



WINDSOR LEADERSHIP

IMPACT
REPORT
2023



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OUR VISION

Exceptional Leaders, Leading for Good.

Windsor Leadership would like to see effective and responsible leadership throughout the UK. Our aim is to encourage leaders right at the top of their organisations to lead with integrity, responsibility and wisdom, benefiting their organisations, their stakeholder community, and extending their reach to wider society.

As we build our community of engaged alumni, we ask them to encourage the upcoming leaders within their organisations to make responsible leadership a part of their journey, so that they too will want to make a difference through their leadership and influence in the coming years.

OUR PURPOSE

To inspire the leaders of today and tomorrow to transform themselves, their organisation and society for the better.

We provide leadership development programmes that offer a safe space for open discussion and challenge, inspiring and motivating leaders to make a positive difference from within. By discovering more about their own behaviours and the expectations they face as a leader at a personal level, attendees transform using curiosity and courage to make a difference to themselves, their organisations, and society.



CHAIR WELCOME

HELEN BOADEN

I am delighted to introduce Windsor Leadership's Impact Report which reflects a highly successful year for our charity. In a world of growing international tension, unpredictable conflict, economic uncertainty and breathlessly fast technological change, it can be daunting to take on any leadership role. So it is heartening to see how many leaders at every level come to our programmes with a passionate commitment to doing the best job they can for their organisation and for our wider society. It's a tribute to them that they dive into our programmes with curiosity and enthusiasm, often absorbing some tough insights along the way about their personal strengths and weaknesses in leadership. Our aim is to help them move from being good leaders to being exceptional, with the inner resources to navigate this very complicated and challenging world and try to improve it.

We could not achieve that aim without the confidence of their employers and the generosity of our donors who support our bursary programmes. We are very grateful for their belief in the value of our work. And that work depends critically on our volunteers: the highly trained facilitators, chairs and speakers who freely give their time, expertise and wisdom to Windsor Leadership. They are the lynchpin of the

organisation. We hugely appreciate their support and I take my hat off to them.

I am also very grateful to our Board of Trustees who actively support our strategic development and provide practical advice and help. It is a great pleasure to work with them and I am personally grateful for their encouragement in my role as Chair. Tracy Long stepped down from the board after seven years during which she made a significant contribution to our charity's development. In particular, her expertise in governance enabled a smooth transition between Chief Executives and between Chairs for which the organisation is very grateful to her. We are also very lucky to have a highly supportive Patron in Vice Admiral Sir Tim Laurence, who, as an alumnus, is unstinting in his interest and frequently attends our events.

Finally Windsor Leadership could not function without its small but mighty team. Superbly led by Chief Executive, Jonathan Story, our team is experienced, very hard working and multi skilled. They have demonstrated their energy, flexibility and dedication time and again as new challenges and opportunities over the past year have emerged. On behalf of the Board, I thank them all.



CEO WELCOME

JONATHAN STORY

I am delighted to report that this has been a hugely successful year, surpassing financial targets and expanding our reach across senior leaders in all sectors, each of whom contribute towards our vision of :

‘Exceptional Leaders, Leading for Good’.

As part of our drive towards more ethical and positive leadership, we have been working with partners on a number of bespoke programmes, each tailored towards a specific group’s objectives. This year we supported civil engineers, Muslim, Jewish and Christian faith leaders, leaders from the rail network, and senior leaders from the NHS. Each focussed on their sector challenges as well as considering their role and impact on society.

In the latter part of the year we released a paper, in partnership with the Public Chairs Forum, an association for the Chairs of arms-length-bodies. ‘Public Leadership – Navigating Uncharted Waters’ reviewed many of the challenges that Chairs and CEOs in the Public Sector are facing in these uncertain times.

Our workshops explored new themes throughout the year, attracting a new cohort

of alumni as well as some guest participants, who were keen to understand Windsor Leadership better before deciding to attend our core programmes. This supported our strategy of building a community of effective leaders, keen to continue their development and conversations with Windsor Leadership. This was also apparent within our Working Groups and quarterly webinars.

