



# Edinburgh Institute

of Leadership and Management Practice

## Our Vision, Mission and Goals

### Vision

- Grow the provision of world-class leadership and management practice

### Mission

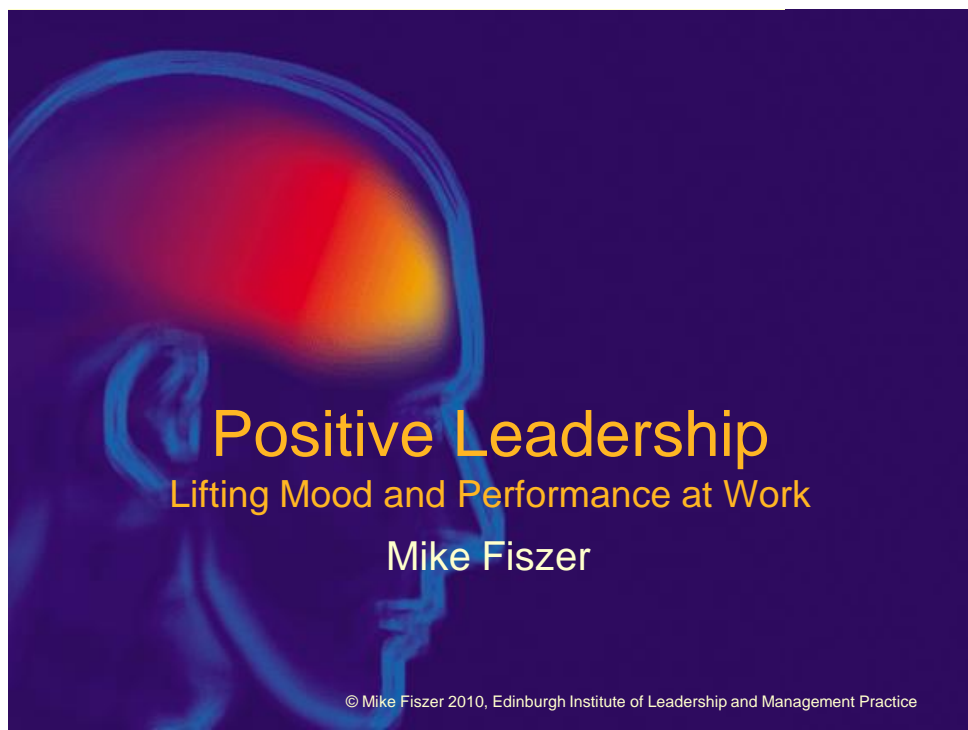
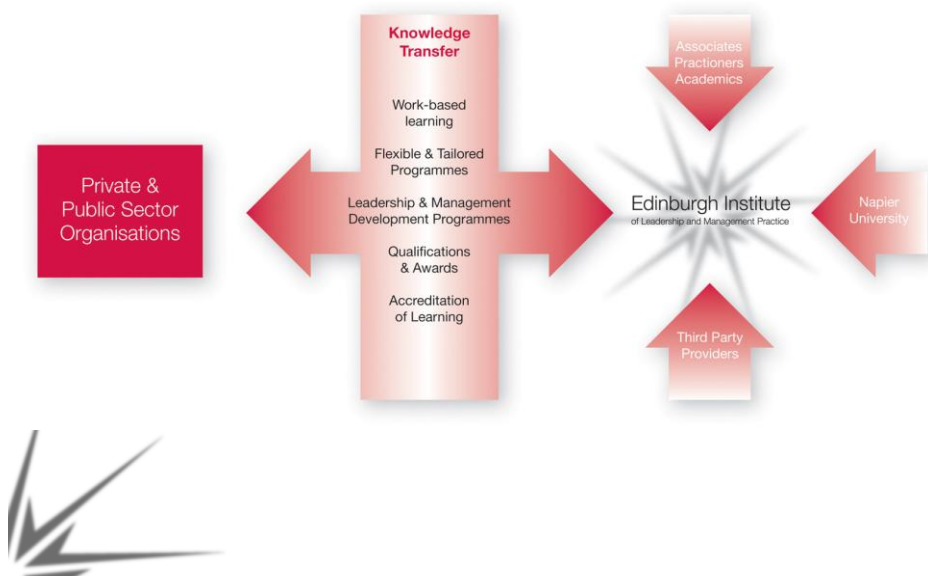
- Act as a nexus of strategic learning partnerships between leaders, practitioners and academics in private and public sectors
- Promote evidence-based approaches to development

### Goals

- Develop confident, high performing leaders and managers
- Enhance employability and career development
- Share and develop effective, responsible, ethical and sustainable attitudes, skills and behaviours



# Leadership Nexus



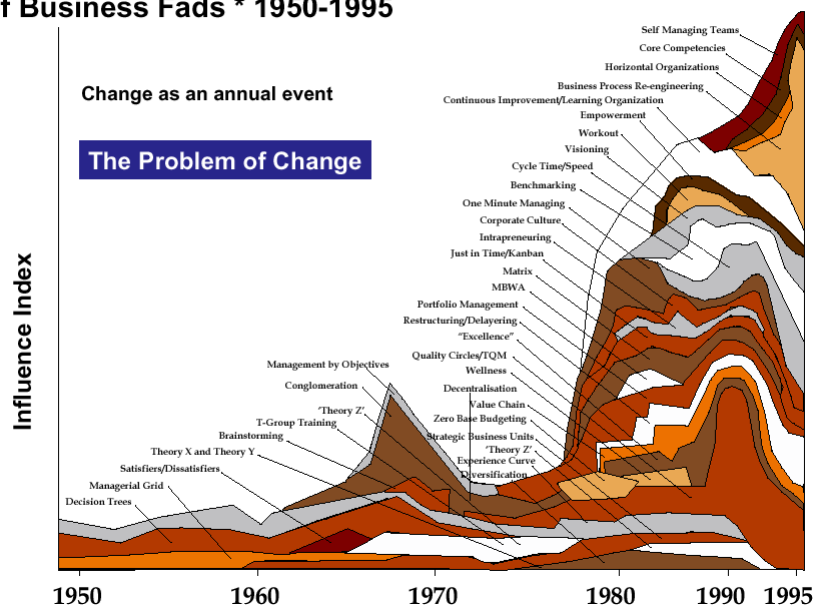
# Today's Business Environment

- Pressure to survive
- Internal and external competition
- High level of stress
- Increase in technological complexity
- Lack of balance in life
- Increased work hours

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## Ebbs, Flows and Residual Impact of Business Fads \* 1950-1995

