

Leader as Networker



- UK National School of Government; “moving from training course factory to transformational force”
- The Civil Service Capability Review programme; “fixing leadership, strategy and delivery”
- National Audit Office; “moving from judge and executioner to change agent”
- Intelligence agency; “internet age transformation”
- UK Fire Service; “moving from cure to prevention”



“Networking”

Imagine you are having your annual performance appraisal discussion with your boss. He/she compliments you on the range of work and projects that you have successfully completed in the last few months. As the discussion draws to a close though, your boss asks if he/she can give you some advice. **“I really think that you should be networking more”** you are told. **“get out there more and build your network”**

How does the idea of networking feel to you? what do you imagine you would then be doing in order to “network more”?

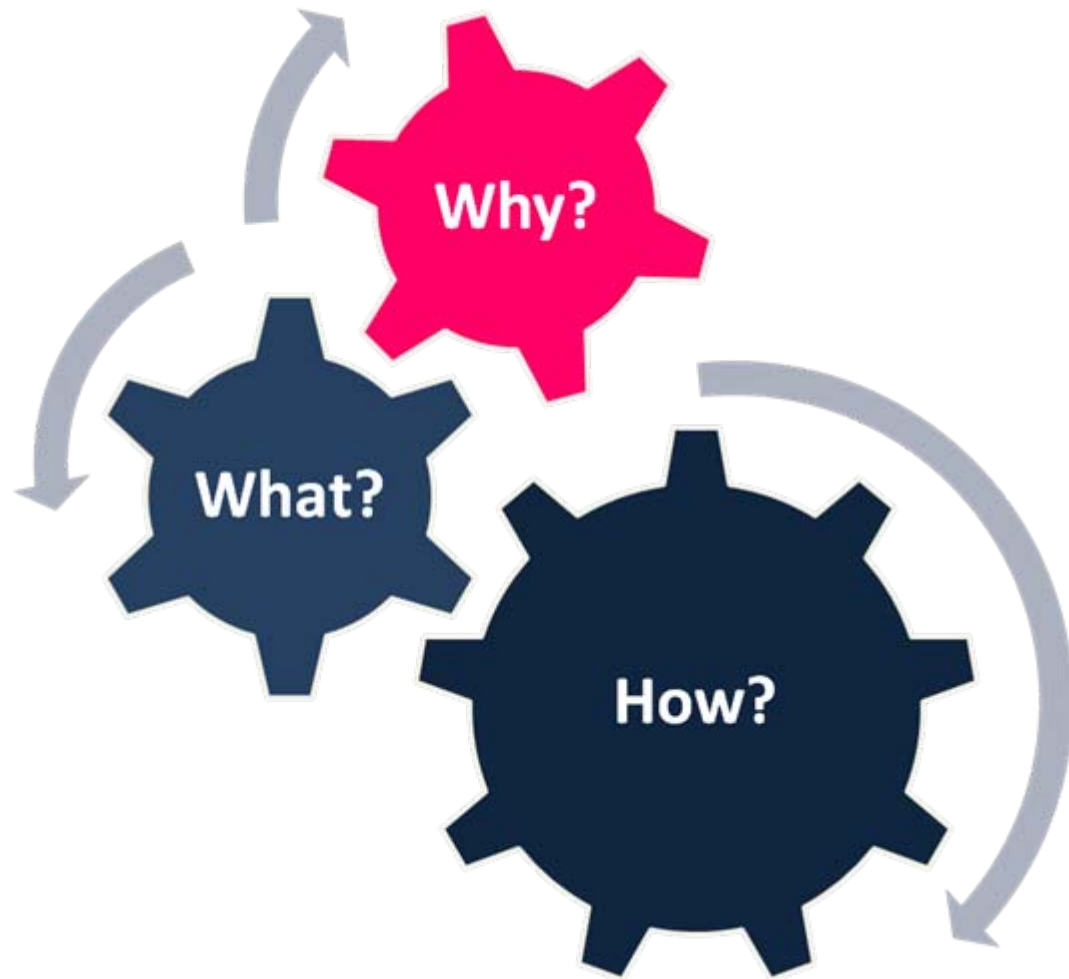
“Networking”

For many, the words brought to mind when we hear “networking” are:

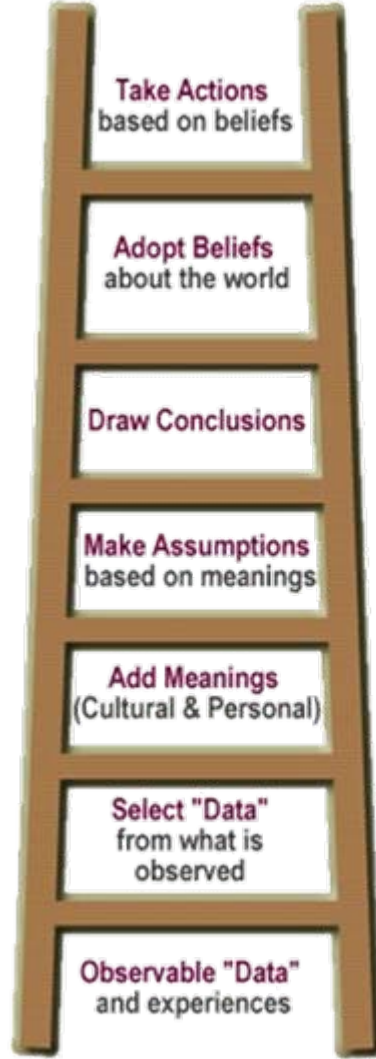
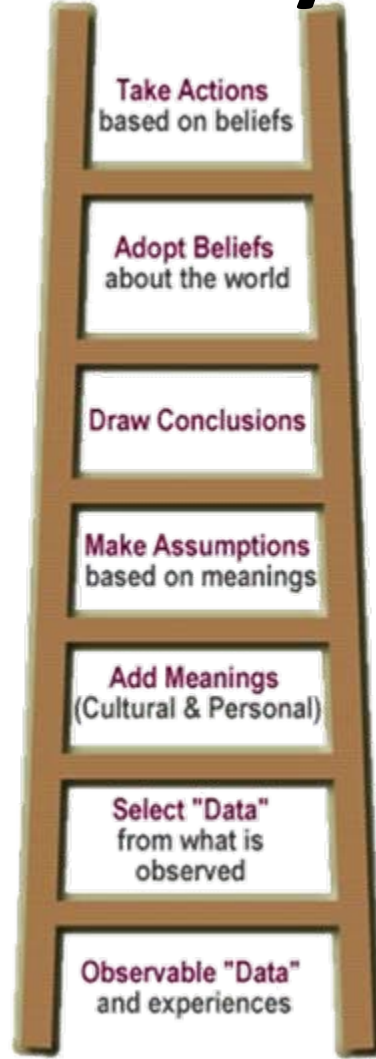
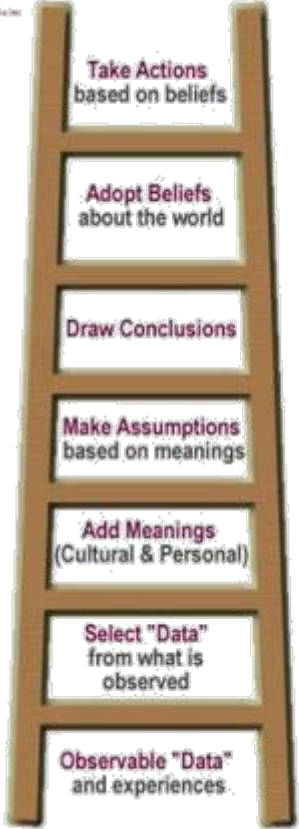
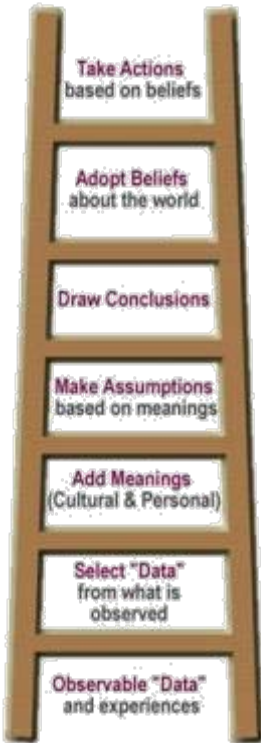
- False
- Awkward
- Conflicted
- Forced
- Used/Using
- Selling
- Unnatural
- Avoid at all costs

What do you imagine you would then be doing in order to “network more”?

- Hand out business cards
- Attend conferences
- Out of work-time events
- Get CV out there
- More coffee breaks



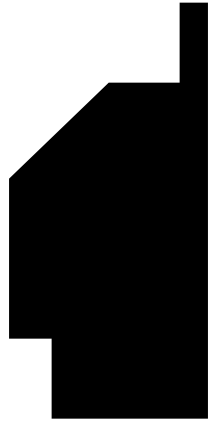
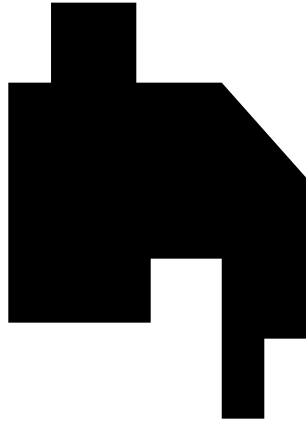
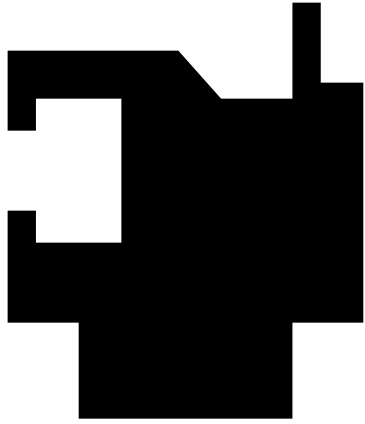
To breathe creativity into our thinking



Source: *The Fifth Discipline Fieldbook*, Senge et al., 1994.

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Upside down World Map

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LEGEND

Capital • City, Town ●

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SOUTH PACIFIC OCEAN

SOUTHERN OCEAN

INDIAN OCEAN

SOUTH ATLANTIC OCEAN

NORTH PACIFIC OCEAN

OCEAN

NORTH ATLANTIC OCEAN

ARCTIC OCEAN

GREENLAND

GREENLAND

You are sitting in the passenger seat of a car with your friend driving. You are in a built-up area and you notice that while he is talking to you, he is driving well above the speed limit.

As you are about to warn him to slow down, somebody steps out into the road from between some cars. The pedestrian is struck and knocked over by the car. The person is rushed to hospital.

The case goes to court and you are called as a witness. The judge asks you whether your friend was driving too fast. You know that if you say 'yes' your friend will, at best be banned for driving for years, and at worst may go to prison. What do you say?

