practices and how it communicates those practices. Analysts have been particularly impressed with how Innocent leverages (though they would hate that word) their green and ethical credentials, summed up in their ethical policy: "We sure aren't perfect, but we're trying to do the right thing."

The policy is put into practice across a five-front strategy, with results reported as they happen, rather than once a year in the annual report:

1. keeping things natural
2. responsible ingredients
3. sustainable packaging
4. resource-efficient business
5. sharing the profits

As one of our other Leaders in London 2008 speakers, Jack Welch, has put it, the challenge today is to 'get a small company spirit into your large corporate organisation'. Richard Reed will be sharing with us the innocent recipe for accomplishing this.

Background

Richard Reed and two friends from Cambridge gave up their jobs – Reed's was in advertising – to form innocent drinks in 1999. Innocent now has offices in London, Dublin and Paris, its products are sold in every major chain and they are even transported by helicopter to North Sea Oil rigs. Turnover is set to punch through £150m as the business enters its 10th year.

As well as growing innocent, Richard has been a government advisor on entrepreneurship, through round table discussions with the Prime Minister and his seat on the Small Business Council.

Richard and Innocent's awards include E&Y Young Entrepreneur of the Year, National Business Awards' Small/Medium Business of the Year, Orange Small Business of the Year and Orange Innovative Company of the Year.

"This conference is a unique opportunity to get to hear from some of the greatest leaders of our time. Wow-how can you not sign up!"

Steve Adams, Coca Cola Enterprises



Charlie Mayfield

Chairman, John Lewis Partnership

Leading The UK's Most Loved Retailer: How To Put Employees & Customers At The Heart Of Everything You Do, And Profit From It

John Lewis was last year voted the UK's most loved retailer. All 69,000 partners in the John Lewis Partnership share in the benefits and profits of the business. Of the £380 million pre-tax profit reported by the company for 2007, over £320million went to the workforce in bonuses, pension contributions and other benefits. There is a growing consensus today that people are more engaged and perform to a higher level when they have a sense of ownership and responsibility. Charlie Mayfield, Chairman of the John Lewis Partnership, will explain at Leaders in London how his company realised this over seventy-five years ago, and has been profiting from it ever since.

How To Lead When Everyone Is An Owner

James Heskett at Harvard Business School proposes that to maximise value creation, organizations need to act as if their employees and customers are owners, partly in recognition of the shift in power from suppliers to customers, partly in recognition of the need for an engaged, committed workforce to deliver levels of service that make customers loyal and thereby boost profits.

Adopting the partnership model is not right for every organisation, and Mayfield won't be at Leaders in London to evangelise. But, there are an increasing number of aspects and elements of the way the Partnership is structured and operates that appear transferable to PLCs and other more conventionally structured organisations. Not least, the Partnership's very uniqueness is a transferable learning point in itself. In crowded marketplaces, as the strategist Michael Porter puts it, you need to 'compete to be unique'.

Creating A Unique Organisation Through A Unique 'EVP'

Ten years ago the book The Service Profit Chain emerged from work at Harvard Business School, teaching us that to deliver a unique Customer Value Proposition (CVP) that lets you stand out from the crowd of your competitors, you need to create a unique Employee Value Proposition. Leaders across all sectors have become used to the acronym CVP. But, few have worked their way back up the value chain to re-engineer the EVP – creating a culture and reward system that delivers an employee experience

which dictates the customer experience that those employees, in turn, deliver on your behalf.

John Lewis Partnership has embedded in its structure a unique Employee Value Proposition that goes beyond the traditional employer-employee contract and provides lessons in how to create engagement, commitment and a sense of job ownership in your employees.

"Good retailing comes down to a few big decisions and thousands and thousands of small actions"

Ensuring Strategy Is Executed Through Thousands Of Small Actions

Last year, Mayfield announced plans to double the size of the Partnership within ten years to one generating £12 billion of annual sales. The thing he feels passionately about, he says, is that he wants a successful business but also, by being successful, to challenge the conventional wisdom about what creates corporate success.

Most leaders of organisations will say that a major issue for them is getting strategy executed by people at all levels of the organisation. This failure to execute is often due to a sense of detachment from the strategy by those charged with executing it.

Good retailing comes down to a few big decisions and thousands and thousands of small actions. It is in that execution that you succeed or fail. And those thousands of small actions – the Moments of Truth as Jan Carlzon, the turnaround CEO of SAS Airlines called them in his book of the same name – are what create your brand, your company, in the eyes of your customers. To build customer loyalty with those thousands of Moments of Truth demands a committed, engaged workforce.

"We plan for the long term. We don't do stop-start economics."

Organisations today have to deal with a climate in which customers, employees, and investors are pushing for more control. They want more fairness and transparency in how the organisation is run. One of the things uniting society, says Mayfield, is this sense of fairness, which is a principle the Partnership has at its core. Out of that comes trust. And trust is a commodity we need to see more of in business today.

Background

Charlie Mayfield became John Lewis Partnership's fifth Chairman in March 2007. He originally joined the Partnership in 2000 as Head of Business Development, responsible for business strategy and development for both John Lewis and Waitrose. He joined the Board as Development Director in 2001 and was responsible for developing the Partnership's online strategy including the purchase of Buy.com UK (now John Lewis Direct) and negotiating the Partnership's stake in Last Mile Solutions (now called Ocado). He became Managing Director of John Lewis in 2005 and then Deputy Chairman in February 2007 prior to taking up his appointment as Chairman.