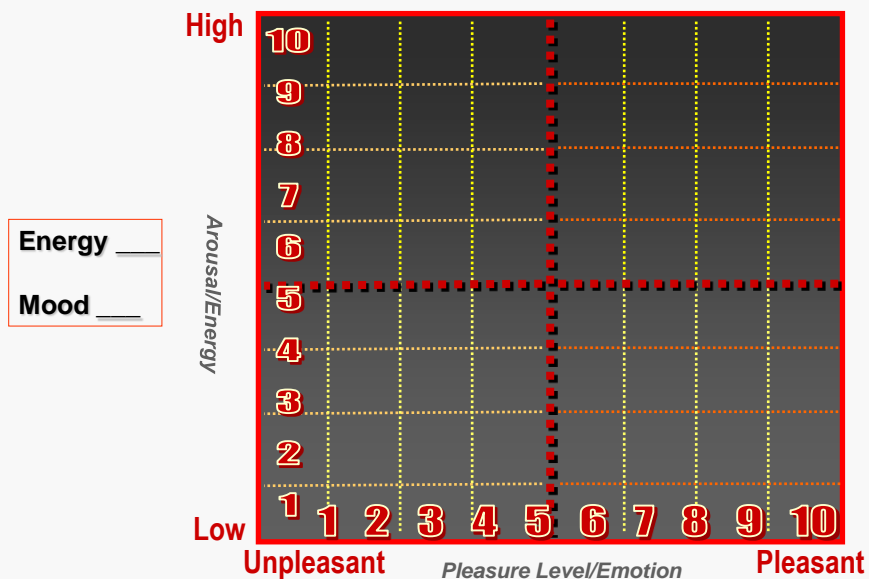
Richard Pascale





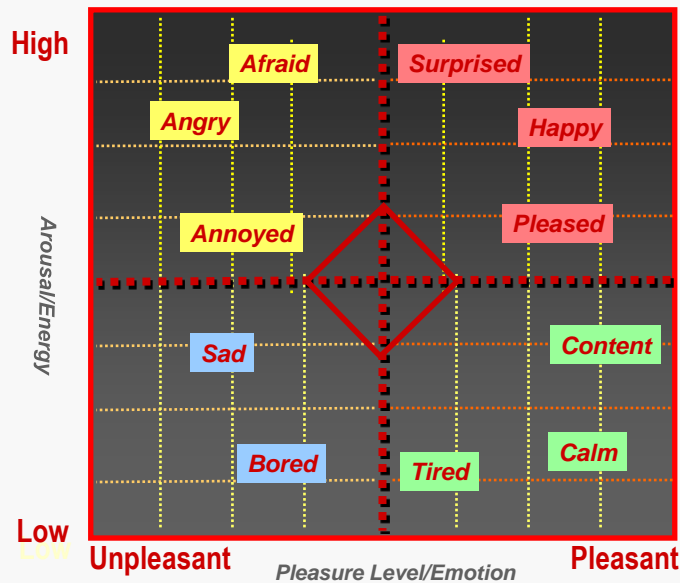
**“My boss gave me a motivation tape.  
It’s a recording of him firing people.”**

## How are you? *Managing the Mood in Organisations*



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## Mood Meter – How do you want them to be?

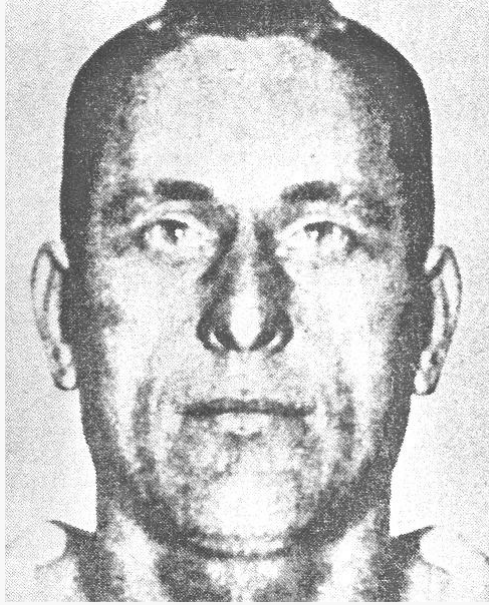


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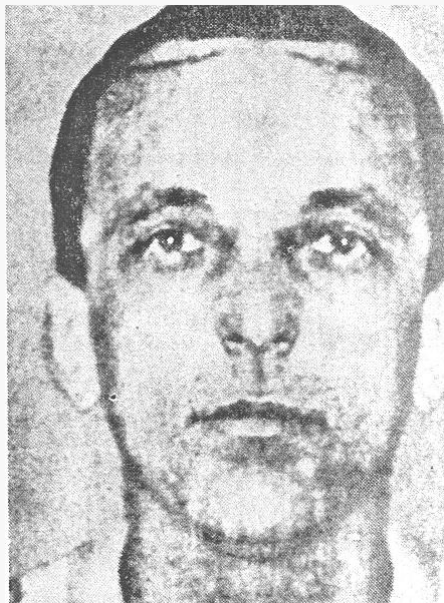
## Use Emotions: *Specific influence of emotions*

| Emotion   | Impact        |
|-----------|---------------|
| Anger     | Fight         |
| Disgust   | Reject        |
| Fear      | Avoid         |
| Sadness   | Give up       |
| Surprise  | Pay attention |
| Happiness | Explore       |

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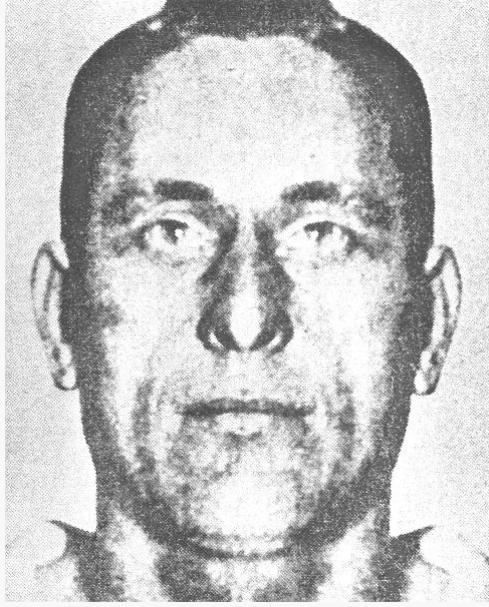


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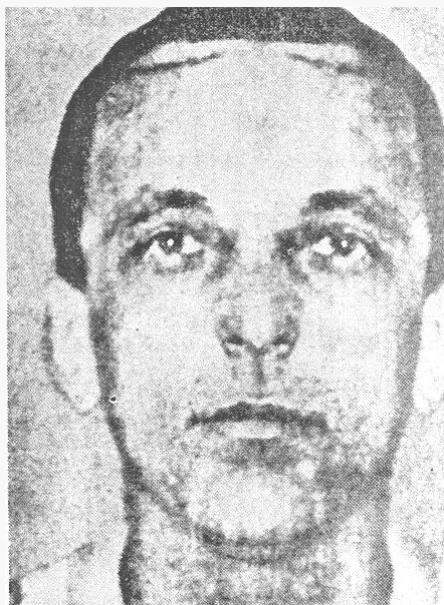


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**Today you'll learn how  
to listen to a stupid  
person without rolling  
your eyes.**



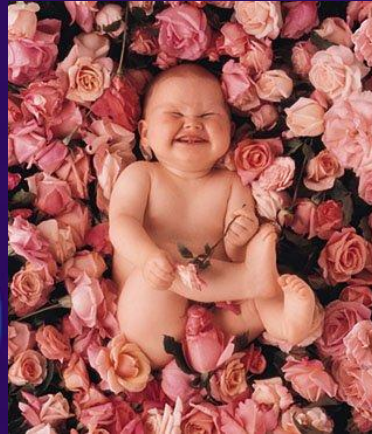
## Positive Leaders and Research Findings

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## When did your employees last feel like this?

