

Challenges to Leadership in the 21st Century
Workshop at LSE
Box on 5th floor, Tower Three, Lincoln's Inn Passage
18 July 2008

PROVISIONAL PROGRAMME

Synopses and biographies

Time has been scheduled for participants to discuss their own challenges with the speakers.

Keith Butler-Wheelhouse

'The Challenges of Leadership': I have been the 'terminally responsible' executive of 3 major companies located in different countries for more than 20 years. The average FTSE Chief Executive stays in post 30 months. I led Smiths for over 11 years. During the first half an hour I would like to discuss how I understand leadership, what are its functions and what determines a leader's style. Moving on to the most difficult challenges faced by leaders and what attitude and behaviour they need to exhibit. The most enjoyable will be plenty of time for question and discussion.



Keith Butler-Wheelhouse has now retired as CEO of the Smiths Group, a multi billion pound business with operations in 60 countries both emerging and developed. He is an international business leader with over 20 years of Chief Executive experience in a variety of enterprises, locations and board situations. CEO of the Smiths Group for over eleven years (1996-2007), he was seen as being focussed, dynamic and very highly motivated; CEO of Saab Automobiles in Sweden (1992-96); Chairman & CEO of Delta Motor Corporation (1986-92); Director, General Motors South Africa (1985-86); Ford Motor Co. (1965-85).

Lord Currie

'Transforming Organisations': Lord Currie will talk about his experience of transforming organisations, both at Cass and Ofcom, and the lessons that were learnt from that.



David Currie was named in July 2002 as the inaugural Chairman of the new regulator for the communications sector, Ofcom. This appointment followed a long and distinguished career in economics, including roles in regulation, academia, the private sector and advising governments.

A well-known figure in international economic policy, David Currie has published extensively in the field of government regulation of industry and of macroeconomic policy. He was Dean of Cass Business School (2001-2007), and Professor of Economics (1988-2000) and Deputy Dean (1992-95, 1999-2000) at London Business School and Director of its Centre for Economic Forecasting (1988-95) and Regulation Initiative (1995-2000).

David has previously served as Chairman of Independent Audit, on the Board of Abbey National and on the Board of Ofgem (the UK energy regulator), as well as on a variety of UK government advisory bodies including the Treasury's Panel of Independent Forecasters (the "Wise Men"). He is Chairman of Trillium Investment Partners, a Board member of the Dubai Financial Services Authority and an adviser to Unisys. He sits on the cross-benches in the House of Lords as Lord Currie of Marylebone.

Dr Paul Stevens



'Leadership & Complexity. Aligning IT with Business': I will discuss events that happened after the merger of GlaxoWellcome and SmithKlineBeecham that led to the use of IT, in the newly created GlaxoSmithKline, to create true competitive advantage and add real value to the bottom line. Complexity ideas will be explored throughout the talk.

Dr Paul Stevens, was Vice President of information technology at GlaxoSmithKline (UK). He assumed this role in January 2001 with the merger of Glaxo Wellcome and SmithKline Beecham and retired in April 2008. He joined Glaxo as a research scientist in 1974 and worked in Microbial Biochemistry where he helped to develop early techniques of highthroughput screening of samples for potential new medicines. In 1986, Dr Stevens moved into the IT department of the commercial arm of Glaxo. Since that time he has been involved in many aspects of IT within Manufacturing , HR and Corporate at both a local and global level.

Kate Hopkinson



Kate Hopkinson

'The Inner Skills of Leadership': One of the potential benefits of a complexity approach, is that it provides a fresh perspective on issues and challenges. A central challenge of leadership, in whatever context, relates to the complexity and apparent unpredictability of human beings and their behaviour. In this session, participants will have the opportunity to explore this inner complexity – your own and that of others – and identify some of the implications for effective leadership. The session will be participative, and should be fun as well as illuminating.

Kate Hopkinson is Director of Inner Skills, a consultancy she set up in 1995. She uses an innovative methodology she has developed, called Landscape of the Mind. As well as 30 years experience in management and organisation development, Kate has been CEO of a not-for-profit organisation, and served for 6 years on the board of Saferworld, an NGO concerned with international security issues. She is a designated expert in cognitive sciences for the European Commission, and has been a formal reviewer for EU projects.

As well as writing articles and papers, she contributed to the best selling “The Personal Management Handbook”. She has been attached to the Complexity research group at LSE since 2000, and worked on the ICoSS project, with Rolls-Royce Marine, Norwich Union, Shell, BT and The Modernisation Agency of the NHS.

Prof. Eve Mitleton-Kelly



Prof. Eve Mitleton-Kelly will present some insights from the LSE ‘*Challenges to Leadership in the 21st Century*’ project, which included interviews with fifteen FTSE 100 CEOs, Chairmen and Senior Civil Servants. What emerged was not just identification of some key challenges, but also some deep insights on how these challenges were being addressed. She will describe how complexity theory underpins and explains some characteristics of good leadership; how and why effective leaders are able to create the right enabling environment once they have understood the complex challenge their organisation is facing.

Prof. Eve Mitleton-Kelly is founder and Director of the Complexity Research Programme at the London School of Economics; visiting Professor at the Open University; member of the Scientific Advisory Board to the ‘Next Generation Infrastructures Foundation’, Delft University of Technology; on the Editorial Board of the Journal of ‘Emergence: Complexity & Organisations’; was Coordinator of Links with Business, Industry and Government of the European Complex Systems Network of Excellence, *Exystence* (2003-2006); and Policy Advisor to European and USA organisations incl. Citibank New York, GSK, Rolls-Royce and others.

EMK’s recent work has concentrated on the implications of the theories of complexity for organizations and specifically on strategy and policy development and on the creation of *enabling environments* to address apparently intractable problems in business and the public sector. She has developed a theory of complex social systems and an integrated methodology using both qualitative and quantitative tools and methods. The theory is being used for teaching at universities around the world. She has edited a volume and written on complexity.

Her first career between 1967-83, was with the British Civil Service in the Department of Trade and Industry, where she was involved in the formulation of policy and the negotiation of EU Directives.

The LSE Complexity Group

The Group has been working with AstraZeneca, BT, BAe Systems, Citibank (New York & London), GlaxoSmithKline, the Humberside TEC, Legal & General, Ministry of Defence, Mondragon Cooperative Corporation (Basque Country), the National Health Service, Norwich Union Life, Rolls-Royce (Aerospace & Marine), Shell (International, Finance & Shell Internet Works), the World Bank (Washington DC) and several companies in the aerospace industry, to develop and test a theory of complex social systems and an integrated methodology using both qualitative and quantitative tools and methods. The work of the LSE Complexity Group is at

www.lse.ac.uk/complexity