Diversity is key to all elements of what we do, and I am pleased that throughout the year we strengthened our focus on inclusivity. The topic is a key point for discussion on our core programmes, and we have a workshop each year focussing on the full spectrum of DE&I. We continue to excel at sector diversity, and now in addition to ethnicity and gender, we are also focussing on social diversity, a topic that we see growing in importance among our leaders and their organisations.

Interestingly though, in a leadership survey conducted at our 2023 Question Time event, it was noted that leaders felt that their organisations were delivering least effectively on social mobility, so clearly there is a lot more to do to support this. It was also recorded that leaders felt their organisations were delivering less effectively



on Diversity and Inclusion than the previous year, and overall, most effectively on Mental Health and Wellbeing. These statistics help to form the themes and focus for all our ongoing events and programmes.

As ever, none of this would be possible without our fantastic volunteers who support the programmes by chairing, facilitating or speaking. On every programme I am delighted at the participants' reactions to being able to hear from, and work with, such talented people. I thank each and every one of them for giving up their time and expertise.

Our core programmes are populating earlier than ever which suggests organisations are recognising more and more, the need for this style of personal development blended with responsible leadership. We are helping organisations develop the Social part of their ESG agenda and we have seen an increase in leaders reporting positive change after they have left our programmes.

After the success of 2023 financially, we are able to invest more into our bursary fund, and also support some partner initiatives. This includes staging the Faith Leaders Forum, a programme originally supported by His Majesty The King. The forum will provide an opportunity for senior faith leaders from the Jewish, Muslim and

Christian communities, to openly share their experiences of leading in their communities, at a time of heightened international tensions. Windsor Leadership was chosen to lead on this, as we have the ability to provide such a safe space for conversations that would not normally be able to take place. We look forward to developing this and other initiatives over the coming year.

We are also launching our Future Leaders Programme in 2024. Diversifying to one level below our senior leaders' programmes, this programme will help rising stars within organisations to prepare for senior leadership and will enable us to drive responsible leadership from an earlier age.

There are so many challenges out there that our leaders across all sectors face every day and we look forward to supporting them through these in 2024. As we build towards our 30th anniversary in 2025, we hope to welcome many more senior leaders into our community. With new projects and programmes, Windsor Leadership has never looked so relevant and such a vital component of senior leadership development.





OUR REACH

LEADERSHIP PROGRAMMES

We provided 13 residential programmes in 2023. Hosted within the unique setting of Windsor Castle, they brought together an eclectic mix of senior leaders from a wealth of differing organisations, including Corporate, Civil Service, Military, Education, Police, Charity and Faith. Programme participants benefited from the diversity of conversation and learning from like-minded leaders who think and behave differently according to their sector. This freshness of approach continues to be part of the unique experience felt by all the attendees.

Both of our venues, St Georges House, Windsor Castle and Cumberland Lodge, Windsor Great Park, offer a secluded and safe environment, in which leaders can explore personal challenges, knowing that they will be supported with positive intent and honest feedback. This methodology continues to result in highly successful

personal development. We retained high levels of feedback in 2023, resulting in 95% of attendees on the core programmes saying that the experience had been very good or excellent, and 100% of attendees stating that they would recommend the programme to others.

Over the year we worked with over 300 senior leaders from across 12 sectors and 187 organisations. The impact of the programmes causes a ripple effect, as our leaders implement their learning and insights back into the workplace, meaning that our reach extends to many thousands more.

“ This isn't a normal leadership course - Windsor stretches your thinking like you've never done before.’

*Craig Milne, Planning and Logistics
Director, Scotland, Network Rail*

“ An excellent journey in self-discovery, in a magical setting, accompanied by extraordinary women.”

*Jules Bottazzi, Head of Violence Reduction,
Thames Valley Police*



BURSARY SUPPORT

We want our programmes to continue to be open to all senior leaders across the UK. Attending leaders value the breadth of diversity seen across the programmes, which ensures alternative views, fresh thinking and a different way of being.

To ensure access to all, we provide bursary funding, enabling those from lower funded sectors, like Charity and Faith, to be able to attend the programmes.

67 charity leaders and 21 faith leaders engaged with our programmes and events last year, benefitting from £216,000 of bursary support across all areas of activity.