He was educated at Radley College, then at Sandhurst and has an MBA from Cranfield School of Management. Mr. Mayfield began his career as a Captain in the Scots Guards. He joined SmithKline Beecham in 1992 and became Marketing Manager for the Lucozade brand, before moving to McKinsey & Co in 1996 as a management consultant, where he advised consumer and retail organisations. He is ranked Number 8 in the Retail Power list Top 100 most influential UK retailers.

"An outstanding opportunity to gain a real insight into the personalities and skills which lie within some of the world's greatest leaders.....from 20 feet."

Mark Furness, Essensys



Luke Johnson

Serial Entrepreneur (Pizza Express, The Ivy, Le Caprice, Integrated Dental Holdings)
Chairman, Channel 4 & Risk Capital Partners, FT Columnist

How To Lead And Grow Your Business: Lessons From The Ultimate Serial Entrepreneur

Growing one business in one sector is a hard enough task for most business leaders. But, Luke Johnson, one of the UK's most prolific serial entrepreneurs, has been starting, growing, buying and selling businesses across a bewildering array of sectors since the age of 18. High profile brands that he has grown dramatically and then taken to market include Pizza Express, Le Caprice, Belgo restaurants and The Ivy.

"An entrepreneur of flair who organised the acquisition of Pizza Express before he turned 30."

-The Times

Luke took control of Pizza Express in 1993 and subsequently became Chairman. He grew the business from 12 owned restaurants to over 250, and the share price from 40p to over 900p. Having taken an existing brand, expanded it fast and multiplied the share price more than twentyfold, he sold out in 1999 and tried his hand at starting his own chain of restaurants. Or rather, chains.

Johnson is not just a serial entrepreneur, he is a parallel one, too. Post-Pizza Express, he founded the Signature Restaurants group, which included flagship brands at the top end of the market, The Ivy and Le Caprice, as well as the fashionable Belgo chain. But, alongside that, he also started the Strada restaurant concept from scratch and took that chain to 30 units. He sold both Signature and Strada in 2005, the total proceeds from these two disposals being in excess of £90 million.

Constantly Challenge The Rules

Johnson does not set out a prescription for how businesses should be run. He quotes Sam Walton, founder of Wal-Mart, who said "I always prided myself on breaking everybody else's rules." Constantly challenging the current business convention is what has earned Johnson his reputation as an entrepreneur who doesn't follow the pack, straying across sectors and picking unexpected markets to move into.

So far, Johnson's whirlwind success story sounds like that of an arch restaurateur at the top of his game, who knows his market so well he can launch a string of successes at will. Established convention might suggest you stay in the sector you know and have mastery of. But, this better-known part of Johnson's business CV disguises the fact that, at the same time, he and his partners founded and grew the UK's largest chain in a completely different field: dental surgeries. He

founded Integrated Dental Holdings with partners in 1996 and grew it to the largest UK chain of dental surgeries with over 500 dentists. This was sold in 2007 for over £100 million.

"Creating a new business is all about believing the impossible and proving the doubters wrong."

Profiting Through Good Times And Bad

Johnson's often contrarian analysis extends to welcoming downturns (up to a point). Setbacks engender focus and discipline, he says. "One always learns more from mistakes than from easy times. Companies that succeed during challenging periods concentrate on cash flow and keeping fixed costs low. They go out and sell hard, and are creative about how to win sales." Adaptable organisations are better equipped to cope with turbulence; those that pretend nothing has changed are most threatened.

Seek Hidden Value, Not Surface Glitter

In an age of business hype, with 'marketingspeak' and business language blurring together, Johnson's approach is a powerful reminder of where true business value lies: The point about business is that it is down-to-earth; the process of selling things and making a profit, he says. He refuses to get caught up in business jargon or allow his businesses to become bureaucratic, once famously questioning in his FT column whether large organisations really need their HR departments.

Avoid The Crowds And Back Good People

At Leaders in London, Johnson will share his experiences in investing as well as running businesses, based on principles that echo Warren Buffett's dictum that the best thing to do (but not always) is to watch which way everyone is running and head the other way. The same principle applies when he buys private companies: take the long-term view, search for neglected opportunities and back good people.

Background

Luke took control of Pizza Express in 1993, grew it from 12 to 250 restaurants and sold it in 1999. He then founded Signature Restaurants group, which included The Ivy, Le Caprice, as well as the Belgo chain. He also started the Strada restaurant concept from scratch and took that chain to 30 units. He sold both

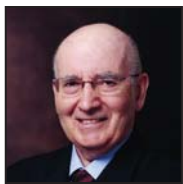
Signature and Strada in 2005, for a total in excess of £90 million.

In the period 1993 to date Luke has also been involved as director/owner of various quoted and private companies in parcel delivery, financial services, maritime equipment, recruitment, gaming, directory publishing, advertising and car park commerce, including Whittard of Chelsea, My Kinda Town, Nightfreight and American Port Services. He is currently Non-Executive Director of Elderstreet VCT plc, and founder/owner and Director of InterQuest Group plc, a quoted recruitment business. From 2004 to 2006 he was Director of Dollar Financial Group Inc, a US NASDAQ traded corporation with \$80m EBITDA. Since 2000 Luke has run Risk Capital Partners Ltd., focusing on private equity deals. He has been the principal owner of GRA, the UK's largest greyhound track owner, since early 2005. He was principal owner of Mayfair Gaming, the group of Riva bingo clubs, since 2004. This was sold in 2006 for IRR of over 40%.

