



30th Anniversary **Impact Report**

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Vice Admiral Sir Tim Laurence, Patron

Measuring the impact of any organisation can never be a precise science. For a Trust whose objective is to help people develop and improve their leadership over a career and indeed a lifetime, measurement is especially difficult. This report has approached the problem by asking a very wide range of alumni what benefits they have derived from their time with us. This is the first time in our 30-year history that we have attempted an exercise with this breadth and depth.



When the Trust emerged as a separate entity from St George's House in the mid-1990s it was because Prince Philip and others recognised that good leadership was an essential factor in "effecting change for the better by nurturing wisdom through dialogue" – the objective of the parent body. The Trust therefore sets itself a broader remit than most leadership institutions. It is not just about improving individual leadership; we also aim to help our alumni have a positive impact on those around them and on society more generally – 'Exceptional Leaders, Leading for Good'.

The results of our survey set out in this document tell a fascinating and encouraging story of what has been achieved. There are some statistics, including those of our alumni's reach and spheres of influence. But for me some of the most powerful evidence comes from the reflections on how time spent with the Trust has changed the way alumni approach the challenges they face. The spirit of sharing leadership experiences amongst themselves and listening to external speakers; the practice of working in small syndicates; the continuing support from peers, that most have enjoyed throughout their subsequent careers – all these mark out the Trust and help to explain its success. It will reassure those who support us and guide us for the future.

Introduction

Windsor Leadership is dedicated to developing high-quality, values-driven leaders across the UK. Our method centres on facilitated discussion and reflection on real-life leadership challenges, drawing on the experience and expertise of both programme leaders and participants from all different sectors of society. Everyone who joins our programmes is supported in applying this peer-based learning to strengthen their leadership for the benefit of their organisations, wider society, themselves, and fellow leaders.



This distinctive approach has been at the heart of Windsor Leadership's work for 30 years, benefitting leaders across private, public, and not-for-profit sectors.

To mark our 30th anniversary in 2025, we surveyed our alumni to assess Windsor Leadership's impact over three decades. This report shares the survey findings, alongside insightful alumni comments that capture the 'Windsor Way' of leadership development.

The survey also explored which qualities leaders themselves believe are most important, offering a window into the traits our programmes nurture.

In 2025, alumni were also invited to participate in Connect & Reflect, a project gathering views on the leadership opportunities and challenges of today and tomorrow. Insights from Connect & Reflect are included here to help inform Windsor Leadership's future direction.

We hope you find this report both informative and inspiring.

Dr Edmund Newell LVO
Leadership Development Director

Note on Methodology

By developing leaders and fostering a strong alumni network, Windsor Leadership drives impact in three key areas:

- ▲ Within the **organisations** where alumni work
- ▲ Across **wider society**, as leaders influence beyond their organisations or move into new roles
- ▲ In the development of **other leaders**, by sharing their Windsor learning with colleagues and mentees

The 30th anniversary alumni survey gathered quantitative and qualitative data on each of these areas, with results summarised in this report.

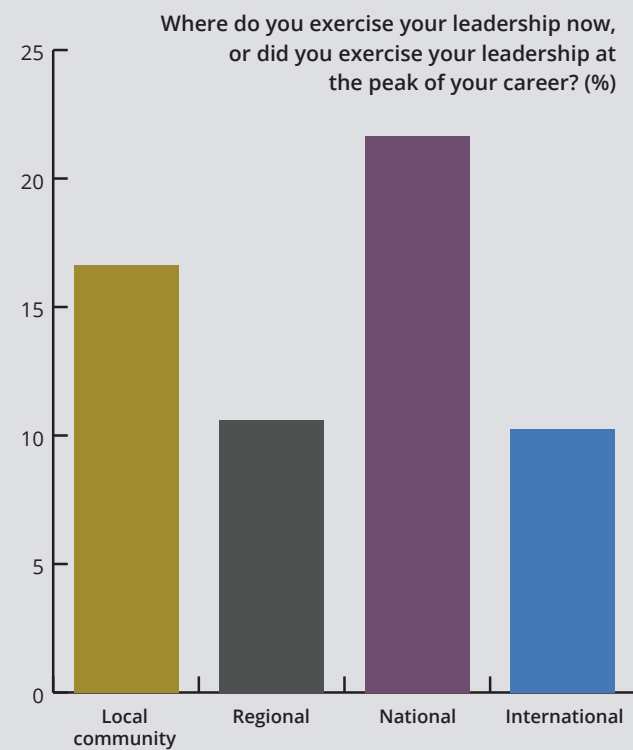
The survey was based on our new 'theory of change' and impact measurement methodology, which will guide future impact reporting (see p. 26 for further details).

Of the alumni contacted, 333 responded - a 12% response rate, offering a statistically adequate sample size for data analysis.

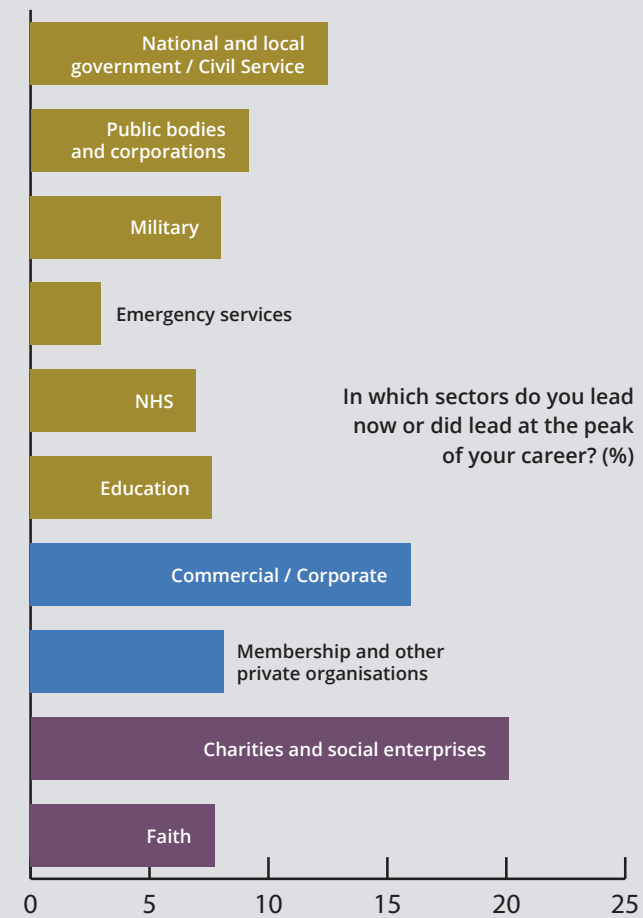
AI assisted with sentiment analysis of qualitative data obtained from the survey and Connect & Reflect responses.