We not only enable these charity and faith leaders to learn from the diverse range of like-minded participants to strengthen their own leadership capabilities, but they in turn bring valuable learnings and insights into the programmes to the benefit of the other sector leaders. In particular, Faith Leaders often help others to look at their challenges and leadership style with humility and compassion.

Some of the charities benefitting from our funding support in 2023 included:

Age UK	Ellen MacArthur Cancer Trust
Alzheimer's Society	Federation of Jewish Services (The Fed)
Leeds Castle Foundation	Forces in Mind Trust
BeyondAutism	Greenwich Hospital
Camp Simcha	Housing Options Scotland
Resurgo Trust	Internet Watch Foundation
Depaul International	Kids Matter
London's Air Ambulance	Scottish Federation of Housing Associations
Girl Guiding	Scottish Land & Estates
Muscular Dystrophy UK	Sycamore Roman Catholic Charity
Naval Families Federation	The Blue Lamp Trust
Prostate Cancer Research	The White Ensign Association
Rethink Mental Illness	Tomorrow's Company
Royal Air Force Benevolent Fund	WWF-UK
Plunkett Foundation	The Namu Project
CSSC Sports and Leisure	Quo Vadis Trust

CASE STUDY



ANNET TTENDO-MILLER

GENDER JUSTICE CO-ORDINATOR, BMS WORLD MISSION
WOMEN IN LEADERSHIP PROGRAMME, MARCH 2023

As a young girl growing up in Uganda I could never have imagined coming on a programme at Windsor Castle. You see, at the age of 14, I unexpectedly became a mum, and it totally changed the course of my life.

I've been on quite a journey since then and I vowed that if I ever had a second chance, I would work to help other vulnerable women and children. Having worked through all that I experienced, I chose to no longer associate with being a victim. After training to be a lawyer in Uganda, I married and had the opportunity to bring justice to others who had been the victims of sexual offences. Now in the work that I do at BMS World Mission, I have the opportunity to help others address injustices too.

Rediscovering me

I had only arrived in the UK from Uganda a few months before being invited to participate in the Women in Leadership Programme with Windsor Leadership. So I was not only in a totally new context with my family but was also coming back to work after several years at home being a Mum to our young children. It was a new role, in a new country and a new culture, and I was overwhelmed, finding it hard to see the way ahead.

Facing the fear

I had to pinch myself to even believe I was coming to Windsor. But walking into Windsor Castle instilled me with hope. It opened a door I thought was closed, boosted me and gave me confidence.

“You see, before coming to Windsor, I had felt quite spent. Most of my life had been about empowering, mentoring and giving out to others – firstly as a lawyer and then working in the charity sector. I hadn’t focused much on empowering myself and building my own capacity. I had become blunt and needed to be resharpened. Windsor helped me to realise that I needed to take care of myself first, before empowering others.”

Emerging from my cocoon

Although I was connecting with women from different workplaces and very different backgrounds, we quickly found some commonality on the programme. In syndicate I was able to share some of the very deep and long-held vulnerabilities that I had as a woman. I used to do a lot of advocacy work in Uganda, but had lost my voice when I arrived in the UK through all the changes, - fears, doubts and transition that took place.

“ Coming to Windsor really helped me to reshape myself by shedding my old skin, adopting different habits and different ways of doing things and allowing the new me to emerge from my protective cocoon.”

Pushing my comfort zone on the programme released something in me. It freed me and gave me the confidence to no longer be intimidated in other situations too.

Noticeably different

The programme gave me more visibility at work as a woman. My colleagues saw a visible difference in me, and, over the past

few months, I've gained more allies, both male and female.

I had come from a position of considerable influence in Uganda operating at Executive Director level and now knew that it was only my lack of confidence that was holding me back in the new context. After receiving follow up coaching I accepted the added responsibility of being a Country Team Leader, which is something I wouldn't have been able to take on before.

So, I'm working on developing myself first, then my children, my family and my wider network. I'm now in a much better place and will soon start a joint venture with the charity Open Doors and BMS World Mission training our partners on gender justice.

Bursary significance

The gift of a bursary was a really significant part in enabling me to experience transformation. Like many charities, whilst BMS World Mission does a superb job in supporting its beneficiaries, it doesn't have the funding to provide professional development for all its staff. The bursary really helped me to realise that I was worthy of investment and the experience has transformed my future. I'm so grateful to the donors who made my transformation possible. Without it I wouldn't be enabled to empower our partners and wider network.