Positive Confident Leadership is:

- more concerned with strength than with weakness
- more interested in building the best things in work and life than in making good the worst
- more concerned with making the lives of normal people fulfilling than with finding the gaps



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## The Science of Positive Psychology is multi-disciplinary

A 360 degree approach that encompasses:

- our Psychology (ie conscious and unconscious strategies for personal development)
- our Physiology (ie bodily sources of well-being such as exercise and nutrition)
- our Social Environment (ie breadth and depth of our friendship support networks)
- our Physical Environment (ie both engineered and natural landscapes)

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## Lifted “Positive” emotions promote

Lifted mood-states such as happiness, optimism, interest, are not only a result of things going well, they are also a cause of them - *Professor Barbara Fredrickson*

- Physical health
- Productivity
- Open-mindedness
- Creativity in problem solving
- Resilience in adversity
- Benevolence to others

All these skills will tangibly benefit the results in any work environment.

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## “Positive” Emotions and Personal Growth and Development

- Broaden our thought-action repertoire
- Undo “negative” emotions
- Enhance resilience
- Build behaviour repertoire
- Trigger an upward developmental spiral

A neutral ratio established at 2.9 to 1

Barbara L. Fredrickson – University of Michigan - 2001

## By contrast

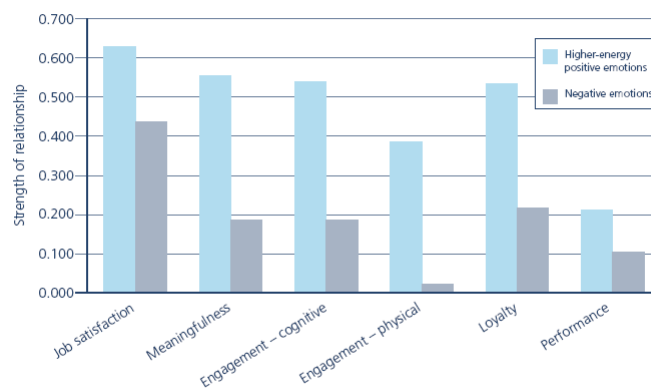
Lowered mood-states such as anxiety, depression or anger typically lead to thinking that is:

- narrow
- rigid
- inward looking
- highly vigilant

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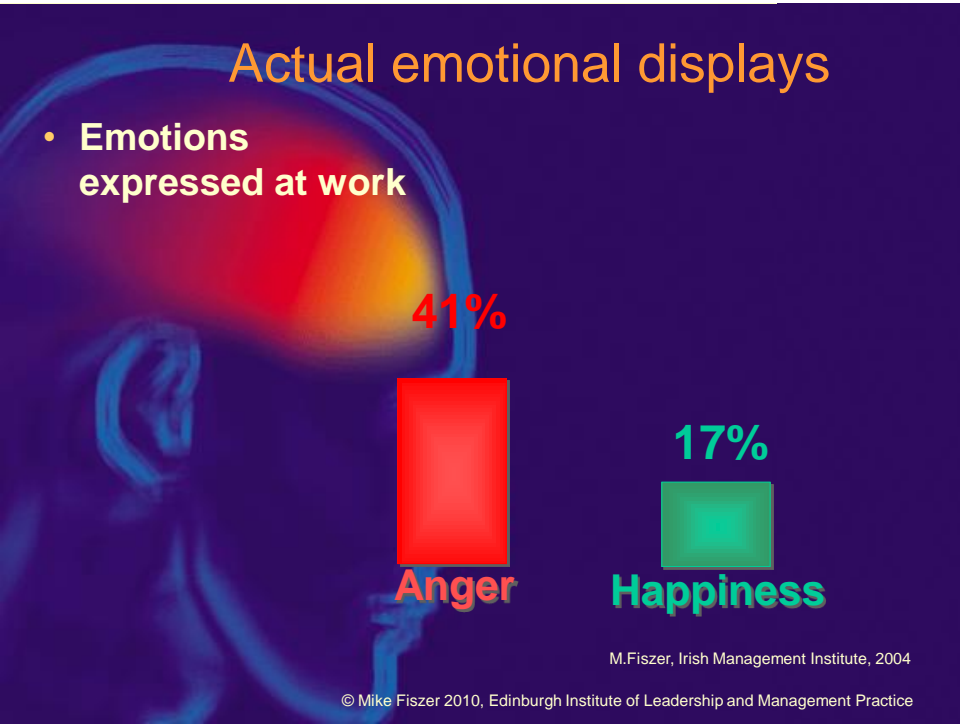
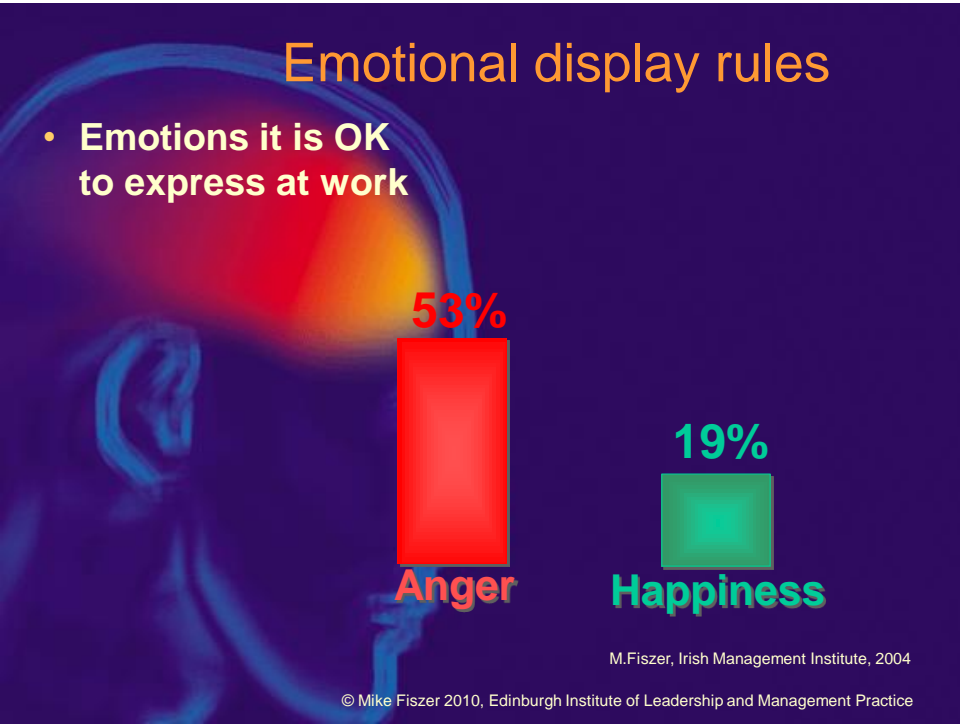
## Affect and Performance

Figure 1: Relationship between emotions at work and key performance indicators



Source: CIPD employee attitude survey 2006

Nic Marks quoting the "Working Life Employee Attitudes and Engagement - CIPD 2006"







## Implications

This has implications for

- how to achieve goals
- how to reward people
- how to develop people
- how to attract talent
- how to reduce turnover and absenteeism

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## Implications for Leaders

- Mood is a serious business issue – feeling good at work is not only a signal of good functioning but will actually enhance the prospect of future resourcefulness.
- The survey evidence supports the belief that positive emotions are particularly important in relation to several key performance indicators.
- Organisations are likely to get greater impact by fostering positive emotions rather than simply dealing with problems.
- Systematically identifying good practice will support organisations to learn from within.
- Team leaders, line managers and employees themselves could all promote positive personal and organisational outcomes.