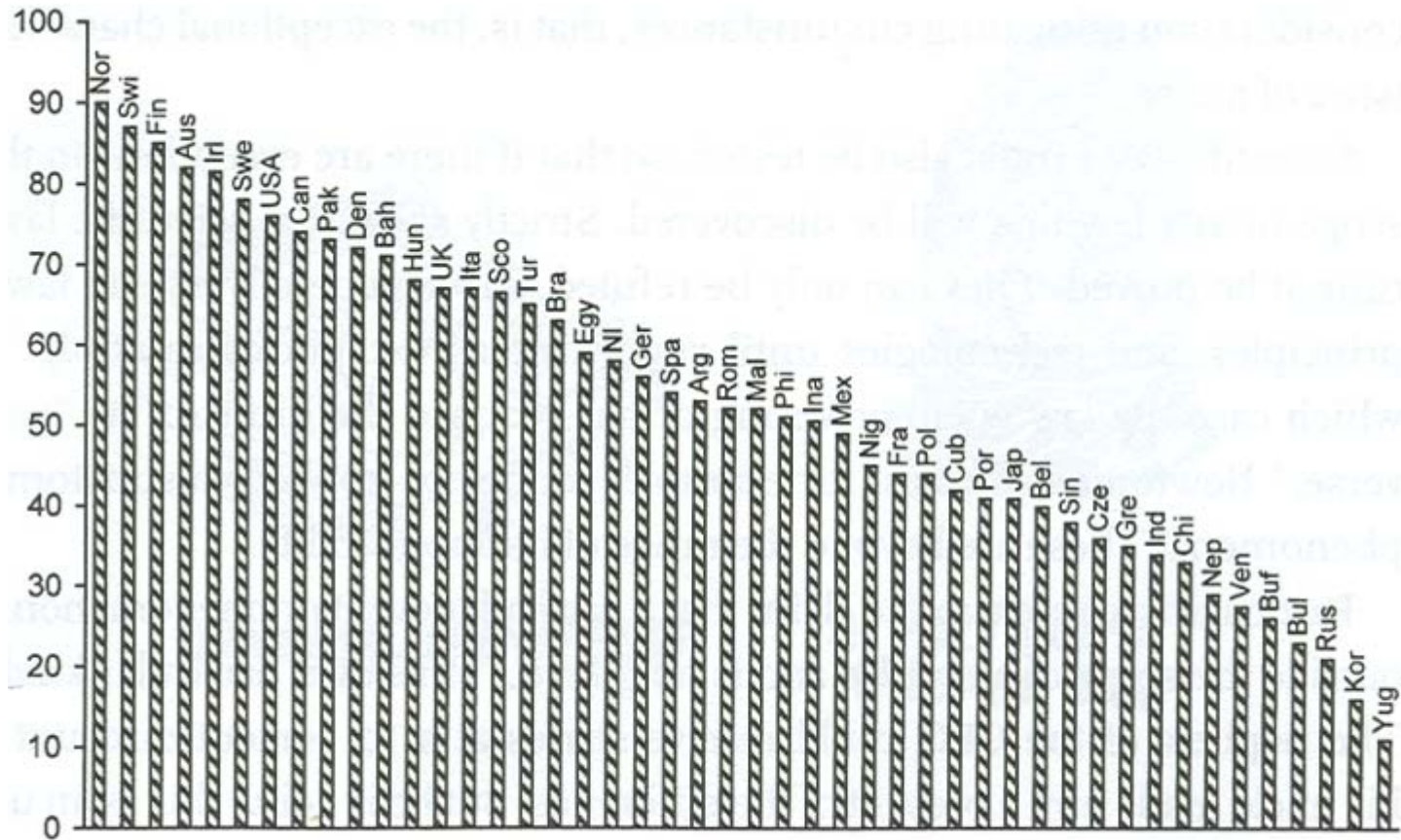


Figure 1.2 *The Car and the Pedestrian*
 Courtesy of Professor Charles Hampden-Turner

To breathe creativity into our thinking

**and...to understand how others think,
approach problems and make
decisions**

To make sense of a fragmented landscape

Whole of government solutions

Citizen-centric services

Multi-partner delivery models

Cross-cutting policies

The 30 top priorities for the UK government 2007-2010

Sustainable growth and prosperity

1. Raise the productivity of the UK economy – **DBERR** with DIUS & HMT
2. Improve the skills of the population, on the way to ensuring a world-class skills base by 2020 – **DIUS** with DCSF, DBERR & DWP
3. Ensure controlled, fair migration that protects the public and contributes to economic growth – **HO** with MoJ, FCO & DWP
4. Promote world class science and innovation in the UK – **DIUS** with DCSF & DH
5. Deliver reliable and efficient transport networks that support economic growth – **DfT** with CLG
6. Deliver the conditions for business success in the UK – **DBERR** with HMT & HMRC
7. Improve the economic performance of all English regions and reduce the gap in economic growth rates between regions – **DBERR** with CLG, HMT, DIUS, DfT, DWP & DEFRA

Lead Department shown in bold

Fairness and opportunity for all

8. Maximise employment opportunity for all – **DWP** with HMT, DBERR, DIUS, CLG & DH
9. Halve the number of children in poverty by 2010-11, on the way to eradicating child poverty by 2020 – **HMT** with DWP, DCSF, CLG, HMRC & DEFRA
10. Raise the educational achievement of all children and young people – **DCSF** with DIUS
11. Narrow the gap in educational achievement between children from low income and disadvantaged backgrounds and their peers – **DCSF** with DIUS
12. Improve the health and wellbeing of children and young people – **DCSF** with DH, DCMS & HO
13. Improve children and young people's safety – **DCSF** with DIUS, MoJ, HO, DH & DfT
14. Increase the number of children and young people on the path to success – **DCSF** with DIUS, CO, CLG, MoJ, HO, DH, DWP, DCMS & DfT
15. Address the disadvantage that individuals experience because of their gender, race, disability, age, sexual orientation, religion or belief - **GEO** with DWP, HO & DCMS
16. Increase the proportion of socially excluded adults in settled accommodation and employment, education or training – **CO** with CLG, DH, MoJ, DCSF, DIUS, HO & DWP
17. Tackle poverty and promote greater independence and wellbeing in later life – **DWP** with DH & CLG

Stronger communities and a better quality of life

18. Promote better health and well-being for all – **DH** with CLG
19. Ensure better care for all - **DH**
20. Improve long term housing supply and affordability – **CLG** with DfT, DEFRA, DCSF, DH, HO, DCMS & DWP
21. Build more cohesive, empowered and active communities – **CLG** with HO, DCMS & CO
22. Deliver a successful Olympic Games and Paralympic Games with a sustainable legacy and get more children and young people taking part in high quality PE and sport – **DCMS** with, CLG, HO, DEFRA, DfT & DCSF
23. Make communities safer – **HO** with MoJ, AGO, DH, DfT, CLG, DWP & DCSF
24. Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public – **MoJ** with HO, OCJR, AGO & HMRC
25. Reduce the harm caused by alcohol and drugs – **HO** with MoJ, AGO, DH, DCSF, DfT, HMRC & CLG
26. Reduce the risk to the UK and its interests overseas from international terrorism – **HO** with CO, FCO, MoD, CLG, DFID, SIA, HMRC, NIO, DfT, DIUS, DCSF, MoJ & DEFRA

A more secure, fair and environmentally sustainable world

27. Lead the global effort to avoid dangerous climate change – **DEFRA** with DFID, DBERR, DfT, FCO, HMT & CLG
28. Secure a healthy natural environment for today and the future – **DEFRA** with CLG & DfT
29. Reduce poverty in poorer countries through quicker progress towards the Millennium Development Goals – **DFID** with FCO, DEFRA & HMT
30. Reduce the impact of conflict through enhanced UK and international efforts – **FCO** with MoD & DFID

To become better at managing change

Track record in managing change?