**ANNET TTENDO-MILLER,
WINDSOR LEADERSHIP ALUMNA**

CONSULTING AT THE HIGHEST LEVELS OF LEADERSHIP

Each year we host a Strategic Leaders Consultation for those operating at the very highest levels of leadership. The aim of the consultation is to encourage those with vast experience and influence to truly consider their impact, and debate, discuss and reflect on the complex issues in which they can make a difference. This year's consultation was chaired by Lord Karan Bilimoria and the 18 senior leaders on the programme heard from speakers including The Archbishop of York, The Most Reverend Stephen Cottrell and Baroness Young of Old Scone.

Whereas the environment had been the dominant topic in previous years, the focus this year was on the economic crisis and the increasing wealth gap. It was highlighted that organisations have a responsibility to improve and drive better social mobility. There was also a focus on the need to listen to younger people more, by giving them more space to speak and flourish. Our young people can have a much stronger impact on company culture, and we should recognise that as a society, everything we do now affects their future.

“ This group is the Board you couldn't afford... An incredible mix of senior leaders.”

Andy Pike CBE, Former Director of Communications and Engagement, GCHQ

“ An opportunity to learn from and with some current institutional leaders about how they are tackling today's major societal issues.”

Dame Ann Limb DBE DL, Chair, Lloyds Bank Foundation





OUR IMPACT

RESPONSIBLE LEADERSHIP

Throughout the programmes and some of our events, we set aside specific time to reflect on the responsibilities facing leaders at an individual, organisational and societal level.

Health and wellbeing of our leaders is paramount, as we need to ensure that they are fit in body and mind to lead with effect, efficiency and clarity. This enables leaders to meet the core purpose of their organisations, many of which have a direct impact on society at a base level. We then extend that by encouraging our leaders to look at how they model exceptional leadership and ensure that their own organisations employ and treat staff with fairness, equity and equality. Some leaders are not yet in a position to make change, so we sow seeds to nurture change in the future. At an individual level, some leaders choose to make a difference by becoming

a charity volunteer or Trustee, a school governor, or a mentor.

PROGRAMME OUTCOMES

Key areas of learning that emerged from the programmes included:

- Moving into strategic leadership and letting go of operational behaviours
- Looking after oneself, to be able to lead others effectively
- Leading remotely and managing hybrid working
- Preparing for the next level
- Managing toxic behaviours.

Based on a collection of the three words participants use to describe their experience, 'inspiring' continues to be the most used word, followed by 'insightful' and 'thought-provoking'.

Our speakers continue to challenge and inspire the attendees, often generating debate on the qualities required to be an effective leader. Speaking openly and honestly, the speakers show vulnerability, and share insights from their own leadership journey reflecting on how they have managed tough and challenging situations. Participants are able to ask questions as personal as they wish within the parameters of leadership, helping them to review and reflect on how they lead.

Throughout the programmes, attendees were surprised at how some of the most senior leaders can also suffer from Imposter Syndrome. This led to many discussions on self-belief and positive imaging. Many of the attendees subsequently leave the programme empowered with a new inner belief.

Key words that often emerged in discussions about the qualities of leadership included:

Integrity • Responsibility • Courage

Humility • Empowerment • Confidence



CASE STUDY



LIEUTENANT COLONEL BEN HAWES MBE & RABBI DR SAMUEL LANDAU

THE WINDSOR RIPPLE EFFECT - INCEPTION OF A MAJOR CULTURE CHANGE PROGRAMME

Lieutenant Colonel Ben Hawes MBE is Commanding Officer of the 2nd Battalion, Royal Anglian Regiment, which forms part of the NATO spearhead battle group. Rabbi Dr Samuel Landau is Founding Director of Someone Else's Eyes (SEE), a community clinical psychologist and Senior Rabbi.

Ben and Samuel first met in syndicate during their Windsor Leadership Programme in November 2021. Having spotted an article on BBC News saying how the senior army board had been questioned about the army's culture, Samuel and Ben discussed the issue as they headed down the Long Walk during a reflection break.