"Johnson's investment success is based on avoiding the crowds. The same principle applies when he buys private companies: take the long-term view, search for neglected opportunities and back good people."

He is also the owner/Chairman of private firms in directory publishing (Superbrands), restaurants - Giraffe and Patisserie Valerie - and, between 2003-2006 advertising/design (Loewy Group). The Loewy investment was successfully sold in late 2006.

He has been a major owner and Director of the market leader in car park equipment, APT Controls, since early 2007. Luke became Chairman of Channel 4 Television Corporation in January 2004. Since then, he has appointed a new CEO, restructured the board and seen the organisation enjoy record ratings, revenues and surplus. Luke wrote a weekly column on business matters for The Sunday Telegraph for eight years until 2006. He now writes a weekly column for the Financial Times. His book, The Maverick, was published in 2007.



Philip Kotler

Professor, Kellogg School of Management,
Northwestern University & The Inventor Of Modern Marketing

Understanding And Leading The New Marketing Age

Philip Kotler is widely-acknowledged as the inventor of modern marketing. However, while Kotler has moved the marketing agenda on to reflect the emergence of the internet and growing customer power, many business leaders trained in his thinking have not kept up with his re-invention of the discipline. "There are still too many CEOs who identify marketing with selling and advertising. But marketing has evolved..." he said recently. At Leaders in London 2008, Kotler will be helping us review our practice, as he shares his latest work, showing leaders how to evolve marketing from a departmental discipline to become the engine that adds value for the customer across the whole organisation, embracing new media and new business models.

"The most influential marketer of all time."

Financial Times

What Leaders Need To Know About The New Marketing

Senior managers around the world trained in Kotler's famous 'Four Ps of Marketing' still construct strategy around it, whereas Kotler himself sees the 'Four Ps' as too rigid for 21st century marketing. To help leaders think more flexibly, Kotler has, in recent years, added extra Ps to the framework and even changed all the Ps to Cs, to kickstart a shift in thinking towards customer-centric marketing: instead of the old Product, Price, Place, Promotion, Kotler proposes Customer Value, Customer Costs, Customer Convenience and Customer Communication.

His new work evolves the strategic thinking and practices of marketing to take in an overall emphasis on four key themes: customer relationships, technology & the internet revolution, brand building and global marketing.

Holistic Marketing As The Engine Of Value Creation

Central to the new marketing is Kotler's new framework for the discipline. Holistic marketing centres activity on the whole consumption chain, the 'life-space' of the customer, and the surrounding competitive environment rather than just the product or service. Holistic marketing breaks marketing out of being a department and takes in enterprise resource planning, supply chain management and customer relationship management.

"Holistic marketing centres activity on the whole consumption chain, rather than just the product or service."

Kotler recognised long ago that marketing was a central business function. He urges companies to think in a customer-oriented fashion and attach greater

importance to meeting customer needs, retaining customer loyalty, and innovating to keep in step with evolving needs. To achieve this, marketing has to shift from being a departmental function bolted on to the core products and services and instead be integrated into core business processes to become the value-driving engine.

Boosting Brand Value In Challenging Times

In tough trading conditions, a company often rushes to cut its expenses, especially its marketing expenditure, and reduce its prices. Kotler says that a difficult market calls for house-cleaning, yes, but in the flurry to do this, a company should remember three things:

1. Don't cut expenses where this would hurt the brand's value proposition, which has taken so long to build.
2. Instead of rushing to cut prices, focus on ways to increase the value delivered to the customer.
3. More companies might take advantage of softer costs in a downturn to launch aggressive marketing to attract customers away from competitors. A downturn is a cheap time to build market share.

Using New Marketing Methods To Avoid Commoditisation And Profit Erosion

Kotler's recent research includes a wealth of case studies of companies using new marketing methods to distinguish themselves from the competition. For example, positioning your customer experience is a relatively new concept and most don't understand how to do it; how to stand out in your customers' minds with a unique experience. So, he cites examples to help leaders understand the concept: REI, a retail supplier of outdoor clothing, has installed a climbing wall so customers can try out its climbing boots. They even have simulated indoor rainfall so you can try out a Gore-tex jacket to see how waterproof it is. 'Are you starting to get it now?' he says.

"Kotler - The Most Influential Marketer Of All Time."

American Marketing Association

At Leaders in London, Kotler will be drawing on his recent research to guide us in how to find new opportunities and new ways to communicate in marketing. Companies must learn to draw ideas from their customers and co-develop products and services, he says. They need to find Blue Oceans of uncontested market space and use what he calls Lateral Marketing to think out of the box. He will also sharpen our understanding of new communication media such as

mobile phone marketing, blogs, social networks and 'buzz' in a marketing-resistant world, and help us apply new technologies, marketing models and dashboards to measure and improve marketing productivity at a time when senior management is finding marketing more accountable for its results.

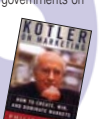
Background

Philip Kotler is the world's foremost expert on strategic marketing. He was voted the first Leader in Marketing Thought by the American Marketing Association and named The Founder of Modern Marketing Management by the Handbook of Management Thinking. Kotler's recent work in evolving marketing strategy and practice to take in the internet, globalisation, new marketing forms and technologies, from blogging to viral marketing, places him at Number 11 in the current Thinker's 50, the list of the world's top business thinkers. Philip Kotler is the S. C. Johnson & Son Distinguished Professor of International Marketing at the Kellogg School of Management, Northwestern University. He received his Masters degree at the University of Chicago and his Ph.D. at MIT, both in economics. He did postdoctoral work in mathematics at Harvard University and in behavioural science at the University of Chicago.