“In the order of 70 per cent of change programs typically fail”
(Rune Todnem, 2005)

“In a recent study of 40 major change initiatives, 58% failed and 20% realized a third or less of the value expected” (LaClair & Rao, 2002).

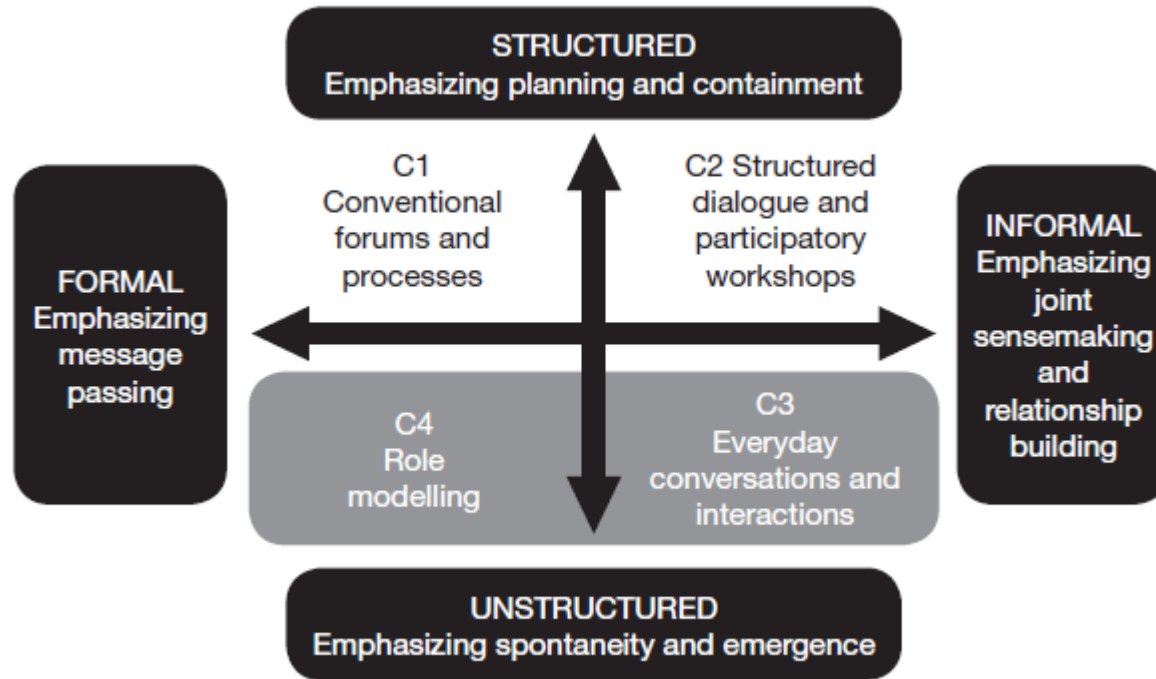
“Despite being full of common sense, much of what is presented as management orthodoxy doesn’t appear to work” (Grint, 1997)

“Studies of change efforts report failure rates of one third to two thirds” (Beer & Nohria, 2000; Bibler, 1989)

Why?

“To begin with, what we talk of as organisations are social phenomena. They comprise people in relationship with one another. They are also constructed phenomena. That is, people get together and ‘make things up’ – making sense of what’s going on and, through this relational process, deciding what things mean and how they will act... and it’s through the widespread interplay of these local conversations and interactions that coalitions of support for change are built” , Chris Rodgers, ‘Informal Coalitions’

...and leadership should therefore be directed towards the 'grey area'



...and yet typically most attention is directed towards the structured, formal space

The skills of good leadership

- Engagement
(employee,
stakeholder,
customer...)



Once upon a time...





JUMP!

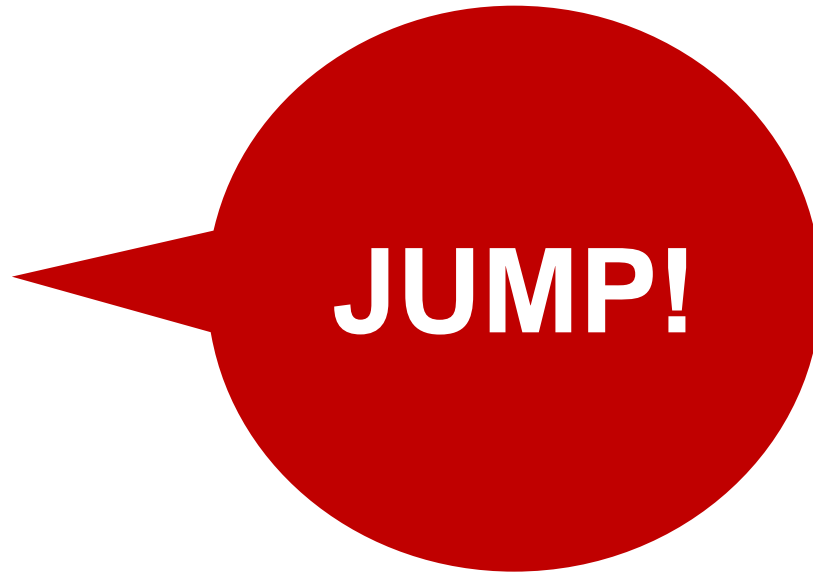
**HOW
HIGH?**





JUMP!