Ben describes how it was clear from the outset that Samuel was coming at the army's cultural challenges from a totally different perspective, and that fascinated him. At the end of the walk Samuel offered to put together a proposal. An intense period of co-creation then took place before reconvening in Windsor six months later for part two of the programme.

The proposal centred on how psychology could be used in small groups to bring about a culture change, but the process was very alien to many in the army, and as a result there were some significant naysayers.

“We were faced with some hardened military personnel with many years of service, who simply did not want to talk about their feelings.” However, something seemed to shift on the pilot when Samuel asked the opening question, “When was the last time you cried?”

One of the group started to joke. And then stopped and admitted that he cried every year on the anniversary of his daughter’s death. That moment was pivotal and the axis seemed to shift. Ultimately “some of the most significant naysayers and blockers amazingly became some of the biggest champions of the project,” explains Ben.

Having peeled back the layers, and exposed a level of vulnerability, it was all about building trust and Ben was particularly interested in the impact this would have on operational performance.

A core philosophy of the British Army is ‘Mission Command’, which is centralised intent, decentralised command. One of the key tenets for that to work is trust. Having championed the pilot as Commanding Officer of his unit, Ben, along with Military Observers, noticed a culture change within the team, which was attributed to improved trust, rather than an operational change. What had looked very pink and fluffy in the beginning had actually led to tangible, measurably improved defence delivery.

The regiment’s culture is now regularly referred to in training reports as people are behaving differently, are more willing to discuss weaknesses, and want to learn. As a result, this has transformed the regiment into a group that is more trusting of each other and operating more effectively in training as well as on the battlefield.

“ The core takeaway is that when you build healthy teams who understand each other deeply, care about and trust

each other, you can break through some of the culture challenges inherent in a hierarchical organisation and strengthen a high-performing team.

There is a little bit of magic that comes when, in a group of people, you’re pulled into a place of vulnerability and share something deeply personal.

With organisation-wide support, the programme is now being rolled out to the biggest brigade in the army, containing around 7,000 service personnel. But the impact hasn’t just been limited to the army. Upon hearing about its success, and wanting to know more, another Windsor Leadership alum, Chief Superintendent Gavin Dudfield from Dorset Police, reached out to Samuel and Ben as he wanted to deliver the same benefits for his organisation. So, from the initial conversation on the Long Walk in November 2021, the ripple effect has so far seen twelve army units and a police force experience transformation.

Sustainability is also a key tenant and training facilitators from within each organisation, has been an important element. After all, as the saying goes, ‘Teach a man to fish and you feed him for a lifetime’. By planting the knowledge within the organisation, Samuel hopes that the knowledge can be spread from within.

**LIEUTENANT COLONEL BEN HAWES
MBE & RABBI DR SAMUEL LANDAU,
WINDSOR LEADERSHIP ALUMNI**

1,000

hours of shaping
better leaders

95%

rated the programmes as
very good or excellent

144 volunteers

13 open programmes
5 bespoke programmes

90 days

of cultivating leadership
excellence

100%

would recommend
our core programmes

319

exceptional
senior leaders

DEVELOPING OUR LEADERSHIP COMMUNITY

We continue to support our leaders after their residential programmes, offering webinars, workshops, events and extended development through Windsor Working Groups and Coaching.

WINDSOR LEADERSHIP'S QUESTION TIME EVENT

Around 250 people attended our alumni gathering at IET London: Savoy Place in October. The event Chair, Sandy Nairne CBE FSA, expertly guided our panel around our opening themes, before opening up the floor to questions.

Themed questions asked of our speakers included:

- Why does social mobility matter and how can opportunities for more people be promoted across the nation?
- How does the establishment build trust and why is it so important?
- What is the role of purpose and responsibility within corporate organisations?