Professor Kotler has authored over 35 books on all aspects of marketing, including the most widely used marketing textbook in graduate business schools worldwide, Marketing Management, now in its 12th edition. He has published more than 100 articles in leading journals, including the Harvard Business Review, Sloan Management Review, the Journal of Marketing, Management Science and the Journal of Business Strategy.

He has consulted for IBM, General Electric, AT&T, Honeywell, Bank of America, Merck and others in the areas of marketing strategy and planning, marketing organisation and international marketing. He has also advised governments on how to develop and position the skills and resources of their companies for global competition.

Professor Kotler holds major awards including the American Marketing Association's (AMA) Distinguished Marketing Educator Award and Distinguished Educator Award from The Academy of Marketing Science. The Sales and Marketing Executives International (SMEI) named him Marketer of the Year and the American Marketing Association described him as "the most influential marketer of all time."





Daniel Pink

Futurist, Analyst & Author, *A Whole New Mind: Why Right Brainers Will Rule The Future*

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

Daniel H. Pink is the author of the acclaimed national and international bestseller *A Whole New Mind and Free Agent Nation*. He has written articles and essays for the *New York Times*, *Harvard Business Review*, *Salon*, *Slate*, *Fast Company*, and other publications, and provides analysis of business and social trends on dozens of television and radio programmes.

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

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-brainer 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

- **Sight** – 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 – a skill entrepreneurs and inventors have long relied on
- **Empathy** – having democratized the availability of information, success lies in empathizing with clients and understanding their true needs
- **Play** – people rarely succeed at anything unless they are having fun doing it – a play ethic can strengthen and enoble 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 *A Whole New Mind*, a long-running *New York Times* and *BusinessWeek* bestseller that has been translated into 16 languages. His first book was the bestselling *Free Agent Nation*, which *Publishers Weekly* says "has become a cornerstone of employment-management relations." 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. His newest work is *The Adventures of Johnny Burko: The Last Career Guide You'll Ever Need*, the first business book for a western audience in the Japanese comic format known as manga. 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.



Daniel Goleman

Psychologist And Best-Selling Author: *Emotional Intelligence, Primal Leadership (The New Leaders) And Social Intelligence: The New Science Of Human Relationships*

Building A Motivated, Enthused, High-Performing Culture Through The Power Of Social & Emotional Intelligence

Daniel Goleman, famous for his work on Emotional Intelligence, or EI, will be bringing to Leaders in London the findings from his latest research into what he calls Social Intelligence, or SI. Social Intelligence, says Goleman, is the interpersonal part of emotional intelligence; how leaders build relationships to create a positive, 'can do' culture.

"Business leaders who maintain that emotions are best kept out of the work environment do so at their organization's peril. Best-selling author Daniel Goleman's theories have radically altered common understanding of what 'being smart' entails."

Socialised Power Versus Personal Power

We are all 'wired' or programmed to do two things at work – get on (compete) and get on with (collaborate). A lot of traditional leadership is based on 'getting on' – accruing personal power to rise up the organisation. But, in a networked world of flatter organisations, less centralised decision-making and less deference to positions of authority, personal power becomes less effective. The balance has swung from personal power to what Goleman calls 'socialised power', which comes from collaboration. Getting on with is now the route to getting on, rather than the two being alternatives.

Practitioners of socialised power realise that the power is in your network, more so now as horizontal connections become increasingly critical to running organisations effectively. You harness that power by understanding and serving the needs of the individuals in the network, and promoting the values and behaviours that bring that network together behind the common purpose of the organisation. This, says Goleman, requires deep Social Intelligence.

Primal Leadership: The First And Most Important

Emotions used to be seen as 'noise' in organisations, getting in the way of core purpose. But, Goleman has helped reinterpret leadership's prime purpose as being to harness your own and others' positive emotions to help drive the organisation forward. We act based on how we feel. Hence the emotional task of the leader is primal in two senses, argues Goleman; as both the original and the most important foundation of leadership.

Primal leadership goes beyond empathy to centre on resonance, says Goleman. Resonant leadership happens when you can express your message

in a way that moves others, both in your deeds and how you communicate. The connection between Social Intelligence and performance is critical, not only for those who stay with the organisation. Tuned out, dissonant leadership is one of the main reasons that talented people leave.

Using The Six Styles Of Leadership

Goleman's research, based on a global database of successful executives, has identified six leadership styles. Four of these – visionary, coaching, affiliative and democratic, create the kind of resonance that boosts performance when you need commitment rather than compliance. The two remaining styles, pace-setting and commanding, can also build resonance by helping people meet challenging and exciting goals and by giving clear direction that removes lack of clarity. They are easily misused, however, and Goleman's work explains how and when it is appropriate to use each of the different styles.

The more of the six styles a leader can deploy the better, says Goleman. Those who have mastered four or more, his data suggests, foster the best working climate and business performance

"We act based on how we feel. Hence the emotional task of the leader is primal in two senses, argues Goleman; as both the original and the most important foundation of leadership."