The skills of good leadership

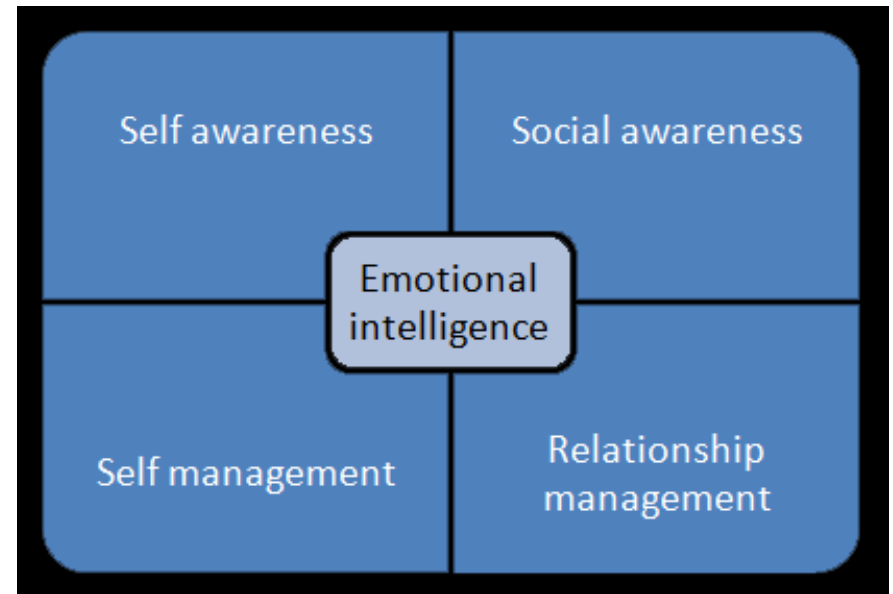
- Engagement
(employee,
stakeholder,
customer...)

What are the benefits if we get employee engagement right?

- Greater productivity
- Greater employee well-being
- Better talent retention
- Lower levels of absenteeism
- Less 'presenteeism'
- Quicker, more sustainable organisational change
- Better services, ultimately, to citizens.

The skills of good leadership

- Engagement (employee, stakeholder, customer...)
- Emotional Intelligence



guardian.co.uk

Tony Blair on Gordon Brown: 'Analytical intelligence, absolutely. Emotional intelligence, zero'

Tony Blair writes in his memoir that Gordon Brown 'lacked political instinct at the human gut level'

Martin Kettle
guardian.co.uk, Tuesday 31 August 2010 22:54 BST



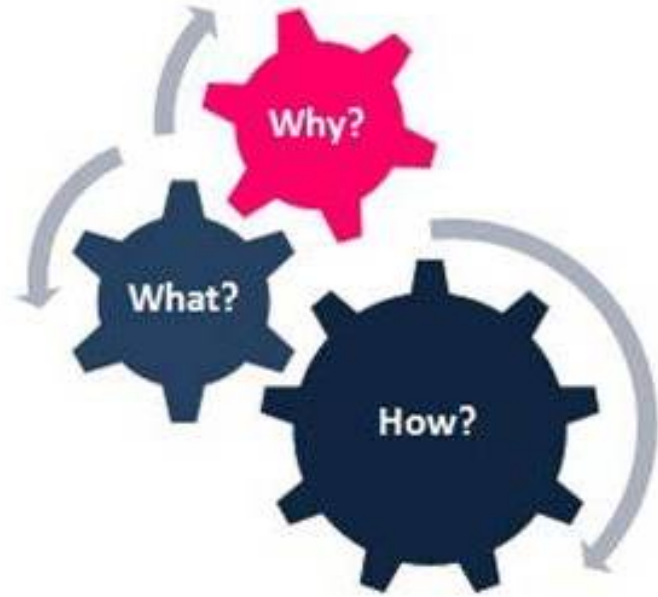
Gordon Brown behaved 'like a mafioso', according to Tony Blair. Photograph: Matt Dunham/AP

The skills of good leadership

- Engagement (employee, stakeholder, customer...)
- Emotional Intelligence
- Communication
- Listening
- Thinking on your feet
- “Leadership is talk”

The skills of good networking

- Engagement (employee, stakeholder, customer...)
- Emotional Intelligence
- Communication
- Listening
- Thinking on your feet
- “Leadership is talk”



It's your job!

It's your job!

It's your job!