Speakers were:

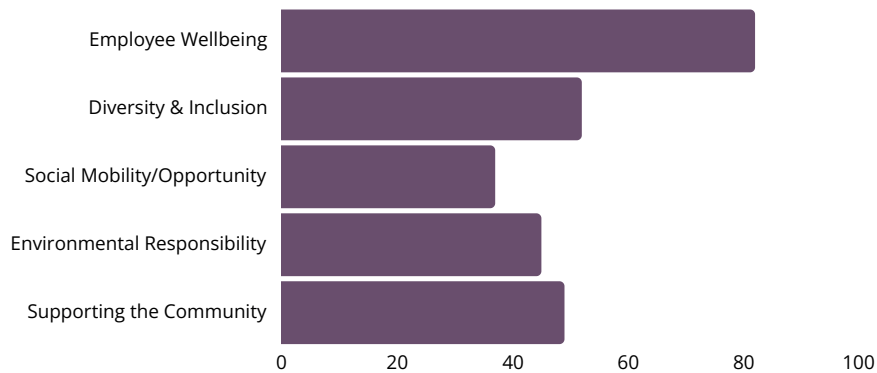
- Tanweer Ikram CBE DL - Deputy Senior District Judge (Chief Magistrate), Westminster Magistrates' Court
- Sarah Healey CB - Permanent Secretary of the Department for Levelling Up, Housing and Communities
- Dame Elizabeth Corley DBE, Chair of the Impact Investing Institute and Schroders.

We once again offered audience participation through the Mentimeter voting system.

In response to 'Which of the following areas do you feel your organisation is tackling successfully?' Employee Wellbeing received the highest response, which was the same as 2022. However, there was a notable drop compared to the previous year in Supporting the Community, which implies that organisations are looking more internally than externally.

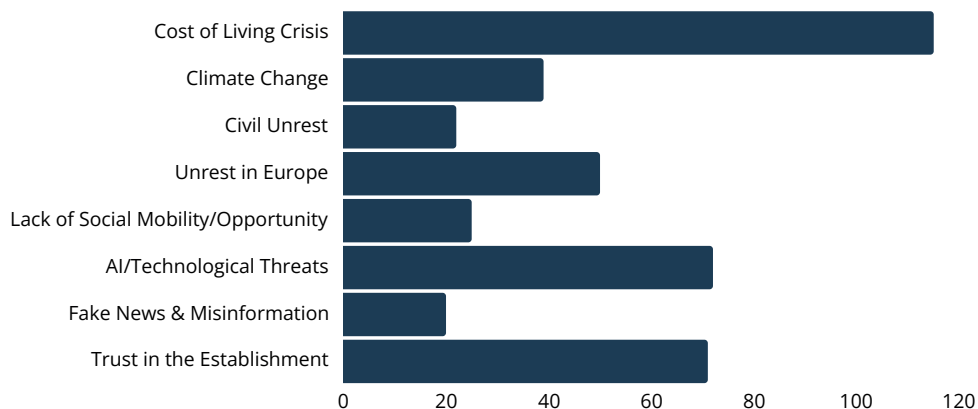


Which of the following areas do you feel your organisation is tackling successfully?



In response to the question, 'Which three of the following societal challenges will most impact your organisation's performance over the next year?' The Cost of Living and Trust in the Establishment remain two areas of concern, but there was a notable increase in the rise of AI/ Technological Threats, which hardly featured in 2022, and look like they will be a big concern going into 2024.

Which three of the following societal challenges will most impact your organisation's performance over the next year?



These answers were all reflected back in the questions posed by the audience throughout the panel session, and going forward, we will be creating space on our programmes to consider these challenges in more detail.

Question Time proved itself again to be an invaluable event for bringing our alumni and some of their syndicate groups back together. It also offered a chance for alumni to bring guests who might one day also attend our programmes and become part of the Windsor Leadership community.

COACHING, MENTORING & WORKING GROUPS

As the programmes draw to a close, participants often reflect on what support they need going forward. Most syndicate groups choose to continue to meet offering support and counselling to each other. Those with a more specific development need, may choose to find a coach. Windsor Leadership coaches provide the perfect ongoing support, as they are all familiar with the Windsor Way of development.

Those participants looking for more structured support, choose Windsor Working Groups. Each group meets quarterly allowing members to share ongoing challenges and receive valuable feedback and support from like-minded, independently thinking senior leaders. Each of the members receives one-to-one coaching in between the meetings, meaning that they have 8 interactions throughout the year. Some members have benefitted from membership for many years, finding the positive and structured challenge culture invaluable to their career development.

We have made bursary support available for several faith and charity leaders to participate in our coaching and working groups, which we will continue to do into 2024.