How Social Intelligence Drives Business Results

Goleman's data suggests that the emotional climate at work can account for 20-30 per cent of business performance. And roughly 50 to 70 per cent of how employees feel about their organisation's working climate can be traced to the actions of one person: their boss. Since the difference in performance between organisations that win and those that lose in a highly competitive market can be as little as one percent, the performance difference created by the emotional climate at work is clearly the deciding factor between success and failure in the market.

In his latest work, Goleman cites specific examples of how Social Intelligence can deliver direct results, such as a quick-witted U.S. commander in Iraq who turned a mob's threats into laughter when he ordered his soldiers to kneel, lower rifles and smile—averting a potentially fatal clash.

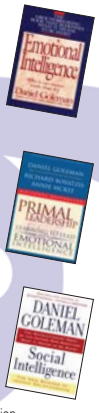
"It's relatively easy to lead when things are going well. In challenging times, you need to foster resilience in yourself and those around you."

Helping Employees Manage In Challenging Times

It's relatively easy to lead when things are going well. In challenging times, you need to foster resilience in yourself and those around you, says Goleman. The opposite of resonant leadership is dissonant leadership, in which leaders fail to read the situation and the importance of the emotional reaction to uncertainty and market slowdowns. Dissonant leaders mishandle the sharing of bad news, with the result that people feel off-balance and perform poorly. Resonant leadership, however, can be learnt, says Goleman, who will share his techniques for developing your resonant leadership skills to deliver a high performance organisation.

Background

Psychologist Daniel Goleman is the world's leading expert on emotional intelligence. His book on the subject has sold more than 5 million copies and has been translated into 30 languages. With his book *Primal Leadership (The New Leaders)* he went on to define the emotional dimensions of great leadership. His new book, *Social Intelligence, The New Science of Human Relationships* takes us further, teaching us how to build committed, motivated organisations. Goleman's studies of the competencies that create high-performers, from PepsiCo to the U.S. Federal Government, led to his article in the *Harvard Business Review* called "What Makes a Leader?" which became the *Review's* most-requested reprint to that point. Goleman further refined his analysis of how emotions shape leadership in his landmark work, *Primal Leadership (The New Leaders)*. Dr Goleman received his PhD from Harvard and was Science Writer on the *New York Times*, where he was twice nominated for a Pulitzer Prize. In recognition of his work, he was awarded the American Psychological Association's Lifetime Achievement Award and made a Fellow of the American Association for the Advancement of Science.





Captain D. Michael Abrashoff

Former Commander, USS Benford, Which He Turned From The Worst Into The Best-Performing Ship In The US Pacific Fleet

Results-Based Turnaround Through Grass-Roots Leadership: From Low Performance To High Performance In Months, Not Years

Most culture change methods assume it takes years to lead big change. Yet, Captain Mike Abrashoff took a poorly-performing \$1 billion US warship and turned its performance around in just months. During his two year tenure, Abrashoff increased morale & performance while lowering costs, saving the Pentagon over \$1.5 million in annual running costs, while his crew set a series of records in combat readiness exercises – the Navy's equivalent of 'excellence' or 'quality' measures.

"Abrashoff's reflections provide a fresh outlook and guide for all leaders everywhere." – Professor Warren Bennis, 'The Dean of Leadership' (FT)

Give Up Command To Achieve Control

Abrashoff was, he says, the equivalent of a middle manager in charge of a rule-bound business unit within a large corporation. He was charged with enforcing 225 years of accumulated Navy regulations, policies and procedures. But, every last one of those was for negotiation whenever his people came up with a better way of doing things. His aim was to give his bosses the results they needed to show to THEIR bosses. The results were so powerful, his bosses rarely complained that he was breaking the rules. An example:

Don't Follow Standard Procedures

A 19-year-old crew member told the Captain that if they used stainless steel bolts they wouldn't have to keep painting the sides of the ship to combat rust. The Navy didn't supply stainless steel

bolts. So, Abrashoff used the ship's credit card to buy several thousand dollars' worth from Home Depot. They didn't have to paint the ship again for two years. That first year, Abrashoff gave back an unspent \$600,000 of his ship's maintenance budget. The US Navy now uses stainless steel bolts as standard.

"I found that the more control I gave up, the more command I got."

Background

When Abrashoff left the Navy in 2001, he became founder and CEO of Grassroots Leadership Inc and wrote the best-selling book *It's Your Ship: Management Techniques From The Best Damn Ship in the Navy*. His second book, *Get Your Ship Together*, Abrashoff went out to find other leaders across all walks of business who practised the same kind of leadership as his – motivating and inspiring people to deliver great results under pressure. At Leaders in London he will share with us how it's done.



Vijay Govindarajan

**Professor, Tuck School of Business
Professor in Residence and Chief Innovation Consultant, GE**

The Essential Tension: How To Reconcile New Vs Old To Achieve Breakthrough Innovation

Strategy used to be about protecting your competitive advantage. Now, says Vijay Govindarajan, it's about finding your next competitive advantage. And that demands innovation. But, how do you keep the best of what works while also opening up your large organization to constant innovation? Thomas Kuhn, the father of scientific innovation, called it 'The Essential Tension' between old and new.

Embed Innovation Without Damaging Existing Performance

Professor Govindarajan was recently appointed by General Electric to guide its innovation strategy. GE appointed him for his expertise in balancing innovation with maintaining the best existing practices.