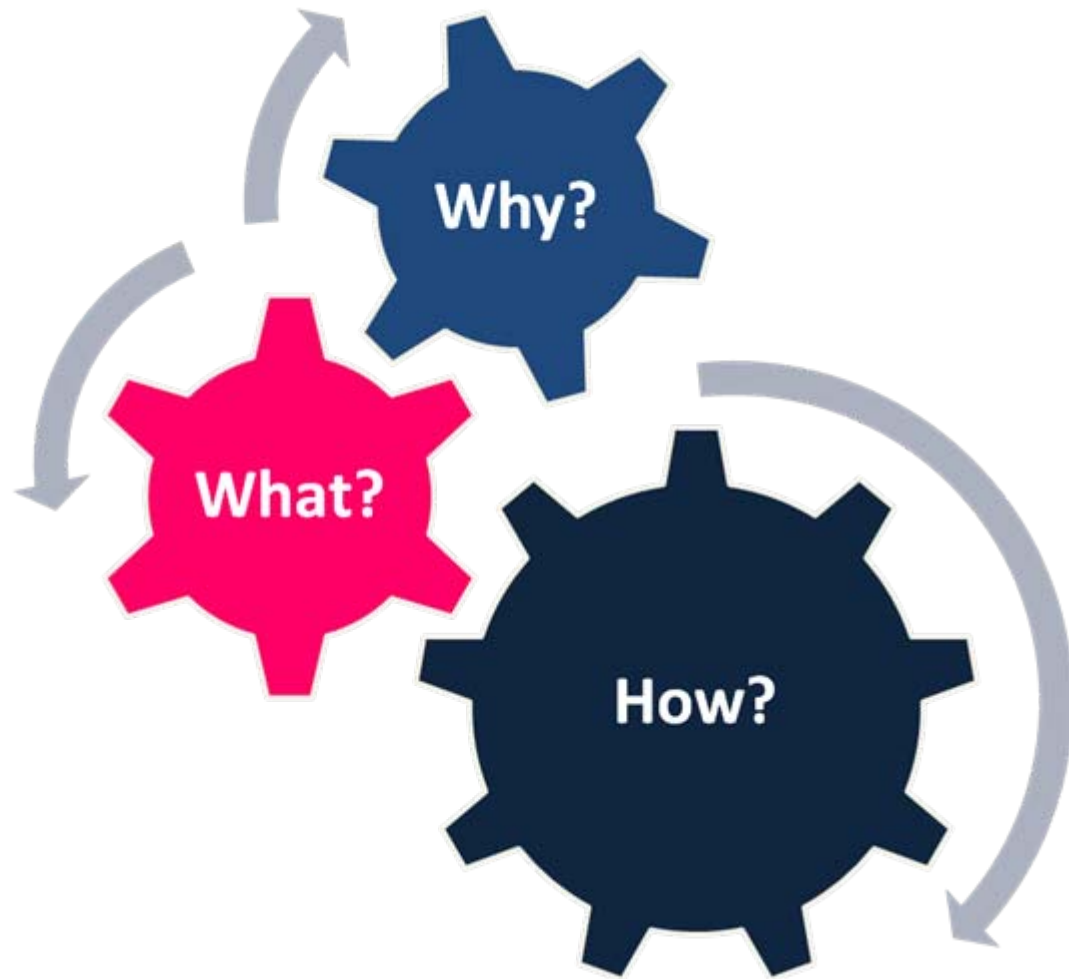
Benchmarking

Learning opportunity

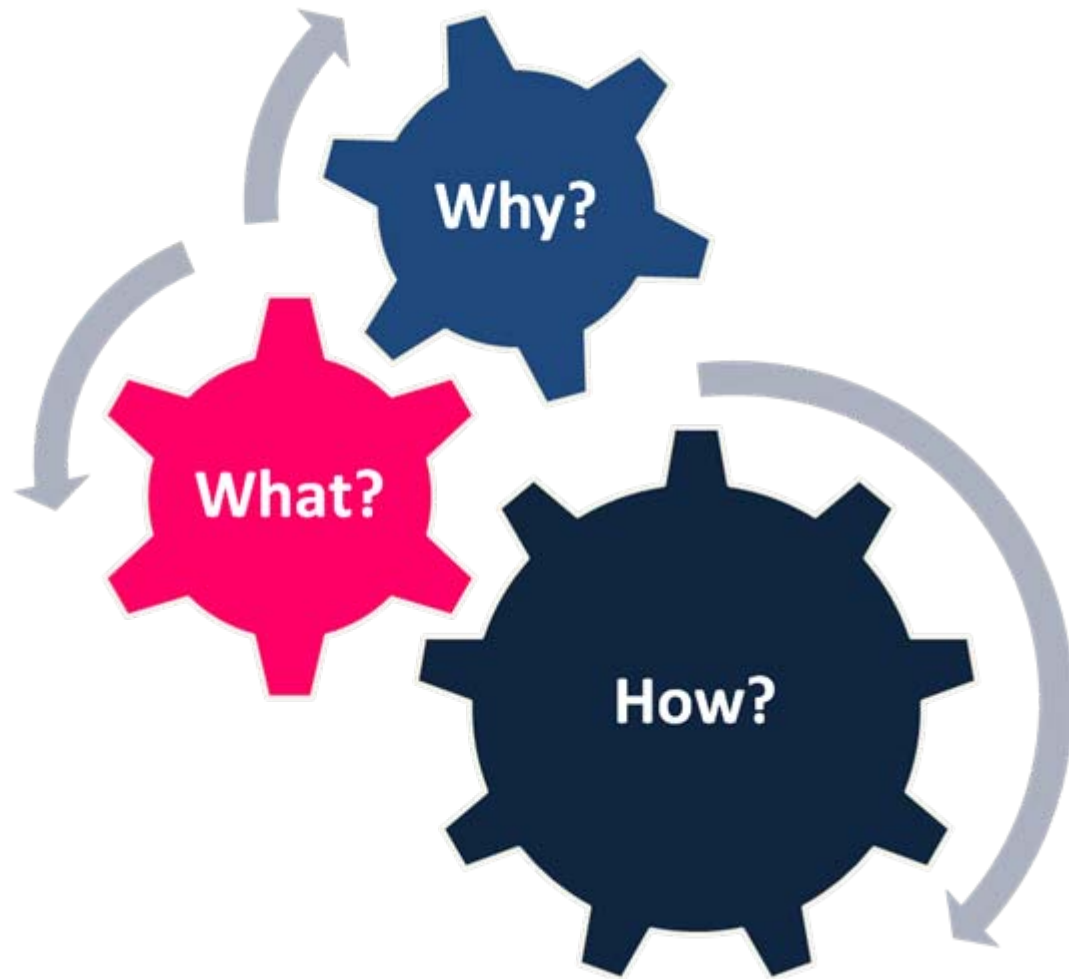
Helps when changing jobs

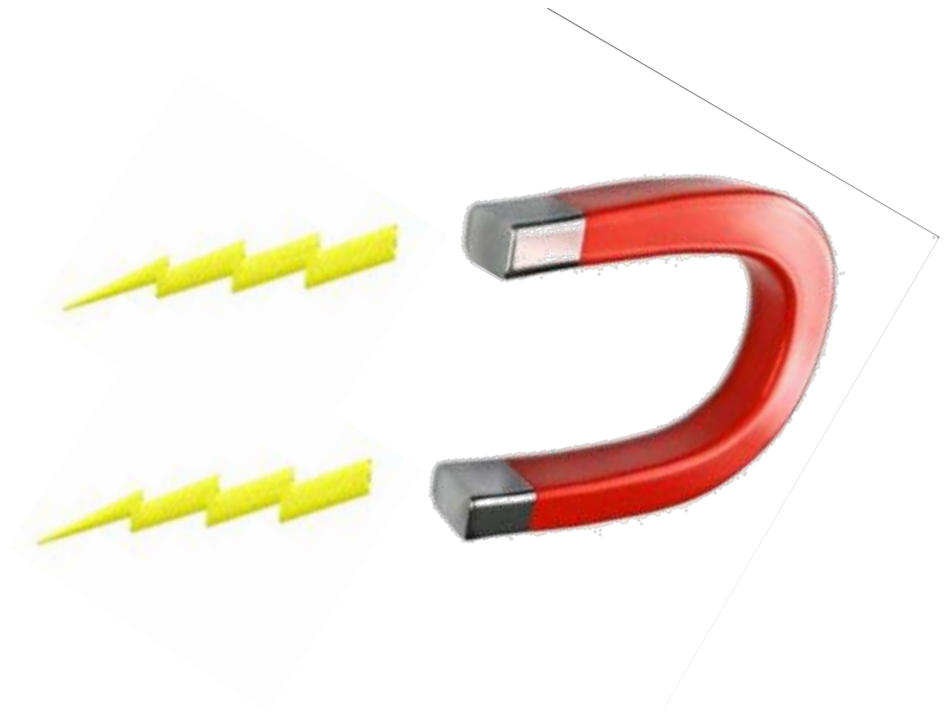
A really good source of intelligence

Another, different source of data on YOU











ELSEVIER



Mechanical properties of basalt fiber reinforced geopolymeric concrete under impact loading

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Basalt fiber
Impact properties
Split Hopkinson pressure bar (SHPB)

ABSTRACT

Impact mechanical properties of basalt fiber reinforced geopolymeric concrete (BFRGC), including dynamic compressive strength, dynamic modulus of elasticity, and dynamic increase factor (DIF) were investigated. The impact properties of BFRGC were compared with those of ordinary Portland cement concrete (OPC) under constant strain rate and constant strain rate. The results show that the impact properties of BFRGC are significantly improved compared with those of OPC. The impact properties of BFRGC are significantly improved compared with those of OPC. The impact properties of BFRGC are significantly improved compared with those of OPC.

1. Introduction

Geopolymer [1] is a novel binder which exhibits brittleness, including chemical resistance [2,3], freeze-thaw resistance [4], low chloride diffusion rate [5], abrasion resistance [6], stability [7], than ordinary Portland cement (OPC), and is subject to alkali-aggregate reaction [8]. In addition, geopolymer concrete (GC) is cheaper than OPC concrete [9]. Basalt fiber reinforced concrete (BFRGC) [10], and thus, has been used as repair material for concrete recently.

Dias et al. [11] investigated the influence of the volume fraction of fiber on the fracture toughness of basalt fiber reinforced concrete (BFRGC), the experiment results show that BFRGC has better fracture properties than basalt fiber reinforced concrete. Pacheco-Torgal et al. [12] used tungsten mineral (TMWM) as repair material of OPC concrete and test results indicating that TMWM geopolymeric binder has high bond strength even at early ages. Zhang et al. [13] investigated the impact properties of PVA short fiber reinforced fly ash geopolymer concrete (SPFGC), and observed that SPFGC has excellent freeze-thaw and acid resistance, and the addition of PVA fiber greatly improves the ductility of SPFGC. Sofi et al. [14] presented the quasi-static properties of geopolymer concrete.

Harvard Business Review

www.hbr.org

When the economy recovers, things won't return to normal—and a different mode of leadership will be required.

Leadership in a (Permanent) Crisis