Sphere of Influence

To assess the potential impact of Windsor Leadership, the survey gathered data on the geographical reach, sector spread, and leadership levels of our alumni, and the number of people they directly influence. The results are as follows:



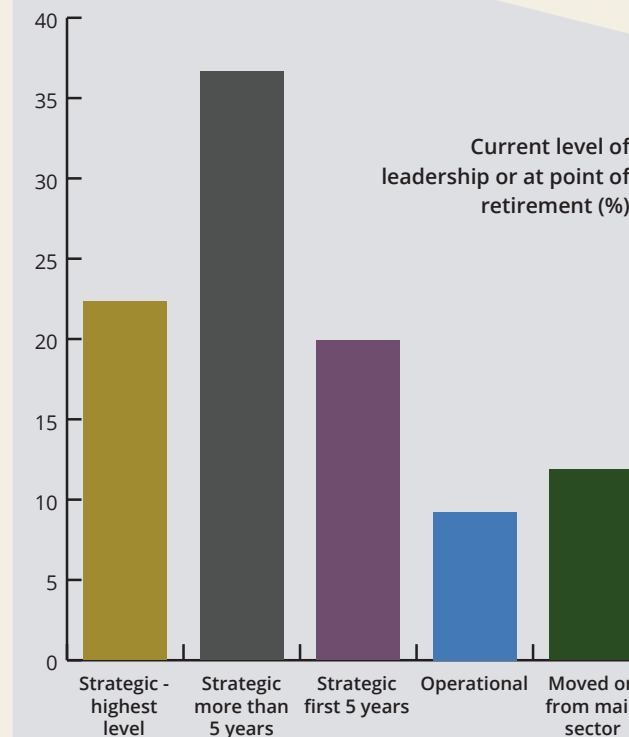
As well as the **45%** who lead within their organisations, **22%** lead at the national level, **10%** lead at the international level, **17%** lead in the local community



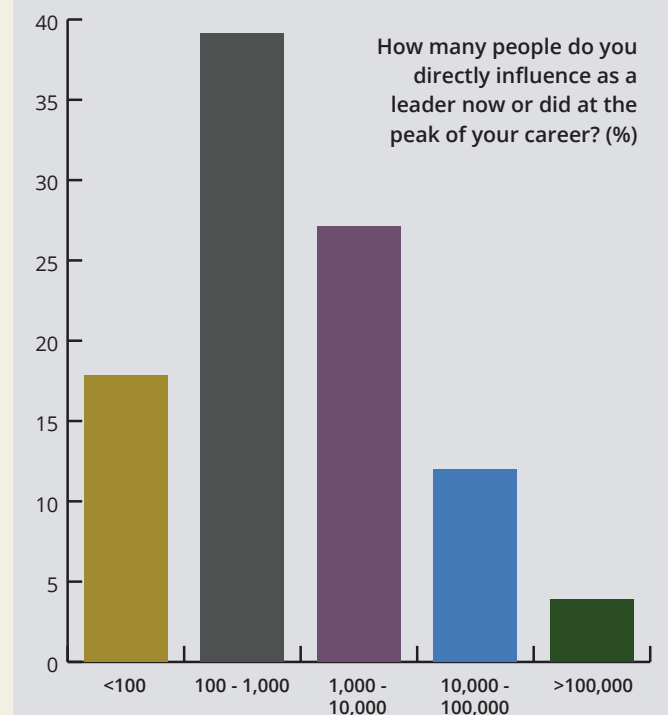
47% lead in the public sector, **25%** lead in the private sector, **28%** lead in the not-for-profit sector

The results show Windsor Leadership alumni have broad and significant influence within and beyond their organisations and across multiple sectors. Sector diversity is important not only for the widespread delivery of impact, but for expanding leaders' perspectives through cross-sector engagement and learning.

91% are strategic leaders, with 22% operating at the highest level in their field and 12% having moved to new sectors. Most (66%) directly impact between 100 and 10,000 people, with 16% influencing over 10,000. Leadership is primarily organisational (69%), but 29% extend their influence into wider society (not shown in graph).



91% strategic leaders, **22%** leading at the highest level

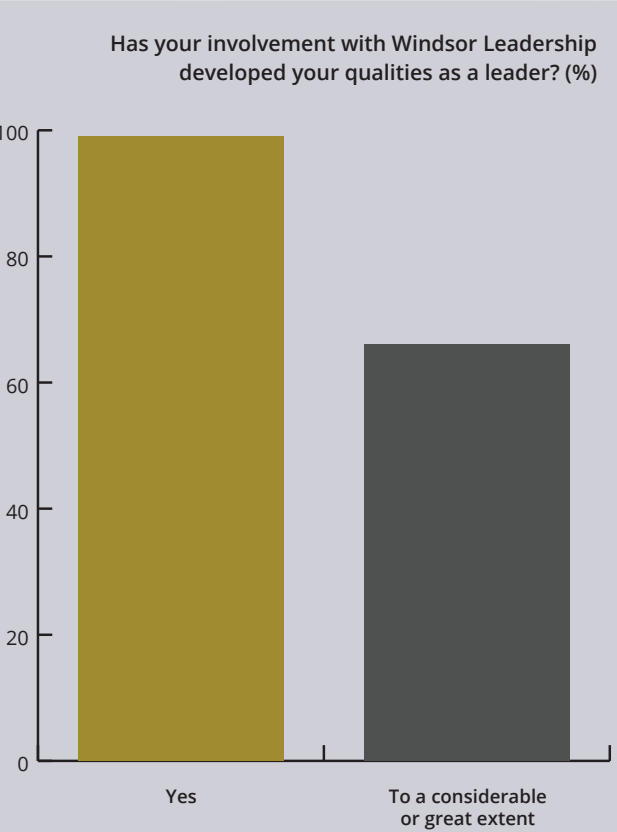


43% directly influence over 1,000 people, including **16%** who directly influence over 10,000 people