Nic Marks quoting the "Working Life Employee Attitudes and Engagement – CIPD 2006 "

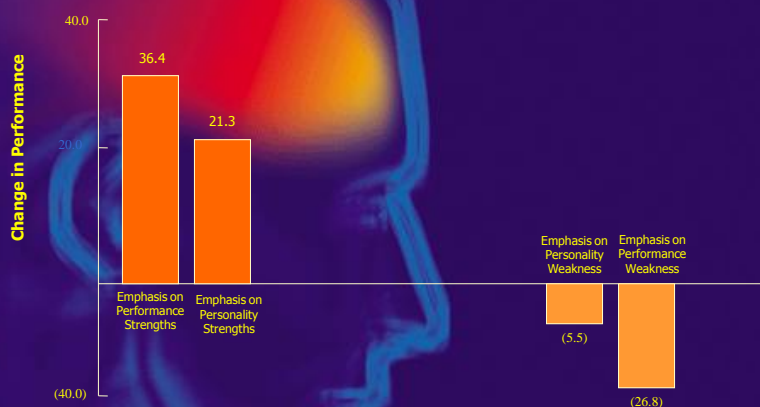
# Achieving our Goals

Progress is helped by

- Expressed positive expectations
- Playing to our signature strengths
- Sense of control over outcomes
- Sense of ownership of processes
- Sense of meaning

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## FOCUSING ON STRENGTHS vs. FOCUSING ON WEAKNESSES

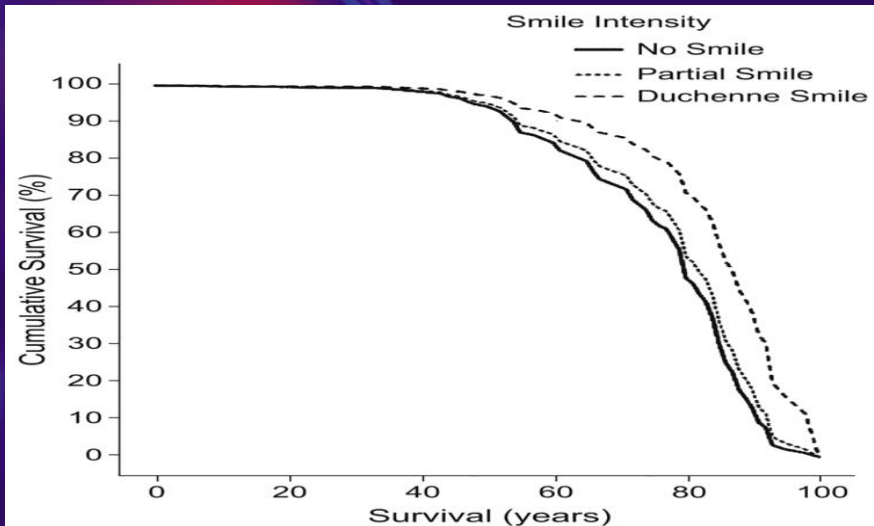


(Corporate Leadership Council, 2001;  $n = 19,187$ )

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## Implications of a Happiness Orientation (Smile to Live Longer)



Abel E L , Kruger M L. (February 2010) Smile Intensity in Photographs Predicts Longevity *Psychological Science*

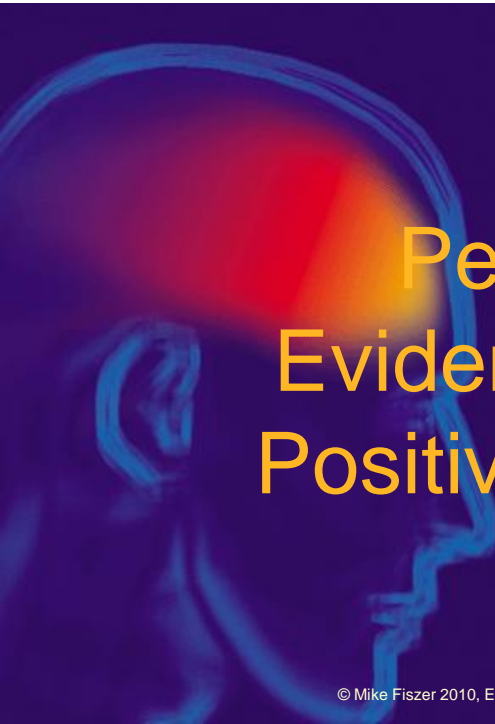
## World Mood Databases

Look it up!

<http://worlddatabaseofhappiness.eur.nl>  
[www.nationalaccountsowellbeing.org](http://www.nationalaccountsowellbeing.org)

Also see the work of Professor Andrew Oswald in  
Warwick

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# Performance Evidence on the Positive Leaders

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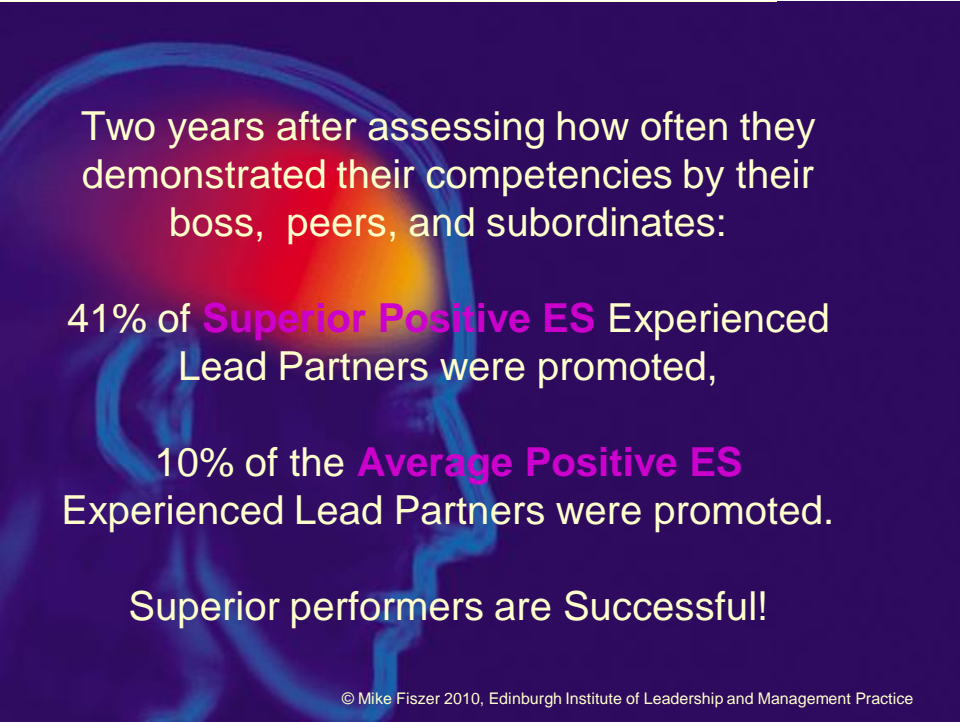
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## A Study of the Impact of Positive Emotional/Social Strengths Demonstrated By Experienced Team Lead Partners of a Multinational Firm

On the basis of top Managing Partners, Peers, and New Partners nominations, a sample of 22 Experienced Lead Partners showing **“Superior Positive E/S” competencies** were compared to 21 Experienced Lead Partners showing **“Average Positive E/S” competencies**. These Experienced Partners averaged 19 years with the firm, and 10 years in management.

