



College of
Policing

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Leadership Review Appendix 3 – External Leader Interviews

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Appendix 3

External leader interviews – key points

Private sector		
Sir Ian Cheshire Private sector	Chief Executive, Kingfisher	<ul style="list-style-type: none"> ■ The importance of team over individual achievement. Ensuring teams know how they contribute to overall purpose. People assessed and bonuses paid on team engagement score. ■ Diversity in teams is a key enabler. Not just ethnic diversity. ■ Need to have mechanisms which ensure feedback to senior leaders. ■ Leadership development, succession planning etc. are responsibility of everyone and not HR.
Maria Da Cunha Private sector	Director, British Airways	<ul style="list-style-type: none"> ■ Importance of brand – all values and leadership behaviours must have a clear link to this. Language used must connect with everyone. ■ Inclusion of values in selection and promotion processes – assess the ‘how’ as well as the ‘what’. ■ The importance of challenge – tracked in their staff survey. Critical to ensure safety. Reviewed by regulator.
Antony Jenkins Private sector	Chief Executive, Barclays	<ul style="list-style-type: none"> ■ Importance of having a plan to change culture that links leadership, values and performance. Need to assess culture. ■ Importance of organisation narrative (internal and external) – emotional narrative is more compelling. ■ Engaging your talented staff in the delivery of leadership development programmes. ■ Value of experiential learning – even short time valuable with military, Kenya (recycling plant), prison, operating theatre.
Clare Chapman Private sector	Group People Director, BT Group Plc	<ul style="list-style-type: none"> ■ Companies who sustainably out-compete their rivals have a compelling shared vision and a focus on performance and health. ■ Rewarding specialist competencies in the form of professional pathways for specialists. ■ Reward programme includes incentivising ‘giving back’ within the organisation and to the community – reinforces the message we are a company with professional skills.

<p>Sir Charlie Mayfield Private sector</p>	<p>Chair, John Lewis</p>	<ul style="list-style-type: none"> ■ Purpose, accountability and recognising your vulnerability are the key to successful leadership in John Lewis. ■ Purpose: a clear and simple purpose is central to success. For John Lewis it is about the happiness of partners through fulfilling employment which leads to business success. ■ Accountability: all leaders, at all levels, are accountable to the teams they lead and manage. ■ Vulnerability: to be a great leader you have to accept your vulnerability and respond positively to criticism.
<p>Academic sector</p>		
<p>Professor Ngaire Woods Academic sector</p>	<p>Dean, University of Oxford</p>	<ul style="list-style-type: none"> ■ Purpose-driven organisations and the importance of language and narrative to reinforce purpose – whole organisation must understand purpose and drive it. ■ Increased diversity improves organisational performance. ■ Important characteristics of leaders – they are trusted, demonstrate morality and stand up for their people.
<p>Terri Givens Academic sector</p>	<p>Associate Professor, University of Texas</p>	<ul style="list-style-type: none"> ■ Good leadership means listening/empathy across the organisation and the community, balanced with strong decision making. Leaders should have community mentors. ■ Everyone has inherent biases so diversity across the leadership is crucial. ■ The importance of hearing and encouraging challenge.
<p>Sir Michael Marmot Academic and public sector: health</p>	<p>Professor of Epidemiology and Public Health, UCL</p>	<ul style="list-style-type: none"> ■ Police have important role to play in health and wellbeing of population – making people safe and preventing crime. ■ Need to see more and better integrated leadership across different sectors. ■ Leaders need to be able to think more broadly and creatively.
<p>Dame Carol Black Academic and public sector: health</p>	<p>Principal of Newnham College, Cambridge and Expert Advisor to DOH</p>	<ul style="list-style-type: none"> ■ The importance of narrative – right kind and emotional – use the right kind of narrative to help change behaviour (eg, doctors like evidence so give them evidence to change their behaviour). ■ Emphasis on physical and mental wellbeing and health integrated into leadership and culture. ■ Policing needs permission to experiment.

Parliamentary Sector

Lord Toby Harris
Parliamentary sector

Former Chair, Metropolitan Police Authority

- Importance of challenging upwards.
- The need for support structures around leaders.
- Good leaders assemble diverse teams around themselves.

Lord Geoffrey Dear
Parliamentary sector

Former Chief Constable

- Importance of a longer-term vision for policing to enable decisions about structure, delivery model and career structure.
- There has been an over-emphasis on management. Need to make a shift so there's a good balance between management and leadership.
- Value of developing relationship with Russell Group universities as a way of attracting difference and quality into policing.
- Direct entry into specialist roles is an absolute must.

Charity sector

Lord Victor Adebowale
Parliament and Charity sector

CEO of Turning Point.
NB: Comments made as Director of 'Leadership in Mind'

- Importance of values alignment – at the moment in policing there's a perception that each layer of the organisation has a different set of values.
- Future requires transformational/relational leadership, learning and reflective practice. Emotional intelligence and self-awareness is key: a state of mind rather than a set of characteristics.
- Importance of taking organisation on a journey to shift culture.

International policing perspective

Charles Ramsay

Police Commissioner of Philadelphia

- Leaders should spend time listening. Requires an environment in which people can push back and challenge. Use feedback to encourage challenge and surround yourself with talented people. The strategic direction should be informed by listening to wide variety of people, including political and community perspective.
- The challenge of promotion and reward systems to ensure the right people are promoted and developed, including ensuring diversity and difference. Need to find a way to reward the valuable contributions that people make, without it always having to be promotion.
- Leaders of the future need to be capable of adapting and working effectively with changing crimes and changes in society, and working with academic partners to ensure evidence-based decision making and evaluate the impact of policing.
- Self-awareness is crucial; understanding own strengths and weaknesses and compensating for them in the creation of your team.

Other sectors

Bishop Mike Hill	Bishop of Bristol	<ul style="list-style-type: none">■ Management skills including being prepared to have difficult conversations are an important component of leadership.■ People who work for you are the most precious resource you have.■ The value of cross-fertilisation between sectors in developing leaders. Taking people out of their usual context and exposing them to different challenges can provide real development.
Lord Paul Bew and David Prince Academic and public standards	Committee on Standards in Public Life	<ul style="list-style-type: none">■ The importance of putting the Code [of Conduct] into practice. Developing the Code is the easy bit but the Code must be embedded.■ Leadership behaviour needed at every level (including PCCs and front-line – are they all leading by example?).■ Importance of ethical leadership and ethics built in to promotion and appraisal – links with improved diversity, reward and reducing deference to rank.■ Currently there is not enough leadership training at sergeant and inspector level.