The Five Barriers To Breakthrough Innovation

He has identified five barriers to breakthrough innovations.

1. Too much focus on current operations

The management processes and the organizational DNA in current corporations actually hurt innovation.

2. Lack of tolerance for failure

Ninety five per cent of the business plans written on day one for a breakthrough idea are wrong. Understanding what did not work, learning from it and adjusting the business plan should be viewed as a good thing, not a failure.

"Organizations that are successful over the long term balance exploitation with exploration."

3. Not embedding innovation as a capability

Innovation should be viewed as an important responsibility for every employee and every company should have an innovation playbook with processes that are predictable, reliable and repeatable.

4. Too much of a silo mentality

Innovations usually lie in the white spaces between business units.

5. Lack of a global mindset.

Too often 'global' means one product sold across the world. You must engage in business model innovation locally to satisfy the

unique needs of customers in a particular country.

"The problem is not so much getting new ideas in as getting some of the old ideas out. You need to forget some of what has made your core business successful."

The Three Innovation Challenges: Forget, Borrow, Learn

Professor Govindarajan will be sharing with us at Leaders in London how to overcome these five barriers and apply three core innovation techniques:

Forget some of what has made your core business successful—such as which skills to acquire and which customers to serve.

Borrow only those assets from your core business that provide a distinct competitive advantage.

Learn: The faster you resolve the inevitable unknowns when innovating, the sooner you'll zero in on a winning business model.

Background

Vijay Govindarajan (VGI) is Professor in Residence and Chief Innovation Consultant, GE. He is also Professor of International Business at and founding director of Tuck's Center for Global Leadership. He is winner of the 2006 Accenture Award for his work on Organizational DNA for Strategic Innovation. His recent book, *Ten Rules for Strategic Innovators*, is a Wall Street Journal Top Ten Recommended Read. Govindarajan has been named one of the Top Five most respected strategy coaches in the US by Forbes, while the Wall Street Journal rates him one of the Top Eight executive advisors in the US. Govindarajan received his doctorate and his MBA with distinction from Harvard Business School.



Bill George

**Former Chairman & CEO, Medtronic
Professor Of Management Practice, Harvard Business School
Best-Selling Leadership Author: True North and Authentic Leadership**

How To Practise Authentic Leadership, Engaging People To Create A High Performing Organization

Bill George was elected CEO of Medtronic, creator of the pacemaker, in 1991, and grew the company to become one of the world's leading medical technology suppliers. Under his tenure, market capitalization grew from \$1.1 billion to \$60 billion, averaging 35% a year growth from 1996 to 2002. He has since become a Harvard Professor of leadership and best-selling leadership author.

"In the 21st century, without authenticity in leadership, organizations can't develop sustained growth."

Authentic Leaders Embed Leadership In The System

At Medtronic, people at all levels – 30,000 employees – were shown how to link what they do every day with the company's core purpose, so they could take the lead in their own jobs. The first thing George himself did on joining the company was to don a surgical gown and spend 120 days watching procedures like open heart surgery, to learn how the company's products could be improved.

Leadership Demands Accountability And High Performance

To ensure strategy execution, George was ruthless on performance. With 'empowered' local leadership comes the responsibility to perform, and George was relentless in driving this home in face-to-face reviews. He also led a worldwide reorganization away from multilayered management to structure around business units, bringing the organization closer to customers.

Leadership Is About What Makes You Different

While most leadership theory is spent on codifying what is the same about leadership, George reminds us that no-one can be authentic by trying to be like someone else. One of the 125 leaders George interviewed to define authentic leadership used to be Jack Welch's

assistant at GE in the 1980s. Everyone was running around trying to be like Jack, he explained. Nobody could take that seriously. You need to be who you are, not try to emulate someone else.

The Five Dimensions Of Authentic Leadership

Authentic leaders inspire others to lead around a shared purpose, rather than around the leader. George's research shows there are five dimensions to an authentic leader

1. Purpose:

Without purpose you are at the mercy of ego

2. Practising solid values:

If your slip and slide under pressure, people quickly lose confidence

3. Heart:

Passion for work and the courage to make difficult decisions

4. Relationships:

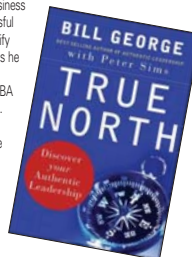
Authentic leaders develop enduring relationships

5. Self-discipline:

Needed to set high standards, take responsibility and hold others accountable

Background

Bill George received his BSc in industrial engineering from Georgia Tech, and MBA from Harvard. His early career was spent with Honeywell and Litton Industries, and he served in the US Department of Defense. His research at Harvard Business School into 125 successful leaders helped him codify Authentic Leadership, as he calls it, leading to the creation of Harvard's MBA in Authentic Leadership. In 2002, George was selected as one of "The 25 Most Influential Business People of the Last 25 Years."



Mark Penn

The Small Forces Behind Big Changes

How Leaders Can Keep Ahead Of Consumer Waves By Understanding 'The Next Little Things'

Mark Penn has been dubbed 'the most powerful man in Washington you've never heard of' by The Washington Post, and an 'incandescent intellect' by the New York Times. Currently CEO of Burson Marsteller, he has spent over thirty years as an advisor and trend analyst to clients including Bill Gates, President Clinton, Tony Blair, numerous corporations and governments around the world.