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Two years after assessing how often they demonstrated their competencies by their boss, peers, and subordinates:

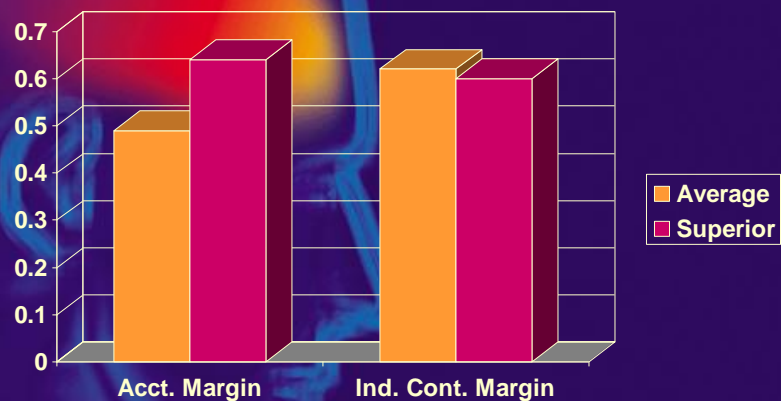
41% of **Superior Positive ES** Experienced Lead Partners were promoted,

10% of the **Average Positive ES** Experienced Lead Partners were promoted.

Superior performers are Successful!

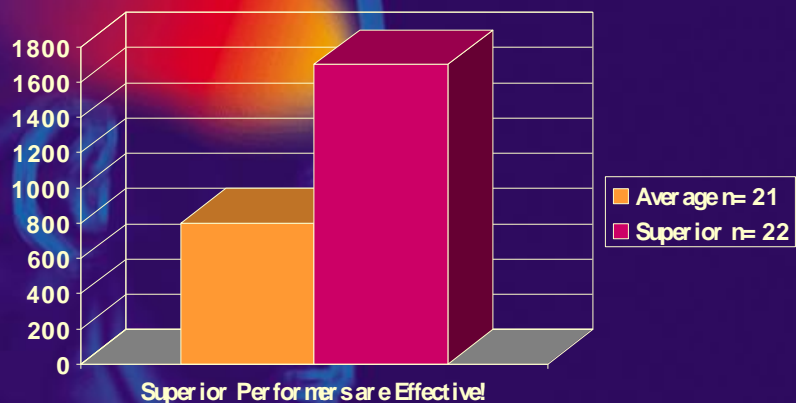
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# Comparison of Annual Financial Contribution of Superior versus Average Lead Experienced Partners



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# Comparison of Annual Profit Contribution of Superior versus Average Experienced Lead Partners Teams (€ in 000's)



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## Getting Results and Promoted

| Discriminating Strengths | Frequency Shown * |
|--------------------------|-------------------|
| Impulse-Control          | 7X                |
| Empathy                  | 3X                |
| Optimism                 | 2.5X              |
| Self-Actualisation 😊     | 2X                |
| Self-Regard 😊            | 2X                |

\* Number of times those who made promotion displayed competency compared with those passed over

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## CEO Star Performers

- Either an average pre-tax profit over the past three years that was greater than 10% or gross revenues over €25 million.

AND

- Second, they either had to have an average pre-tax profit of more than 20% over the past three years or report more than 5% in pre-tax profit higher than their industry three year average.

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## CEO Star Performers

|                          |
|--------------------------|
| Discriminating Strengths |
| Empathy                  |
| Self-Regard 😊            |
| Assertiveness 😊          |
| Optimism                 |

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## The Consistently Important “Star Performer” Strengths

Intrapersonal – The important Internal Landscape

- Self-Regard
- Emotional Self-Awareness
- Assertiveness
- Independence
- Self-Actualization

plus.....low Impulsivity, high Empathy and Optimism

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## More Specific Positive Leader Influencing Frameworks

- Key Capabilities & Explanatory Style (Learned Optimism)
- Appreciative Enquiry
- Pygmalion not Golem
- Strengths approaches and Future-focused brief coaching

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## Self Regard

- Ability to accept oneself as basically good
- Accept one's positive & negative aspects
- High - feelings of security, inner strength, self confidence, self esteem
- Lack of **ENVY**



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**“It says here that you were created  
in God’s image. Very impressive.”**

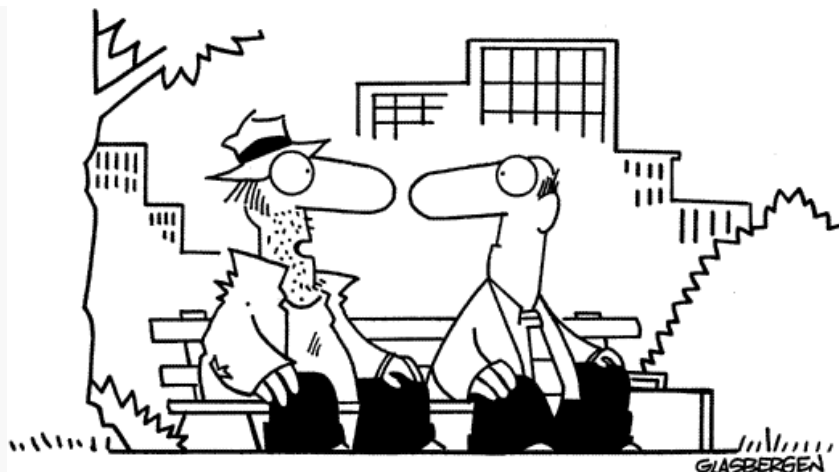


# Self Actualisation

- Ability to realise one's potential
- Ongoing, dynamic process of striving towards maximum development
- Involved in pursuits that lead to a rich, meaningful life
- Having goals & a sense of purpose



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**"I'm wealthy beyond my wildest dreams!  
Unfortunately, my dreams were never very wild."**

## Optimism & Resilience

- Ability to look on the brighter side of life & maintain a positive attitude, even in the face of adversity
- Positive approach to daily living
- Based on a realistic explanatory style of successes and failures

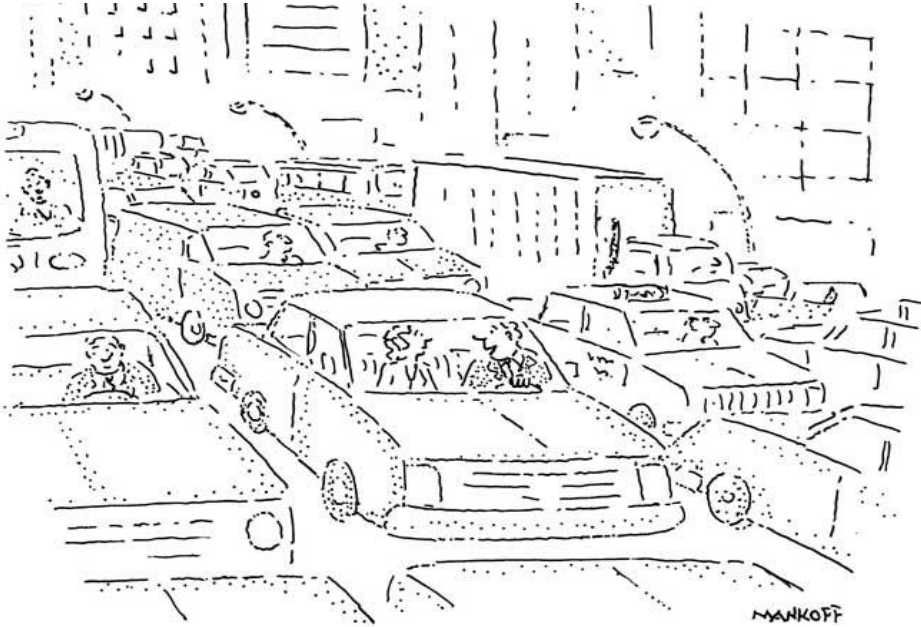


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"It's Monday morning, Ms. McKenzie. Let the merriment commence."