57% directly influence up to 1,000 people

In summary, Windsor Leadership's sphere of influence is considerable. Alumni shape organisations and communities across multiple sectors and regions, demonstrating the potential for wide-reaching impact.

Also essential for measuring impact is to assess the extent to which involvement with Windsor Leadership enhances leadership capabilities. The survey findings are as follows:



99% say their involvement with Windsor Leadership has developed their qualities as leaders, including 66% who say it has done so to a considerable or great extent.

Alumni report that Windsor Leadership significantly shapes their leadership journeys, fostering personal and professional growth. Of the qualitative data collected from alumni, key themes emerged around:

- Foundation for leadership:** Many credit Windsor Leadership with establishing a strong base for their leadership, encouraging reflection and further growth.
- Authenticity:** Programmes promote authentic leadership, boosting confidence and effectiveness.
- Shared challenges:** Engagement with peers reveals that leadership struggles are universal, encouraging mutual support and learning.
- Broader perspectives:** Exposure to leaders across sectors highlights common challenges and promotes cross-sector learning.
- Strategic influence:** Alumni note improved strategic thinking and an ability to influence beyond their organisations.
- Career progression:** Many describe the Windsor experience as transformative, providing space for reflection, support, and progression to senior roles.
- Practical tools:** Alumni gain leadership models and practical resources to support transitions and change.
- Networking:** The opportunity for ongoing learning and inspiration through connections with diverse leaders is highly valued.

Comments include:

- “It provided me with diverse perspectives and enabled me to understand better the true nature of leadership, as opposed to simply issuing direction.”
- “It was life changing for me and my leadership journey. Gave me space to reflect and be supported through leadership challenges which allowed me to grow as a leader and take the next step into senior strategic leadership roles.”
- “Windsor enabled me to pause and reflect on the question: What kind of leader do I want to be, and how can I lead with greater integrity, courage, and purpose?”

Overall, this demonstrates that Windsor Leadership offers more than traditional training - it delivers a transformative experience marked by authenticity, peer learning, broadened perspectives, and practical support. Participants leave with greater confidence, a heightened strategic mindset, and networks essential for impactful, values-driven leadership.

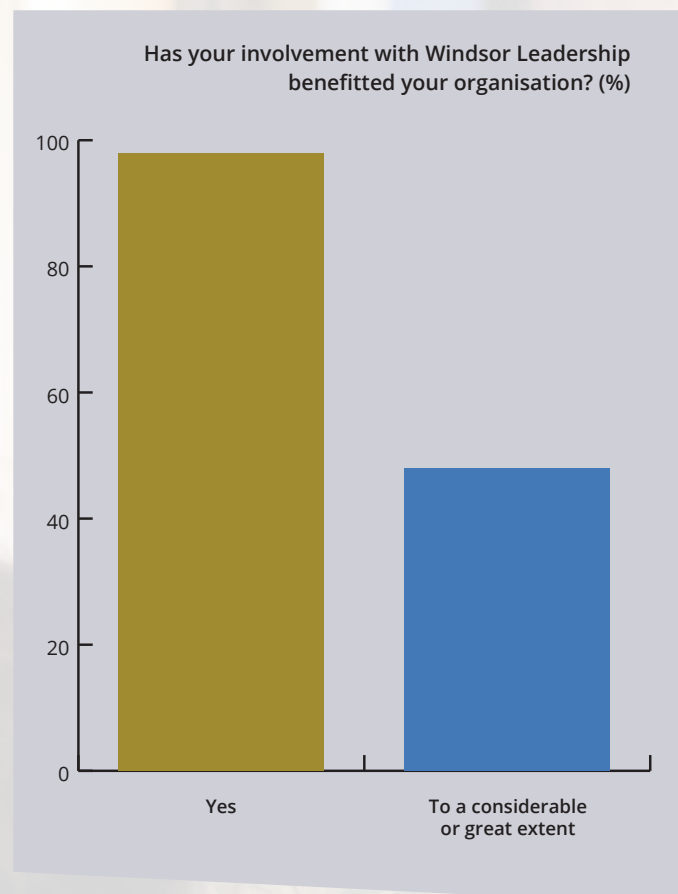


Exploring Impact on Organisations

Windsor Leadership seeks to make an impact by improving leadership within the many organisations that nominate leaders to attend its programmes. The survey findings on organisational impact are as follows:

The survey responses reveal that Windsor Leadership alumni bring a range of organisational benefits back to their workplace. Key themes include:

- Adoption of advanced leadership practices:** Alumni use new tools and perspectives gained from the programme to influence organisational direction and culture.
- Strategic change and collaboration:** Participants become more confident leading complex change initiatives and working collaboratively, making organisational change a core strength.
- Broader perspectives and peer networks:** Alumni expand their outlook and value the professional networks formed, which support ongoing learning and problem-solving.
- Integrated and focused leadership:** Programmes help alumni connect organisational elements and drive cohesion and continuous improvement in their teams.
- Organisational growth and role modelling:** Some alumni bring robust leadership to new organisations, modelling effective behaviour and supporting others' growth.
- Leadership progression:** Multiple participants have progressed to strategic roles, indicating Windsor Leadership helps cultivate future leaders within organisations.
- Varied impact:** While not all organisations see direct benefit, most experience long-term positive effects from alumni's enhanced capabilities.
- Networking and project advancement:** Continued networking and access to practical tools help move projects forward more effectively.
- Empowerment and career advancement:** Windsor Leadership programmes give participants the confidence to pursue new executive roles.