"Mark Penn has a remarkable gift for detecting patterns and identifying trends. (His) ideas ... will help you see the world in a new way." – Bill Clinton

Why Leaders Need To Be Pattern Spotters

The days of organizations shaped and led to serve highly visible and slow-changing mass markets are over. Penn reveals how to re-shape your organization and your leadership to serve the new landscape of small, niche markets that move fast and need to be spotted early.

"The whole idea that there are a few huge trends that determine how the world works is breaking down." – Mark Penn

It's Now A 'Pull' Economy

It used to be that individual choices were largely hidden from the rest of the 'herd' and could not coalesce into a micro-trend. Therefore seeing new patterns was less important than creating them. Marketers manipulated choice and created markets. The

fragmentation of markets today and a consumer willingness to go against the mainstream have turned us from a 'push' to a 'pull' economy in which you have to spot where the consumer is going and get there ahead of them rather than trying to lead them.

Background

On Mark Penn you will be notes saying "you were brilliant" from Tony Blair, and "Thanks" from Bill Clinton, testament to his reputation for being able to see consumer and voter patterns that others cannot, and advise leaders on how to profit from them.

Penn was senior advisor to President Clinton & Tony Blair in their successful re-election campaigns. He is a graduate of Harvard and attended Columbia Law School. Penn's ground-breaking book, *Microtrends: The Small Forces Behind Tomorrow's Big Changes*, and his previous successes in identifying niche groups including 'soccer moms', led to The New York Times dubbing him "The Guru of Small Things".

Microtrends has been compared to The Tipping Point by Kirks Reviews, and was named 'One of the best books of 2008' by Hudson Booksellers. Mark Penn is currently CEO of Burson Marsteller and President of Penn, Schoen & Berland Associates



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For more information, contact **Anita Richards** on E: arichards@icbi.co.uk or T: **+44 207 017 7217**

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 Dan Pink Lunch – December 3 2008			

About Your Moderator



René Carayol Business Guru, Author & Visiting Professor, Cass Business School

René's focus is on inspirational leadership, business transformation and talent, bound together with a compelling philosophy founded on his own board-level experience. He is a business guru with unmatched credentials.

He is the best-selling author of *Corporate Voodoo*, a frequent voice on Radio 5 Live, a regular fixture reviewing the press on Sky Breakfast News, a former Non-Executive Director of The Inland Revenue and a former Director of IPC Media and Pepsi. He has provided leadership support to the likes of the Prime Minister's Strategy Unit and McKinsey & Co and is also a Visiting Professor at Cass Business

School. He has also presented a critically acclaimed film for Channel 4 on the challenges facing Sir John Stevens at the helm of the Metropolitan Police and is presenter of BBC2's business programme, *Pay Off Your Mortgage In 2 Years* which was aired in early 2006 and again in 2007. In 2004 he was awarded an MBE for outstanding service to the business community. He asks awkward and uncomfortable questions. How do you change old-fashioned, risk-averse processes that are ill suited to emerging global markets? How do you secure and nurture the talents of a new generation of managers and staff? How do you overcome cynicism and complacency, and replace them with resolve? René's messages are practical, and presented with electrifying effect. He both shakes up and inspires his audiences, showing them what lies within their grasp.

Academic Sponsor



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A pioneer in management education in Europe, IESE Business School is consistently ranked among the world's best. It offers the bilingual full-time MBA, Global Executive MBA, Executive MBA and Ph.D. in Management degrees, as well as a wide range of executive education programs around the globe.

IESE programs are designed and delivered by faculty who are recognized for their

global mindset, dedication to research, highly personal teaching style, and close ties to the international business community.

Whilst based in Spain with main campuses in Barcelona and Madrid, the world is actually IESE's business. Currently, programs are delivered in Munich, Warsaw, Moscow, St. Petersburg, New York, Miami, Nairobi, Johannesburg, São Paulo, Shanghai, Beijing, Hyderabad and Mumbai.

Around the world, IESE programs are especially known for their international character, general management focus and emphasis on people and values.

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Merryck & Co. is the world's only high-end, international Business Leader mentoring firm. From offices in London, New York and Sydney we help Business Leaders build successful businesses and lead fulfilling lives. We are passionate about helping forward-thinking Business Leaders deliver exceptional financial performance whilst creating sustainable businesses which build human capital.

senior positions to their clients for 5 or more years – have helped their Business Leader clients to improve profits, performance and personal development. Our combination of 1:1 mentoring, peer-to-peer leadership networking and exclusive Business Leader learning events provides "real-time" "on the job" "action learning" with an emphasis on impact and results.

Merryck & Co. has been recognized by the independent Corporate Research Foundation as one of the "Top UK Companies of the Future" and also awarded the prestigious BT Vision 100 award.



fizzback

intelligence engine to understand the nature, sentiment and tone of comments. Tailored responses are generated and delivered in real-time, driving

Fizzback was founded in 2004 to help brands engage their customers. The Fizzback™ service solicits instant customer feedback at the point of experience and employs a unique artificial

meaningful conversations. Staff alerts are generated, enabling companies to resolve customer issues quickly, and senior management benefit from an interactive dashboard, ranging from KPIs to verbatim customer feedback.

Fizzback™ is being used by consumer companies determined to innovate and differentiate themselves through a superior customer experience. In practical terms it is like being able to walk the shop floor 24/7,

listening to what your customers are saying and learning from their insights. Benefits include:

- Improved customer experience resulting in greater customer loyalty and share of spend
- Real-time recovery of at-risk customers
- Increased customer advocacy
- Motivated and productive staff

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UK. In an increasingly competitive world, Sky News' reputation for innovating and its commitment to quality journalism will ensure it remains at the forefront of the news provision in the 21st Century.