"Hey, is this great traffic, or what?"

## The 3P's of Learned optimism

|                        |  |   |
|------------------------|--|---|
| Personal vs external   | <b>Optimist</b><br>Bad events happen because of a combination of circumstances | <b>Pessimist</b><br>Bad events are my fault |
| Permanent vs temporary | Bad events are just a temporary setback  | Bad events will last a long time            |
| Pervasive vs specific  | Bad events are specific to this situation                                      | Bad events undermine everything I do        |

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## The Pygmalion and Golem Effects

- Early research on self-fulfilling prophecy
  - Livingstone et al 1968 on
- Rockaway office – authenticity
- Dramatic negative Golem effects –  
Reynolds 2002
- Main thrust must be to get managers and leaders to use them not just psychologists, trainers and coaches

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## Positive Leader Frameworks

- Explanatory Style (Learned Optimism)
- Appreciative Enquiry
- Pygmalion not Golem
- Strengths approaches and Future-focused brief coaching

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## STRENGTHS DEFINED

“A strength is a pre-existing capacity for a particular way of behaving, thinking, or feeling that is authentic and energising to the user, and enables optimal functioning, development and performance.

Strengths are integral to our identity as individuals. They are the heart of what it takes for us to lead flourishing lives. They are key to us delivering our best performances and being our most fulfilled ”

(Linley, 2008)

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## AUTHENTIC

- Using my strengths feels like “the real me.” My strengths run through multiple environments.



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## ENERGISING

- When I use my strengths I feel as if I have more energy, vitality, and zest.



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## That is all very well

But.....

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## But Leaders have Managerial habits

- Negative attributional styles
- Problem solving orientation
- Remedial focus
- Exception sensitivity
- Seeing others as “bit players” in their movie
- Plus in anxious times poorer social and emotional competencies

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What we focus on **GROWS**

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## A CHANGE IN FOCUS

- Focus on what is right, what is working, and what is strong.
- Your organisation's greatest assets are its people's strengths.
- Employees' areas of greatest potential growth are in their areas of greatest strengths – particularly their unrealised strengths.
- Organisations succeed in achieving high performance only when they are maximising their employees' strengths and making their weaknesses irrelevant - not just by fixing their weaknesses.
- Identifying and developing your employees' strengths is the smallest thing you can do to make the biggest difference.

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## WHAT CAN EMPLOYEES DO?

- On what do other people compliment me?
- What choices have I made in the past?
- What energises me in the present?
- What do I look forward to in the future?

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## WHAT CAN LEADERS DO?

- Leaders as climate or mood engineers:
- “A great man...thinks of his enemy as the shadow that he himself casts” (Lao Tzu, c. 600 BCE)
- Cast a positive shadow; be the change you want to see in the organisation
- Shift the organisational focus: positive, opportunities, and successes (without sugar-coating!)
- Become an expert strengthspotter and strengths architect: design the organisation to maximise its collective strengths (organisational restructuring)
- Give clarity: organisational strengths to deliver performance against strategic objectives

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## The 50 Great Places to Work are:

High Trust Workplaces – Optimistic, Fast and Flexible during Change

- Welcome independent thinking from staff
- Empathic
- Assertive – listen to **and act** on staff views
- Self-actualised – around life/work, happiness and well being
- High in Self-regard – absence of **ENVY**
- Give Recognition – use appreciative enquiry
- Employ Fairness before Consistency
- Look to the future and solutions before the past and problems

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## *A Positive Leader Conclusion*

Can you say,,,,,,

- I feel great.
- I am full of energy.
- I am jumping for joy!
- I am going to make it happen!

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# You can do it!

Reflect that you can shine in this field because you believe in every thing you say.

You don't do this to gain respect, you have that already.

You don't do this for notoriety, you have that already.

You don't do it just for the money, you could have made more as stock broker.

We do our stuff to tell the truth, to blow myths, to get folk thinking, to grow, to help others achieve.

And on our way people remember us.

Well, they remember YOU because you are and will be unforgettable in the contribution that you make to their future.

You are the one and only you. Completely mesmerizing.

Great folks – thank you!

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## Positive Psychology at Work

Mike Fiszer

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07704498372

# USEFUL RESOURCES

## • WEBSITES

- New Economics Foundation, London  
<http://www.neweconomics.org/gen/>
- Centre for Applied Positive Psychology,  
[www.cappeu.org](http://www.cappeu.org)
- University of Pennsylvania Authentic Happiness website  
<http://www.authentichappiness.sas.upenn.edu/Default.aspx>
- European Network of Positive Psychology,  
<http://www.enpp.org/>
- <http://www.jkp.com/mindreading/>

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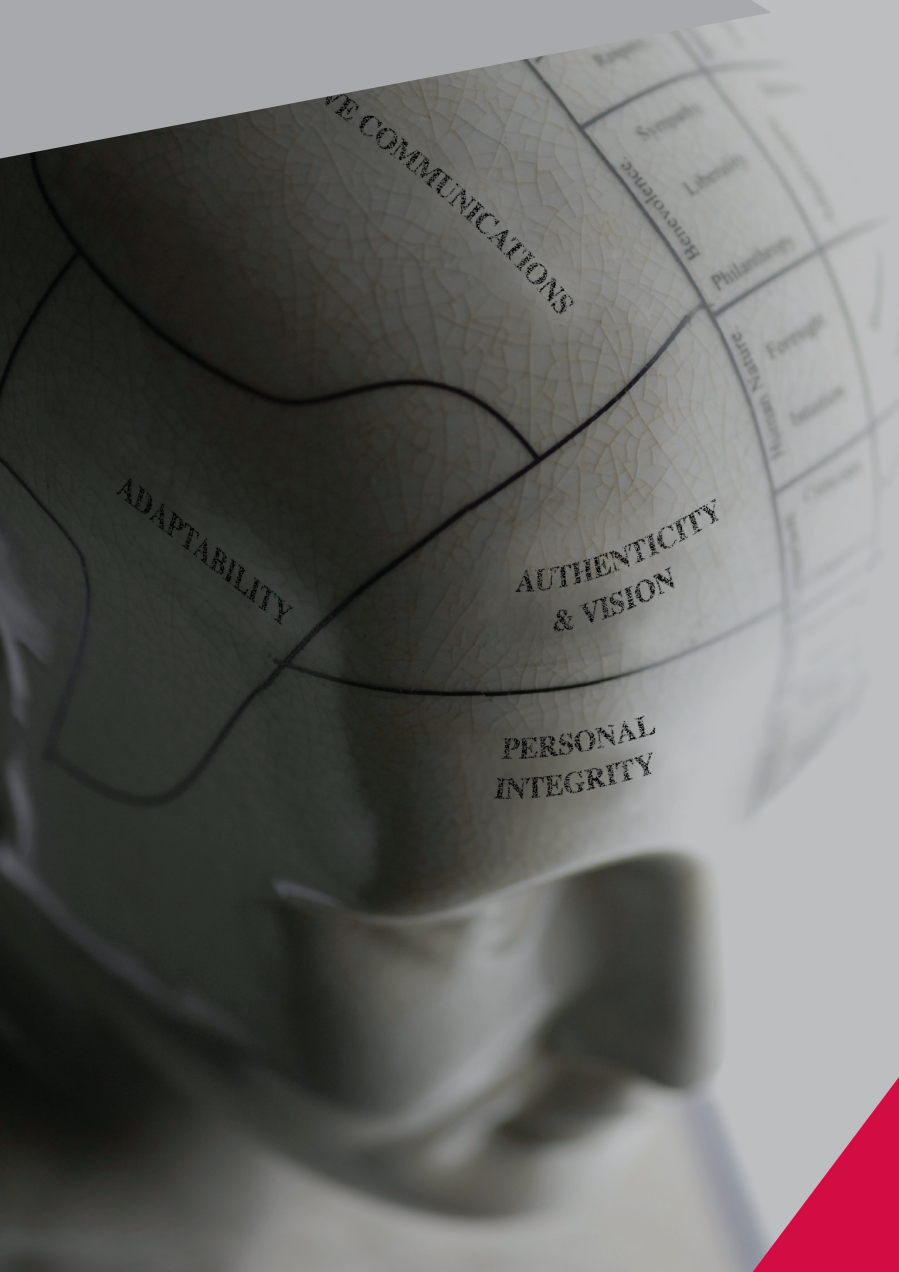
# USEFUL RESOURCES