Comments include:

- "I have been able to support and empower team members to thrive and develop as well as winning new programmes of work to secure a future for the team."
- "Improved communication and presentation skills have helped ensure clearer, more effective team collaboration and alignment on goals."
- "Encouraging open feedback has strengthened trust and fostered a culture of continuous learning, leading to higher team engagement and performance."

Overall, the survey results show that Windsor Leadership delivers significant organisational benefits by developing effective leaders, spreading advanced practices, and building strong alumni networks, with most organisations seeing lasting, positive impact.

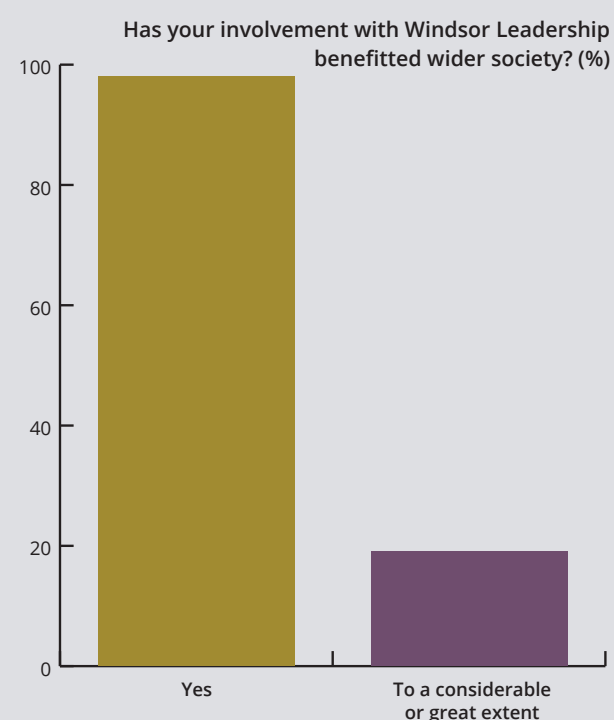
98% say being involved with Windsor Leadership has benefitted their organisation.

98% say being involved with Windsor Leadership has benefitted wider society.



Exploring Impact on Wider Society

Windsor Leadership encourages programme participants to apply their leadership abilities to benefit society, both within and outside their organisations. The survey showed the following:



While the survey shows that alumni have a greater organisational than societal impact – which is expected since many hold full-time organisational roles – the results are encouraging. Windsor Leadership's influence extends beyond workplaces, as alumni apply its values to broader contexts and community challenges. Key themes include:

- **Applying the Windsor ethos more broadly:** Alumni transfer programme principles to societal issues, not just their jobs.
- **Confident, authentic leadership:** Many alumni now lead confidently and authentically in education, charity, and other societal sectors.
- **Community engagement:** Many alumni engage more thoughtfully with charities and community organisations, positively affecting vulnerable populations – up to a million people annually in some cases.
- **Supporting leadership growth:** Alumni foster leadership not only in their organisations but also as volunteers and non-executive directors.
- **Cross-sector networking:** Exposure to diverse leaders enhances collaboration and learning.
- **Societal awareness:** Windsor Leadership programmes broaden participants' perspectives and sense of social responsibility.

Comments include:

- “The programme deepened my understanding of leadership as a vocation rooted in service, which has shaped how I engage with civic life, local communities, and public discourse.”
- “Windsor has enabled me to contribute more thoughtfully and effectively to building cohesive, compassionate communities. Its impact on my leadership continues to ripple outward.”
- “I am helping to foster a culture of collaboration, resilience, and continuous improvement, ultimately supporting better outcomes for patients, staff, and the wider community.”

In summary, Windsor Leadership cultivates leaders who contribute meaningfully to society, carrying forward its values and commitment to positive change well beyond their professional roles.

Comment by Gordon Seabright, CEO, HORNIMAN MUSEUM AND GARDENS

In 2006, when Commercial Director of the Royal Horticultural Society, my thoughtful employers sent me on a Windsor Leadership programme. I had no idea what a transformative experience it would be. Two decades later, I am lucky enough to attend programmes as a chair or speaker, and hopefully my enthusiasm for the ‘Windsor Way’ has won some other converts.



The survey results are typically ‘Windsor-ish’ – they illustrate impact without overclaiming or hyperbole. They promote reflection, just like time spent at Windsor Castle or Cumberland Lodge.

The place-based nature of the Windsor experience is profoundly important. The buildings are literally safe spaces, encouraging curiosity and honest reflection. And there is a sense of feeling special, with a responsibility to use the time well, to grasp fully the opportunity to explore being the best possible leader.

Equally important are the people who are driven by a passion for their mission. It is quite a moment for participants when they realise that the expert facilitators supporting their growth do so pro bono. That authentic commitment ensures that participants are open, curious and mutually supportive from the outset.

Windsor Leadership is unusual in its concern for the “how” as well as the “what”. I suspect that society has benefited more than alumni realise from their time with peers from every sector, exploring the importance of values within their work and communities. I know that 19 years after my first time at the Castle, I remain a passionate advocate for reflection and authenticity in leadership.