Many of our most senior leaders offer free mentoring to our alumni as a way of giving back to the Windsor Community. As both mentors and mentees have been through the Windsor programmes, there is already an understanding and trust that is not easily found elsewhere. Our alumni portal, which hosts around 2,500 Windsor Leadership alumni, enables our leaders to find mentors from sectors outside of their own sector, which can often provide really useful alternative perspectives.

The portal, available free to all alumni, also enables leaders to expand their network

and supports job seeking opportunities and finding business connections regionally or nationally.

WEBINARS AND WORKSHOPS

Our webinars and workshops provide alumni and guests a chance to reflect on the key challenges facing leaders today, hear from expert leaders and ask the questions that matter to them.

This year alumni benefitted from hearing from the following webinar speakers:

- Mike Logue - Retail Leadership Consultant, Ex CEO of Dreams Ltd
- Sir Matthew Rycroft KCMG CBE - Permanent Secretary, Home Office
- The Rt Revd Dr Joanne Woolway Grenfell - former Bishop of Stepney

Throughout the webinars we explored the key themes of:

- Modelling self-care as a leader and safeguarding personal and team wellbeing
- Using measured self-disclosure and vulnerability in building trust and enabling others with differing perspectives to effect positive culture change
- Managing the dissonance between corporate and personal values and recognising the power of honesty, integrity, authenticity and vulnerability in strengthening relationships.

Our workshops further developed some of the themes and areas for further discussion that have arisen on recent programmes. 2023 workshops included:

Responsible leadership: How to practice self-care and enable others to do the same

During this workshop we considered the importance of prioritising and modelling sustainable self-care as a leader, in order to support the wellbeing and mental health of staff teams. Speakers included Jo Youle OBE, CEO, Missing People and David Ereira, Founding Director, Ereira Mendoza.

Leading a diverse and inclusive organisation

At this workshop we explored how we could create a diverse and inclusive working environment, by leading in a way that enables everyone to perform at their best. The focus was on growing and leading a diverse team so that they not only thrive as individuals, but also work effectively together for a happy, healthy and productive organisation. Speakers included Louise Blythe, Executive Producer, BBC and Jonathan Shepard, BP.

Value-centred Leadership

During this workshop we explored leading in a way that upholds our personal and organisational values, particularly when the climate and situation is challenging.

It is one thing to have a clear idea of your own personal values, but it can be an

entirely different matter to live out those values on a day-to-day basis within an organisation. With increasing external pressures on businesses, more and more people are finding that their own values are being challenged on a regular basis. Therefore, a key focus of the workshop, was how participants could lead with integrity and keep true to their values, when they are tested. Speakers included Andy Roe, Commissioner, London Fire Brigade and The Rt Revd Rose Hudson-Wilkin CD, MBE, Bishop of Dover, CofE.

Women in Leadership

This workshop, which complements our Women in Leadership Programme, focussed on empowering senior female leaders. Taking a practical approach to dealing with gender issues, it provided an exclusive environment to reflect on the challenges women face today and explored the issues of confidence, clarity and courage. Speakers included The Very Revd Catherine Ogle, Dean of Winchester and Debra Allcock Tyler, CEO, Directory of Social Change.



“ Values are not outdated or out of fashion, they provide a much needed compass in leadership. This workshop is a must for all those who are looking to lead with integrity.”

*The Revd Joseph Fernandes, Rector,
Church of England*

“ A cracking opportunity for exposure to brilliant, brutally honest and inspiring speakers.”

*Matt Bowden, Director & GM,
Red Penguin Marine*





OUR PARTNERSHIPS

SPONSORS & ALUMNI GIVING SCHEME

We are grateful to all our sponsors and supporters who help to provide crucial bursary funding, which enables charity and faith leaders to participate in our programmes. Support is provided via a number of organisations and trusts, our Alumni Giving Scheme and personal donors, who generously give from £1,000 to £5,000 every year. Sponsors include:

Benefact Group	Department for BEIS
Airwave	Mercers
Scottish Government	Welsh Water
Telos Foundation	Ecclesiastical Insurance

CHAIR AND FACILITATOR EXECUTIVE

CAFÉ is the representative body of our volunteer chairs and facilitators. It supports the Windsor Leadership team with facilitator recruitment and development, and acts as a sounding board for ideas. It has also become a valuable resource for developing those ideas and bringing them back to the senior executive for review and implementation. We are grateful for all the time the members give to Windsor Leadership and for their extra support on the many sub-committees. CAFÉ also hosts workshops and networking events

for the wider volunteer base. Over the past year CAFÉ subgroups and workshop themes included:

Workshop

- Rethink Mental Illness

Project Themes

- Building diversity among our volunteer base
- Creating an online collection of inspiring phrases captured on our programmes – some well-known, some participant-generated
- Developing effective sessions for participants on societal responsibility.