## • BOOKS

- Abel E L., Kruger M L. (February 2010) Smile Intensity in Photographs Predicts Longevity *Psychological Science*
- Boniwell, I. (2006). Positive psychology in a nutshell. London: Practical Psychology Centre.
- Delle Fave, A. (Ed.). (2006). Dimensions of well-being: Research and intervention. Milano, Italy: FrancoAngeli.
- Csikszentmihalyi, M., & Csikszentmihalyi, I. (Eds.) (2006). A Life Worth Living: Contributions to Positive Psychology. New York: Oxford University Press.
- Baylis, N. (2005). Learning from wonderful lives: Lessons from the study of well-being brought to life by the personal stories of some much admired individuals. Cambridge: Cambridge Well-Being Books Ltd.
- Fredrickson, B. (2009) Positivity, Crown Publishing Group
- Huppert, F. A., Baylis, N., & Keverne, B. (2005). The science of well-being. Oxford: Oxford University Press.
- Layard, R. (2005). Happiness: Lessons from a new science. London: Allen Lane.
- Linley, P.A., Average to A +, (2008). CAPP Press
- Linley, P. A., & Joseph, S. (Eds.). (2004). Positive psychology in practice. Hoboken, NJ: Wiley.
- Seligman, M. E. P. (2002). Authentic happiness: Using the new positive psychology to realize your potential for lasting fulfillment. New York: Free Press.
- Snyder, C. R., & Lopez, S. J. (Eds.). Handbook of positive psychology. New York: Oxford University Press.

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VE COMMUNICATIONS

Symbol  
Library  
Honesty  
Philanthropy

Human Nature  
Foreign  
Local  
Other

ADAPTABILITY

AUTHENTICITY  
& VISION

PERSONAL  
INTEGRITY

The 21st century  
leader requires a  
new set of talents

# positive leaders

Leadership is a highly valued & rare talent that is vital to team, organisational & societal development. In our fast-changing world the quality of our leadership is critical for the future. The leadership of our society must reflect the talents & diversity of our population

Imagination | Self-awareness  
Adaptability | Empathy | Effective communications | Authenticity & vision | Personal integrity | Managing emotional impact

“I have worked within the same organisation for 15 years and although I had consistently achieved promotion without formal management training I realised that to move up I would need some development. I was unsure which path to take as I felt the MBA route was not going to push my people skills and having seen my brother do this with a young family, I wanted something more practical. The MSc in Positive Leadership Practice could have been tailor made for me. Since the first workshop I have completely changed my outlook on work. The energy I am putting into my daily routine is turning me into the leader that I know I can be and I can only hope that the next 9 months can build on these changes.”

Miriam Watts, Head of Clinical Services  
Spire Edinburgh Hospitals  
Murrayfield Hospital, Shawfair Park Hospital

Aimed at tomorrow's leaders, this programme provides exposure to a variety of issues surrounding successful leadership and creative management. It combines leadership theory, powerful peer and action learning approaches to achieve real, measurable leader performance improvements. This is provided through challenging experiential workshops, seminars and sharing of work and life experiences that are sophisticated, psychologically positive, yet highly practical. The programme marries real world assessments with a focus on the personal challenges faced by the participants in their working lives. All participants will be expected to challenge their own behaviours and explore other perspectives.

The programme will be both residential and non-residential, delivered by leading practitioners and successful leaders from a variety of fields to share practical wisdom. In addition there will be a CSR-related project running throughout the programme which will develop participants in a different way by providing leadership challenges in an environment not akin to their current workplace.

### There are powerful benefits to both employer and participant

#### For the employer:

- The programme assembles all aspects of leadership practices to support organisational performance
- It will have a positive impact on the recruitment and retention of talent and will also assist in developing and re-assigning the high potential leaders within their organisations.
- Offers a high return on investment, maximising the transfer of learning to the workplace by - the accelerated development of programme participants.
- Combines proven development methods with innovative and emerging approaches

#### For the participant it:

- Provides tailored individual support and guidance
- Provides a leadership qualification from a premier provider of leadership and management development and education in Scotland
- Will help you re-energise your own development, understand yourself and others better, and know how to work and motivate your teams.
- Will teach you how to have greater influence in your workplace and to act with confidence knowing where colleagues see your strength as a leader.

At the end of this programme participants will be ready to use the new practical leader capabilities that they have acquired to tackle future decisions with improved confidence and certainty.

Successful completion of the programme assessments will enable participants either to graduate with a Postgraduate Diploma in Positive Leadership Practice, or continue their studies for the award of an MSc in Positive Leadership Practice, through the successful completion of a Management Practice Report.

### Notable Programme Features

**Guest Speakers:** During several monthly workshops a senior Scottish leadership figure will visit the programme for a dinner and an extended Q&A session with participants - giving the group the opportunity to debate leadership concepts and approaches with individuals who have faced leadership challenges at the highest level.

**Executive Coaching:** Two executive coaching sessions will be offered to each participant over the course of the Programme. These sessions will support participants as they seek to devise personal action plans to apply leadership concepts and frameworks to the world of work.

**Psychometric Self-Analysis:** Comprehensive psychometric analysis of each participant is conducted at the beginning of the programme to identify personal leadership strengths, areas for development, and to help each individual set personal goals for the programme. Results from these assessments feed into participant coaching sessions. During the final module each participant will be re-assessed to measure progress made over the course of the programme and to help set development targets for participants into the future.

**A Corporate Social Responsibility** project will be undertaken by each participant that will stretch their capability and assess their adaptability whilst contributing to the work of a culturally different organisation from their own

## Entry requirements

You will be a manager and potential leader who uses your interpersonal skills to influence others from CEOs to middle managers, from both large and small public and private sector organisations. There are no formal entry criteria but you will be expected to hold an honours degree and have several years' work experience at management level. Other qualifications will be considered on an individual basis

## Assessment

Continuous assessment will be monitored from your learning journals, project reports and work-based learning reviews. You will:

- Demonstrate competence in leading
- Submit a learning record of leadership behavioural change
- Self-monitor as well as support and challenge each other in your leadership behaviours.