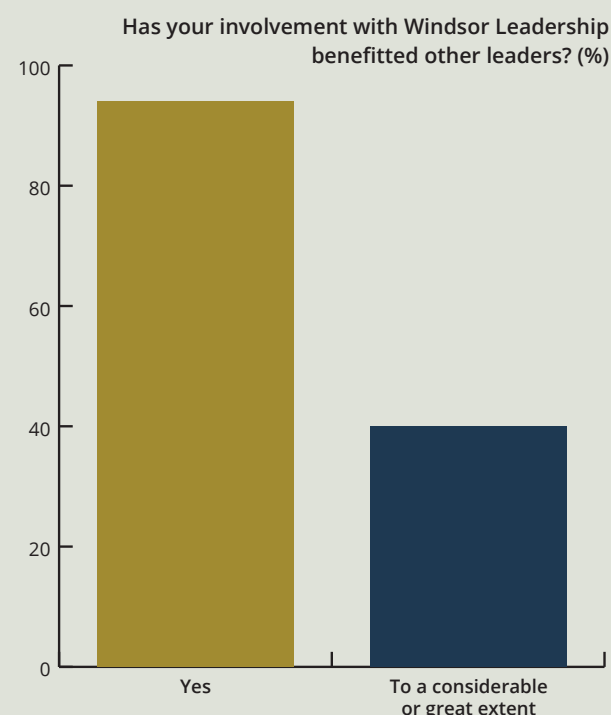
Comment by Chief Constable Jo Farrell, POLICE SCOTLAND

My involvement in Windsor Leadership has profoundly shaped my leadership role in society. Being part of an Experienced Plus Working Group, with Windsor Leadership, has strengthened my confidence, particularly my willingness to challenge the status quo. I often use the group to benchmark my thinking over a six to twelve-month horizon, and this has been invaluable for shaping strategy and decisions. I've particularly valued the diversity of voices within the group. With representation from England, Scotland, Northern Ireland, and Southern Ireland, it brings together a wide range of experiences and operating environments. This diversity – combined with discussions around members' development plans on diversity and inclusion, has been especially powerful. Facing many of the same challenges across different organisations, I've found that comparing approaches has significantly deepened my own thinking.



Over time, as people have moved roles or organisations, their evolving perspectives have enriched our conversations. It genuinely feels as though we've been on a shared journey, growing together through different stages of leadership. Our conversations – ranging from national and international politics to governance – have sharpened my ability to horizon-scan and navigate a complex, shifting environment. The group has provided a space to explore new ideas, test strategies, and gain insight from peers who face similar organisational challenges. From Deputy Chief Constable at Durham, to Chief Constable at Durham, and now Chief Constable of Police Scotland, what I've learned has strengthened both my leadership and the service we provide to the public.





94% say Windsor Leadership has helped them develop other leaders.

Exploring Impact on Other Leaders

Alumni responses reveal a strong commitment to supporting other leaders. Key themes include:

- **Mentorship and coaching:** Alumni mentor and coach colleagues across sectors, focusing on both professional and personal growth.
- **Sharing Windsor Leadership learning:** Many use and share insights from the programme to foster growth and continuous development among peers.
- **Facilitating opportunities:** Leaders create chances for others to take on new responsibilities and advance in their careers.
- **Creating supportive environments:** Alumni nurture trust and encourage experimentation, often driving positive cultural change in teams and organisations.
- **Developing senior leadership:** Some influence C-suite teams, modelling best practices and building confidence among senior colleagues.

Comments include:

- "I have used the learning from Windsor in my engagement with my immediate and wider teams to support a change in culture and apply some of the principles learned via Windsor to my style and the way I encourage and support them to lead."
- "A key way I have supported the development of other leaders is through coaching, drawing directly on the tools and reflective practices gained from Windsor Leadership."
- "I have encouraged others to attend the course, learn from insights and work in a more 'Windsor Way'."

Overall, the survey shows that alumni believe that Windsor Leadership plays a significant role in enhancing leadership capabilities which, in turn, leads to positive impact across sectors, society, and in the development of other leaders.



Comment by Alasdair Henderson,
EXECUTIVE DIRECTOR, BAM IRELAND

The importance of developing others and ensuring effective succession is a core tenet of modern leadership, so I'm delighted (but not surprised) to see this theme come out so strongly in Windsor Leadership's alumni survey. In an increasingly intense world where the tyranny of metrics can motivate self-centric behaviour, Windsor alumni are sharing their skills and insights in a way that encourages and motivates their teams and professional networks.



Good leadership involves a great deal of giving - of time, energy, advice, insight and support. The survey responses capture both the spirit and the practice of this, highlighting mentoring and coaching as some of the main sharing practices of Windsor Alumni. While the benefits of these practices are generally acknowledged, less well understood is the catalysing effect they have on accelerating personal growth in others. We all reflect and plan, but it is often that interaction with an insightful discussion partner that spurs us to action, launching the next growth phase in what is a highly non-linear journey.

And this really takes us to the heart of what Windsor does - an approach built around peer-to-peer discovery, exploring rather than teaching, and finding new and practical ideas within a meaningful social context. The 30th Anniversary Alumni Survey is clear; not only do 94% of the respondents say their involvement with Windsor has helped them develop other leaders, but the manner in which they do it responds to Windsor's vision of leadership in the modern world, meeting uncertainty with courage, resilience and insight.

Comment by Victoria Humphries,
CEO, ROYAL PHOTOGRAPHIC SOCIETY

Throughout my leadership journey - from Head of Teachit (part of AQA Education), to self-employed leadership and culture consultant, to my current role as CEO of the Royal Photographic Society - the common thread has been my experiences at Windsor Leadership.

I have learnt how to act as a leader, what my responsibilities are as a leader, and, probably most importantly, how I can play a part in developing future leaders. The magic of attending a Windsor Leadership programme is that, rather bizarrely, you aren't taught anything - instead it is all about listening, questioning and self-reflection. Your syndicate creates a unique bond which becomes a support network, a coach, a critical friend and a source of 24/7 advice.

As a result, you may be inspired and gain the confidence to try new ways of handling difficult situations. In my case an honest conversation with a colleague led to them transforming into an enthusiastic and valuable member of my team, and they are now a senior leader and passing on the same lessons to others!

Ultimately, the biggest lesson I have learnt is the importance of leaders displaying high moral courage even in the toughest of situations. If you can do this, and demonstrate integrity, then you engender greater trust and unity within your team and role model good leadership. One of my Windsor facilitators shared a quote from US President John Quincy Adams: 'If your actions inspire others to dream more, learn more, do more and become more, you are a leader.'