NEW REPORT - NAVIGATING UNCHARTED WATERS

Working in partnership with the Public Chairs Forum and the Association of Chief Executives, we interviewed more than 60 public sector leaders to consider -

How might we release the true potential of public body leaders?

Speaking confidentially, these leaders shared the frustration of living in the shadow and control of their governing departments, which stifled change and progress. It was found that public body leaders hold strong beliefs in the value

and nature of public service. The all important 'why' for these leaders is the belief that what they do has a profound impact on the lives and situations of the public that they serve. For many, a specific challenge was the ability to engage positively with the public during periods where overall trust and confidence in public service has declined.

The report covered key themes on collaboration, resilience, upholding the Nolan Principals, investment in self, and keeping pace with change. Many of the themes reflected learning seen on our own programmes, including finding a balance between courage and compassion.

Outcomes included the need to let experts be experts – let arms-length-bodies do what they do best without disempowering their leaders. There was a focus on the need to invest in leadership both current and for those with the potential to reach strategic leadership positions, and that leadership is not something to do alongside the day job – it is the day job!

Co-creating this report gives Windsor Leadership greater credibility among Public Sector bodies and the Civil Service. It also gives us a real insight into the problems faced by the CEO's and senior leaders of these bodies, which then helps us to understand some of the challenges brought to the programmes by the public sector.



BESPOKE PROGRAMMES

We designed three tailored development programmes for our partners in 2023, to support the specific needs and challenges that certain sectors face.

Network Rail

This programme brought together leaders from Network Rail and some of their partner rail operators. Focussed on the future planning of the railway system and partnerships within the network, the programme explored the need for strong leadership and collaboration, while trying to meet the needs of society.

“ This is a first class experience that drives you to reflect on your leadership experiences and personal impact in the industry for the greater good. ”

Christian Jackson, Strategic Development Director, Balfour Beatty

The Institution of Civil Engineers

This programme enabled senior leaders within the civil engineering world to focus on the impact that their work and projects have on our society. There is a challenge required of them to balance the infrastructure needs of a nation with the demands of government, shareholders, and the public. The programme encourages collaboration, building of networks and looking to the future.

“ The Windsor Leadership Programme was simply the best I have ever been on and I feel very fortunate to have had the opportunity to attend. ”

John Grimm, Deputy Alliance Director, National Highways



Mosaic

This programme brought together young clerical leaders from across the Muslim community focussing on learning, growth, empowerment, and collaboration with wider society within the UK.

Having started in 2022, this year long programme concluded at Dumfries House in Scotland. Throughout the year, learning modules were delivered by Islamic teachers and leaders, while Windsor Leadership helped the leaders to understand themselves better and look at what was holding them back from their own development.

The programme met its objectives by offering guidance on community leadership and skills, and helping Islamic leaders collaborate and build trust and integration, within their own communities and wider society. His Majesty The King, one of the original visionary drivers of the programme, visited at both the beginning and the end.

“Thought provoking program to help you understand yourself better, and to grow as a leader.”

Abidurrahman Molvi, Minister of Religion, Lanarkshire Muslim Welfare Society





THANK YOU

2023 was a highly successful year for Windsor Leadership, but we could not have achieved it without the dedication and support of our volunteer chairs, facilitators, speakers and Trustees, as well as the huge generosity of our donors and supporters.

A special thanks also goes to our partner organisations and our wonderful participants and alumni. Their ability to confront the challenges of leadership with courage, consideration and a willingness to embrace new opportunities, means that our vision of 'Exceptional Leaders, Leading for Good' can be realised for many more individuals and those they serve.



windsorleadership.org.uk

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