by Ronald Heifetz, Alexander Grashow, and Marty Linsky

Included with this full-text Harvard Business Review article:

- 1 [Article Summary](#)
The Idea in Brief—the core idea
- 2 [Leadership in a \(Permanent\) Crisis](#)

perspectives on leadership

Thought Leadership

Robin Ryde

Chief Executive and Principal, UK National School of Government

Abstract

Leadership and organisational change starts with thinking: thinking about problems, thinking about possibilities and thinking about capabilities. But thinking never occurs in a vacuum. Long gone are the days when a chief executive officer would disappear for weeks with a towel over their head only to reappear to announce 'the strategy' to the organisation. Thinking is of course a social activity that sees people coming together to develop and share ideas. The job of leadership is to exercise mastery over the process of social thinking in order to engage workers, to generate innovative ideas and to bring about change where needed. This paper considers the habits of social thinking, with reference to those found in the UK Civil Service, and proposes tools for leaders to significantly enhance their success.

Key words

leadership; thinking habits; change; innovation; engagement; Civil Service

An observational methodology

For many years I designed and directed leadership development programmes. These would typically involve weeks and sometimes months with participants taken from the top one per cent of executives across the public, private and NGO sector. The topics examined would cover the whole gamut of leadership: everything from self awareness and innovation; from governance to organisation development. I designed the curriculum for these programmes and, where needed, I would draw on experts according to the subject matter to deliver individual sessions and case studies. I can honestly say that these programmes were as thorough, demanding and deep as any other leadership intervention out there. Over time I realised that in front of me was an incredible resource comprising some of the most successful senior executives around. My interest in

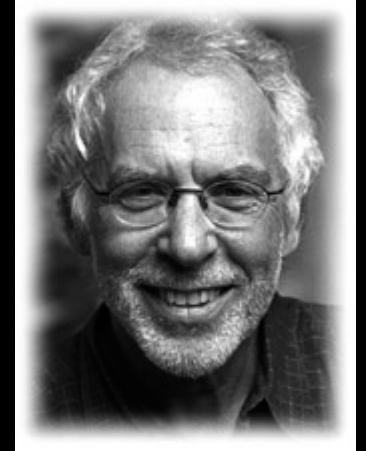
the curriculum was initially matched and then overtaken by an interest in the way that these leaders thought through issues together. Each time that a topic was introduced, a speaker presented, a live case study was tackled I observed and sought to make sense of the engagement and thinking habits of the 'great and the good'. Hundreds of hours of observational research helped to produce the book 'Thought Leadership: Moving Hearts and Minds' and the ideas that are set out in this paper.