Windsor Leadership’s approach is distinctive: all activities are delivered by leaders, for leaders. The survey asked alumni to name four words that best define great leadership and share their favourite leadership quotes.

Integrity emerged as the top trait - honesty, trustworthiness, and ethics are seen as fundamental. Empathy and compassion were cited frequently, reflecting the importance of understanding and caring for others. Vision and strategic thinking, communication, humility, and authenticity also ranked highly.

Other important qualities included:

- **Courage:** The willingness to take risks and make tough decisions.
- **Resilience:** Perseverance and adaptability in the face of challenges.
- **Self-awareness:** A commitment to reflection and growth.
- **Consistency:** Reliable behaviour and decision-making.
- **Inclusivity and collaboration:** Fostering teamwork and valuing diverse perspectives.
- **Kindness:** Warmth and support for others.
- **Openness and curiosity:** Receptivity to new ideas and learning.
- **Confidence and inspiration:** The ability to energise and motivate others.
- **Accountability and fairness:** Responsible and equitable leadership.
- **Emotional intelligence:** Managing emotions with skill and empathy.
- **Listening and approachability:** Being attentive and genuinely interested in others’ viewpoints.

Overall, alumni believe great leadership blends integrity, emotional intelligence, clear vision, and a strong commitment to supporting others. Leaders are expected to act ethically, communicate clearly, inspire, and lead with courage and compassion.



Comment by Amanda Salloum,
HEAD OF INTERNATIONAL STRATEGY, HOME
OFFICE; TRUSTEE, WINDSOR LEADERSHIP

As a new trustee, I found the Windsor Leadership research both timely and affirming. The emphasis on values-led leadership, authenticity, and reflective practice strongly resonates with the desire among younger generations for transparency, inclusivity, and purpose-driven decision-making.



Coming from Trinidad, I particularly value the research's call for inclusive leadership. Representation matters. Leaders must not only make space for diverse voices but actively champion them.

I'm also struck by the survey's themes of vision, adaptability, and resilience. These qualities are crucial in navigating today's global complexities and shaping long-term solutions. Leaders must be able to listen deeply, communicate clearly, and act with courage in uncertain terrain. In a complex and volatile world, effective leadership must be capable of bridging cultural, generational, and geopolitical divides.

It would be valuable to build on this research by exploring how the highlighted values are enacted in practice, particularly in moments of tension, uncertainty, or competing priorities. Understanding how leaders navigate the balance between holding firm to values and making pragmatic decisions could offer rich insight, especially for those stepping into senior leadership for the first time.

Overall, this research reaffirms the importance of investing in leadership that reflects the world we serve: diverse, connected, and principled. Leadership is not defined by status, but by character. It challenges us all, regardless of seniority, to lead with integrity, curiosity, and a commitment to continual growth.

Comment by Tom Ilube CBE,
CHAIR OF THE KING'S TRUST UK AND
FORMER CHAIR OF THE RUGBY FOOTBALL UNION

Windsor Leadership embodies a style of leadership that makes me feel positive about the future. I see a bifurcation of leadership styles in the world today. On the one hand, the hard driving, absolute certainty, winner takes all style is growing in popularity. On the other, I see a distinct Windsor leadership style captured in the survey results. Both can be effective. I truly believe that a style of leadership that emphasises integrity, empathy, humility and communication is key to navigating periods of significant change and uncertainty.



We face the biggest period of transformation in generations, driven by the way AI will completely reshape business and society over coming years. Society has experienced transformations in the past driven by technological change. Electricity transformed all aspects of life, but it took half a century for the full impact to be felt. AI and Agents have the potential to transform business and society as profoundly in half a decade!

Leading through this period will take strength and subtlety. We will need vision to shape a society that embraces the future in positive ways. We must take all sections of society with us. We must not leave anyone behind, particularly young people from disadvantaged backgrounds. We must ensure a just transition for all.

The Windsor Leadership style will give Britain a real advantage and I am delighted that a growing cadre of leaders are embracing it.



Syndicates: The Value of Continuing Peer Support

Participants in Windsor Leadership programmes are assigned to small syndicate groups, which are encouraged to continue meeting after the programme. For our 30th anniversary, we invited syndicates to reconnect in 2025 through the Connect & Reflect initiative. Survey results show:

Survey findings highlight the enduring value of syndicates in the Windsor Leadership community. Alumni emphasise safe, supportive environments that encourage trust and honest conversations. The diversity of backgrounds enrich perspectives and learning, while many groups continue meeting for years, offering confidential advice, friendship, and professional support. Networking and career development are frequently cited benefits.

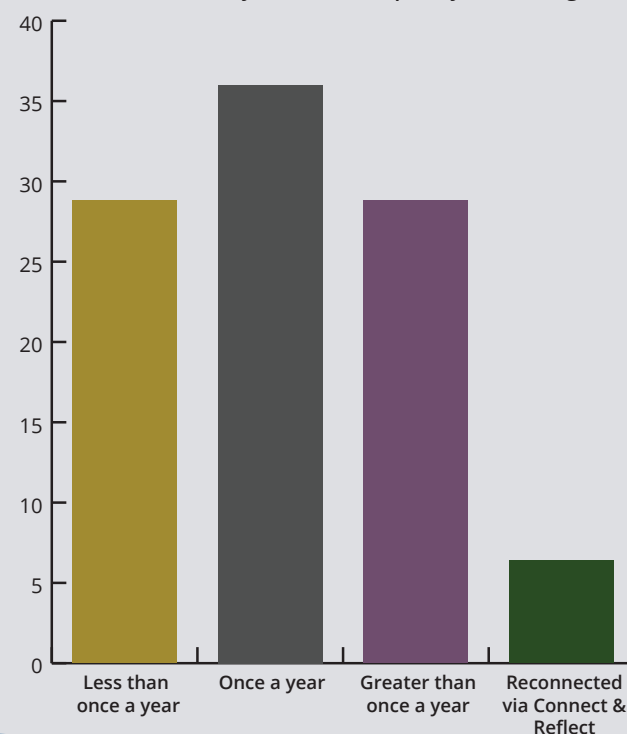
A few alumni note that maintaining connections can be challenging, suggesting Windsor-led initiatives help sustain these valuable relationships.