There will be recorded post-module skills practice.

## Duration

The 9 month programme will consist of nine 2 and 3-day modules, three of which will be residential. The final module will include the project presentations.

## Award

A Postgraduate Diploma in Positive Leadership will be awarded upon the successful completion of all assessments or an MSc in Positive Leadership Practice will be awarded upon the successful completion of the above assessments and a Management Practice Report.

## Costs:

Pg Diploma Positive Leadership Practice: £9,500

MSc Positive Leadership Practice: £11,000

If your organisation would like to have 2 or more participants on this programme, please call us for information on our consortium programme pricing. Or call Mike Fiszer to discuss any of your requirements.

## Booking Information

Tel: 0131 455 4377

Email: ei@napier.ac.uk

Web: www.edinburgh-institute.com

Other information: m.fiszer@napier.ac.uk

Mike Fiszer: 07704498372

| Workshops  | Date & Location   | Content   |
|--|---|---|
| <b>INDUCTION DAY</b>   | 17 Feb  | Matriculation, Library Induction, WebCT Introduction, email/student portal introduction, Study Skills, Assessment Processes, Social Networking Site, meet Coaches, meet Programme Team. Work Based Learning and CPD.  |
| <b>01:<br/>SELF AWARENESS</b>  | 18-19 Feb<br>Residential  | Developing skilful self-awareness as a starting point for leading others. In-depth personal assessment of values, beliefs and habitual behaviours. Building emotional and social intelligence in leadership contexts. |
| <b>02:<br/>COMMUNICATION</b>   | 18-19 Mar<br>Craiglockhart  | Advanced Communication and Influencing skills; Advance Negotiation Skills; Practical use of NLP   |
| <b>03:<br/>PRESENCE &amp; AUTHENTICITY</b>                           | 15-16 Apr<br>Craiglockhart  | Gaining and maintaining Presence, Power and Authenticity  |
| <b>04:<br/>CHANGE</b>  | 13-14 May<br>Craiglockhart  | Leading Strategic change; Change Management; Managing change in yourself and others.  |
| <b>05:<br/>CONFLICT RESOLUTION</b>                                   | 17-18 Jun<br>Craiglockhart  | Mediation (dispute and resolution) legal and emotional<br>Work life balance, well-being<br>Managing Stress<br>Maintaining equanimity  |
| <b>06:<br/>TALENT &amp; DIVERSITY</b>                                | 15-16 Jul<br>Residential  | Exploring Diversity within organisations and how leaders develop talented people. Governance<br>Ethical and Moral development in Leadership   |
| <b>07:<br/>LEADERSHIP BEHAVIOURS<br/>THE BOARDROOM<br/>IN ACTION</b> | 16-17 Sep<br>Craiglockhart  | MBTI advanced<br>Exploring leadership in top teams.<br>Entrepreneurial<br>Servant<br>Inspirational<br>Unconditional<br>Situational?   |
| <b>08:<br/>COACHING FOR LEADERS</b>                                  | 14-15 Oct<br>Craiglockhart  | Advanced Coaching Skills for Leaders  |
| <b>09:<br/>LEADING THE FUTURE</b>                                    | 18-19 Nov<br>Residential  | Future Leadership with Scenarios and Appreciative Enquiry   |
| <b>CSR PLACEMENT</b>   | Date to be agreed on the 2nd residential evening of the first module. | Project presentations management skills; Introduction to CSR, CSR project and project groupings   |





**Mike Fiszer** ▼  
Programme Director

Mike has built a new generation of leadership programmes with his combined use of cross discipline learning methods and has been described as “the missing link in leadership.” In Ireland he has introduced and spearheaded the use of Positive Psychology, Emotional Intelligence and the Performing Arts in leadership, within team and personal development. He is a highly regarded media and conference speaker and a passionate believer in meaningfulness at all levels in the workplace. He is currently researching positive psychology approaches in leader development and has worked at all levels within ‘Times Top Ten’, large and small organisations throughout Asia, Europe and the US.



**Andrew Kakabadse** ▼

Andrew enjoys working across the globe in a variety of capacities. He has consulted and lectured in the UK, Europe, the USA, SE Asia, China, Japan, Russia, Georgia, the Gulf States and Australia. He was also Vice Chancellor of the International Academy of Management and was Chairman of the Division of Occupational Psychology, British Psychological Society, 2001. His areas of research cover boards and top teams, the governance of enterprises and the governance of governments, international relations and conflict resolution. He has published 32 books, over 200 articles and 18 monographs.



**John Sturrock** ▼

John is founder and Chief Executive of Core Solutions Group, Scotland’s leading business mediation service, pioneering the use of mediation to resolve disputes in commerce, the public sector and organisations. John is recognised as one of the leading and most creative mediators in the UK and was named Mediator of the Year at the 2009 Law Awards of Scotland. He is a Distinguished Fellow of the International Academy of Mediators and acts as independent facilitator of the 2020 Climate Change Delivery Group. He leads mediation and conflict management training for many public and private sector bodies at the highest levels. John is a regular newspaper columnist and was awarded the honorary degree of Doctor of Laws by Edinburgh Napier University in June 2010.



**Petra Costigan-Oorthuijs** ▼

Is a highly sought after executive coach for the past 20 years. She is the co-designer of the twice award-winning communications programme ‘Beyond The Words’ and founder of Ireland’s first innovative theatre-based learning company which accelerates individuals, group and organisational growth. Her unique mix of expertise and experience in business, education, health and the arts all come together in her sole passion and focus: to bring out the best in those she works with. On the conference circuit Petra’s presentation with or without actors is a welcome interactive sample of the immediate impact theatre-based learning provides.



**Poll Moussoulides** ▼

Is one of Europe’s most sought after vocal communication specialists. By Adapting the principles of actor training, Poll has created a practical and wholly attainable method for all voice users to communicate with greater physical confidence and vocal expertise giving them the dynamic edge. Poll has worked with a wide range of people from internationally acclaimed actors, such as Whoopi Goldberg and Pierce Brosnan, through to barristers, government ministers, solo entrepreneurs and chief executives of international corporations He holds a Master qualification in neuro linguistic programming and is part of the team, at The Edinburgh Institute, that has devised and delivers the world’s first experiential Masters Degree in Positive Leadership.



**Karen Davidson** ▼

Karen works across all sectors helping make sustainable, responsible and ethical business an economic driver for Scotland. As Head of Membership and Development at the country’s lead organisation in Corporate Social Responsibility she is working on including raising the capacity of SMEs, policy development with

the Scottish Government, and a Training and Advisory services for businesses. Since her post graduate qualification in Sustainable Business from Cambridge University, supporting the development of leaders who have unprecedented global challenges has been a focus. Work includes delivering ‘Outward Focus’ for the Scottish Government Extended Development Programme for future leaders and Director Briefings which raise the understanding of current leaders



**John Power** ▼

Is an acknowledged leading practitioner in all aspects of communication in management and management team development. John has been Director for the Irish Management Institute High Potential Managers programme and leads a number of in-company Graduate Management programmes. He delivers executive education at Nottingham University Business School, undergraduate and post graduate programmes at Oxford Brookes University Business School and in - company management development programmes for The Chartered Institute of Personnel & Development in London. John is accredited by North Western University, Chicago to deliver Advanced Negotiation Skills training. The Chambers of Commerce have also produced a DVD of his Leadership programme.



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