National Geographic Channel invites viewers to re-think the way they see television - and the world - with smart and innovative programming. The channel contributes to the National Geographic Society's commitment to exploration, conservation and education. Globally, National Geographic Channel is available in over 242 million homes in 165 countries and 34 languages.

Official Publication



TIME has set the standard for leadership and authoritative journalism since 1923. Analytical and insightful, lively and engaging, TIME remains the unequivocal leader among business news magazines and is the publication more readers choose than any other news magazine. It provides an audience of opinion leaders, senior executives, business decision makers with the news and analysis they crave. TIME is the only international weekly with regional editors who customize 5 regional editions, providing a balanced and unbiased perspective that is relevant and meaningful to local readers. Every week in the EMEA region 1.7 million affluent consumers turn to TIME for award winning coverage of the key issue affecting the region.

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1. Fax this form to +44 (0) 20 7017 7807;
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4. Email: info@icbi.co.uk or
5. Web: www.leadersinlondon.com

Always quote your VIP CODE when registering.

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Please do not cover VIP code
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DATES

- Leaders In London Main Event: December 3 - 4, 2008
- Dan Pink Masterclass: December 2, 2008
- Daniel Goleman Masterclass: December 5, 2008

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GROUP BOOKING DISCOUNTS:

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- Book 40+ Places - SAVE 20%
- Book 60+ Places - SAVE 25%
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VENUE DETAILS

- **Leaders In London Main Event**
Central Hall Westminster, Storey's Gate London, SW1
Tel: + 44 (0) 207 222 8010
www.ch-w.com
- **Pink & Goleman Masterclasses**
1 Whitehall Place, Whitehall Place, Central London, SW1A 2HD
Tel: 0870 333 9123
Fax: 0870 333 9222

For more details regarding accommodation in London visit:
www.leadersinlondon.com

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Job title _____ Department _____
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Job title _____ Department _____
Direct Tel _____ Mobile Tel _____
Email Address _____ Direct Fax _____

Person who will attend if I have to cancel:

Name _____
Job title _____ Department _____
Direct Tel _____ Mobile Tel _____
Email Address _____ Direct Fax _____

2nd Delegate:

Name _____
Job title _____ Department _____
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Name _____
Job title _____ Department _____
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Company Name: _____ Nature of Company's business: _____
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Please select your package	Dates	Fee	Prices by 31 Oct 2008		Prices after 31 Oct 2008	
			Save	Fee	Save	Fee
<input type="checkbox"/> 4 Day Package: Main Conference, Pink & Goleman Masterclasses	2 - 5 Dec 08	£4097 + 17.5% VAT = £4813.98	£400	£4197 + 17.5% VAT = £4931.48	£300	
<input type="checkbox"/> 3 Day Package: Main Conference & 1 Masterclass, choose from: <input type="checkbox"/> Dan Pink Masterclass or <input type="checkbox"/> Daniel Goleman Masterclass	Either 2 - 4 Dec 08 or 3 - 5 Dec 08	£3298 + 17.5% VAT = £3875.15	£200	£3398 + 17.5% VAT = £3992.65	£100	
<input type="checkbox"/> 2 Day Package: Main Conference Only	3 - 4 Dec 08	£2399 + 17.5% VAT = £2818.83	£100	£2499 + 17.5% VAT = £2936.33		
<input type="checkbox"/> 2 Day Package: Pink & Goleman Masterclass	2 & 5 Dec 08	£1898 + 17.5% VAT = £2230.15	£100	£1898 + 17.5% VAT = £2230.15	£100	
<input type="checkbox"/> 1 Day Package: 1 Masterclass Choose from: <input type="checkbox"/> Dan Pink Masterclass or <input type="checkbox"/> Daniel Goleman Masterclass	2 Dec 08 or 5 Dec 08	£999 + 17.5% VAT = £1173.83		£999 + 17.5% VAT = £1173.83		

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GROUP BOOKINGS: If you book more than 4 delegates, 5th – 9th delegate SAVE £200. Book 10+ places – SAVE 10%. Book 20+ places – SAVE 15%. Book 40+ places – SAVE 20%. Book 60+ places – SAVE 25%. Book 100+ places – SAVE 30%. To register a group booking or to enquire for more information please call: +44 (0) 20 7017 7236

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PAYMENT DETAILS

Please use this form as our request for payment. Fax and phone bookings should be made with a credit card number, or followed up by a posted registration form. Places are only guaranteed by full payment, which must be received before the conference.

I will pay by:

- Cheque/bankers draft made payable to ICBI for £.....
- Invoice to be sent to my company
- Bank transfer: full details of bank transfer options will be given with your invoice on registration

Credit Card. Please debit my: VISA AMEX MASTERCARD EUROCARD

Card Number

CVV 3 digit security code on the reverse of card, 4 digits for AMEX card

Expiry Date / with the sum of £

Signature _____

CANCELLATION POLICY

CANCELLATION POLICY:

Should you be unable to attend, a substitute is always welcome at no extra charge. Alternatively, we will make a prompt refund less service charge of 10% of the fee for cancellations received in writing (letter or facsimile) no later than 31st August 2008, thereafter we regret that no refunds can be made.

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