Selected comments include:

- “It’s like having a group of confidential, impartial and empathetic consultants for advice and support. The diversity of backgrounds provides fresh perspectives and reassurance.”
- “One of the strongest bonds I have in my professional life is with my syndicate group, including our facilitator.”
- “The mutual support is immeasurable, and the networking opportunities for careers are excellent.”

Overall, the syndicate model is a cherished aspect of Windsor Leadership, fostering ongoing development, trust, and impact.

Syndicates - frequency of meetings (%)



36% say they are in syndicates that currently meet.
Of those in syndicates that currently meet,
65% say their syndicates meet at least once a year
6% say they re-engaged through Connect & Reflect.

Comment by Amanda McLean,
CHIEF EXECUTIVE, THAMES VALLEY AIR
AMBULANCE



Syndicates have always been at the heart of Windsor Leadership. A small and eclectic group of individuals come together in a way that manages to be both random and highly considered. Remarkably, and importantly, these will include several people from sectors in society with whom paths would not cross without Windsor.

The environment of a Windsor programme provides a sound foundation and shared experience that allows really deep relationships to take root. This group then frequently becomes one of the most important and trusted sources of support, honest advice, challenge and perspective over a long period of time.

In my own experience, I haven’t made a significant career decision, or probably any big decision, in the last 30 years without talking it through with a syndicate group or individual from a Windsor syndicate. And, when contacted myself, I have readily reciprocated.

The value is immense. These are people with whom my career has developed, sometimes in parallel and sometimes in completely different directions. There is no vested interest in a way there can be with colleagues or even family and close friends. Just a shared starting point at Windsor that combines with a variety of perspectives and a willingness to gently probe and explore the thornier aspects of a situation with a great blend of support and challenge.

Investing the time to sustain the bond is a must. No relationship can thrive on neglect. But a commitment to do that brings real rewards and some truly meaningful and valued connections.

Comment by Dr Aigbokhai Ohiwerei,
GENERAL PRACTITIONER; BOARD MEMBER, THE NAMU PROJECT; TRUSTEE, WINDSOR LEADERSHIP

As a new trustee reflecting on the analysis of syndicates within Windsor Leadership programmes over 30 years, it is clear how meaningful and lasting their impact has been, shown not only in personal stories but also in the survey results.

The theme of a safe environment comes through strongly, with alumni describing how trust and openness allow honest conversations that lead to real and lasting growth. For me, being able to speak freely among trusted peers who listen and respond with care is priceless.

In my own experience, diversity has been just as transformative. My syndicate brought together leaders from very different sectors, and I was often left thinking, I had never seen it done that way before. This widening of perspective has shaped not only my work but also how I lead.

Comment by Admiral Sir Philip Jones,
SENIOR MILITARY ADVISOR, BAE SYSTEMS,
AND FORMER FIRST SEA LORD, ROYAL NAVY



One thing that has always struck me about Windsor Leadership programmes, both as a participant and a Chair over the 17 years of my involvement, is how instinctive and spontaneous it feels by the end of the formal programme for syndicates to want to meet again and to keep doing so. I am not at all surprised that 36% of respondents do so (I would not have been surprised had that figure been higher), nor that nearly 80% of those that do so, meet at least in part, in person. The survey responses go on to give powerful and substantive testament to the value and impact of the bonds formed in a syndicate and the role that they can play in personal and professional development.

I recognise and share this endorsement, based on my own experience as a participant and am fortunate to still meet annually with the members of my syndicate from our Strategic Leaders Consultation in 2018. The role this has played in my own personal and professional development has been significant and profound. The survey findings resonate with me, some expectedly and others in largely unexpected and distinctly rewarding ways. The conclusion is right to describe the syndicate model as cherished; that is exactly the word I would use to describe my experience. The selected comments highlight precisely why this is the case.



65% of those in syndicates that still meet, meet at least once a year, and some have continued for decades, offering confidential advice, mutual support, and friendship. At the recent Question Time event, one attendee told me he had even been on holiday with members of his syndicate, a testament to the strength of some of these connections.

Of course, momentum can fade when diaries are full, which is why Windsor Leadership’s role is so important. The Connect & Reflect initiative has already revived some groups, and with ongoing support, syndicates will continue to nurture resilient, thoughtful and connected leadership well into the future, remaining a cornerstone of Windsor Leadership’s lasting impact.

Through the generosity of supporters, Windsor Leadership offers bursaries to enable third-sector leaders to participate in our programmes and alumni activities. This means that impact is delivered in organisations that otherwise would not benefit from the Windsor experience.

946 bursaries provided since 2008

20% of participants have been supported by bursaries



Comment by the Rt Revd Rachel Treweek,
BISHOP OF GLOUCESTER AND ANGLICAN BISHOP FOR HM PRISONS IN ENGLAND AND WALES, CHURCH OF ENGLAND

I first received a Windsor Leadership bursary in 2005 while a vicar in the East End of London. I then received a second bursary in 2008 while an Archdeacon continuing to learn about leadership, management, and using who I am to enable change and flourishing in individuals, organisations and communities, rooted in my Christian faith.

Both of my Windsor Leadership programmes provided the opportunity for rich encounter with people across many different spheres of life who were each committed to learning and transformation of self, society and world. These experiences enabled me to see leadership from different perspectives and to recognise that many among the diverse group of leaders shared similar doubts of self, as well as similar commitments, values, hopes and fears. Both programmes were gifts as I continued to reflect on my role as a Christian leader in the public square, and specifically now as a Bishop in the Church of England. The emphasis on learning from one another, developing curiosity, and engaging in both robust encouragement and challenge have continued to shape my leadership. I am deeply grateful for the opportunities the bursaries opened up. Thank you Windsor Leadership!