Our most dominant thinking habits

The central thrust of the research revealed six habits of thinking that dominate interactions between people. These six habits account for the majority of our social thinking behaviour whether demonstrated by leaders or any gathering of individuals (see Figure 1). They are observable and

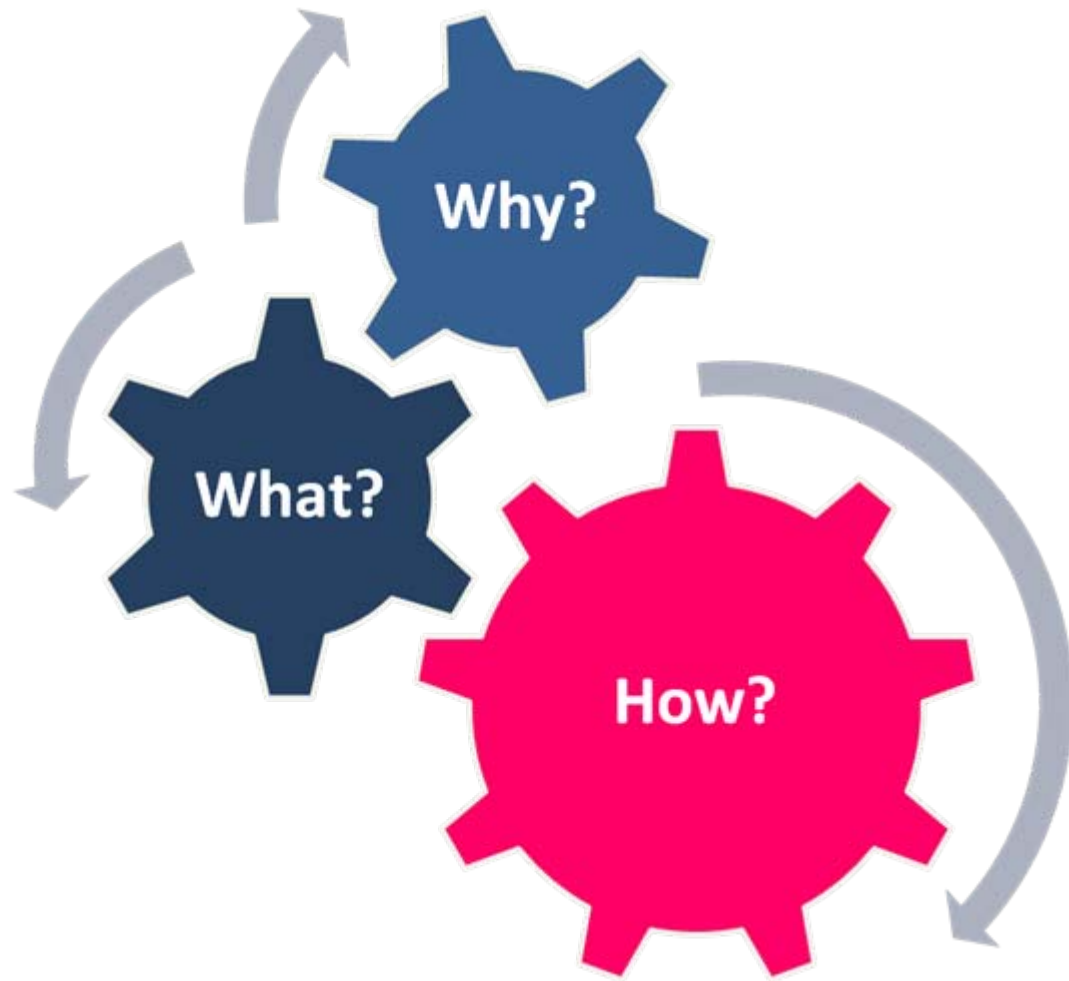


“One of the most powerful tools that leaders possess is their power of assembly” *Peter Block*





Just jump in there!



We have:

- Corporate strategies
- IT strategies
- Leadership development strategies
- Research strategies
- HR strategies
- People strategies
- Business continuity strategies
- Marketing strategies

Why not:

- A Networking strategy?**

Who should I target?

Through which channels
should I reach them?

**Core elements
of a marketing
strategy**

*What should I
offer them?*

What is my message/ my
brand/ my pitch?

Helpful to current projects?
Helpful to influence others?
Helpful to my career?

Online/offline?
Known occasions?
Getting their attention?



Insights/Ideas?
Other connections?
My time/my support?

My elevator pitch?
My strengths?
My uniqueness?

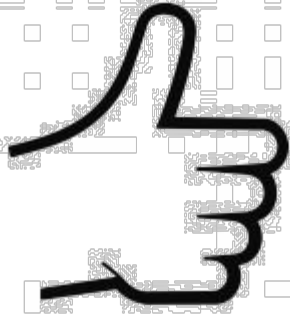
Your networking strategy

Spend a short time thinking about the answers you would give in addressing each corner of the model? Talk to others. Understand how their ideas are similar to, or are different from, yours. Take the best of your and others ideas to produce a first draft of your networking strategy?

Once you have done this, ask yourself “how will I hold myself to account to this strategy”, and “how can I help myself deliver on this strategy?”

Top 10 'in-person' networking tips

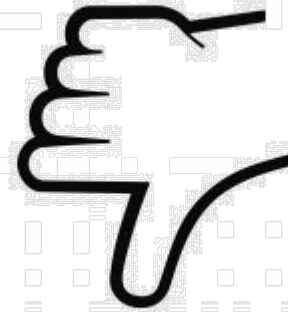
1. **Introduce yourself with your 'elevator speech';** simple, memorable, interesting (no acronyms or apologies)



Instantly clear?

Repeatable?

**Made to sound
interesting?**



Acronyms?

Apologies?

Awkwardness?

Top 10 'in-person' networking tips

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4. **Remind yourself "this is my job"**
5. **Think relationship first; benefits second**

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 9. **The power of a hand-written note/postcard**
 10. **Be very 'googleable'**
-

Leader as Networker