Comment by Michael McGrath,
SPECIAL ADVISER – CHILD SAFETY ONLINE TASKFORCE, NSPCC; TRUSTEE, PROSTATE CANCER UK

"No act of kindness, no matter how small, is ever wasted." Commonly attributed to Aesop and a principle I hold dear. I'd love to recognise Windsor Leadership and its alumni's kindness in its 30th anniversary.

In 2008 I was incredibly fortunate to be introduced to Windsor by Janet Morrison OBE. I've had the privilege of being a bursary recipient, making it possible to attend Windsor's incredible programmes. Windsor has consistently been a diverse and invaluable source of insight, encouragement, challenge and opportunities for me. What's more, Windsor's programmes, events and alumni have so often cropped up at immensely challenging times and crossroad moments – in my personal, executive and non-executive lives.

*When Windsor began - I was embarking on my GCSEs (*gasp*) - whilst now, I'd like to think in my working life at the NSPCC and as a Trustee of Prostate Cancer UK - I'm putting into practice Windsor's ethos of leadership for a bettering society. For this snapshot - there are simply too many invaluable things to mention and kind people to acknowledge from whom I've learned through Windsor. Whether helping me to overcome imposter syndrome, identifying ways to keep calm amidst the chaos, or equipping me to adapt and rise to leadership challenges and societal changes, Windsor has made a real difference, and ultimately it has helped me to make the most of opportunities to inhabit and create impact in different contexts, organisations and industries.*

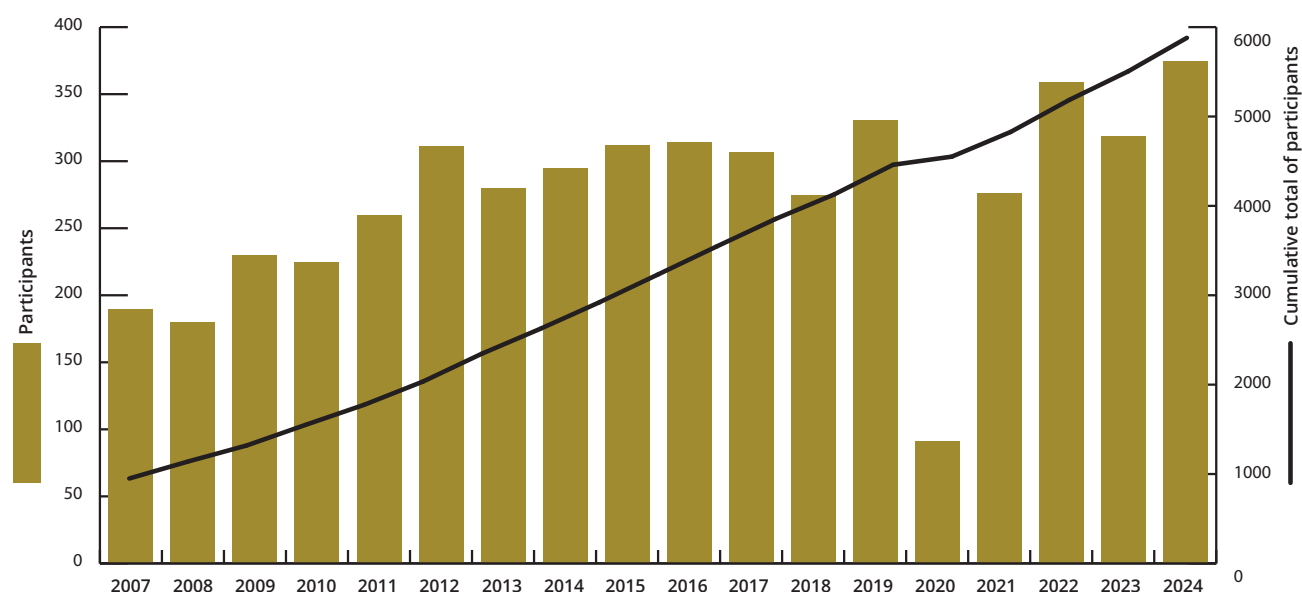
Windsor and alumni, both existing and future - thank you for your kindness - I'll always reciprocate and pass it forward. Here's to the next 30 years.



Windsor Leadership: A Retrospective

Over three decades, Windsor Leadership has grown from convening a handful of Windsor Meetings, at which senior leaders from different sectors discussed the pressing leadership issues of the day, to running a range of leadership development programmes, alumni workshops, and much more – all with a focus on improving the quality of values-driven leadership.

In 2025, our 30th anniversary year, we welcomed our 6,000th participant and the number of people benefiting from the Windsor experience continues to grow, in ways demonstrated throughout this report. Annual participant data has been available since 2007. The cumulative total in the below graph starts at 950 participants, which represents those who attended prior to 2007.



Jonathan Story (CEO 2021 - 2025; COO 2011 - 2021) and Clare Dryhurst (alumna and Windsor Leadership facilitator since 1998) reflect on the evolution of Windsor Leadership and how it constantly adapts to meet contemporary leadership challenges.

1990s

Jonathan: At the start, attendees were mainly operational leaders aspiring to strategic roles. As the organisation developed, we introduced levels for directors, executive boards, and a Strategic Leaders Consultation for those operating at the highest level in their sector.



1998



Clare: My Windsor journey began at St George's House in 1998, amid significant national events. Selected for my work with the Post Office Group, I joined nine participants from diverse backgrounds - charities, military, banking, police, energy, civil service, social enterprise, health, and racial equality. Their stories revealed the depth and diversity of real leadership.

1999 - 2001

Clare: Entering the new millennium, familiar leadership themes recurred on the programmes - public scrutiny, optimism, new leaders facing difficult realities, and world events. Digital advances began to reshape leadership, with discussions shifting to privacy, cyber-bullying, identity politics, global unrest, and climate anxieties.

2002 - 2007

Vision: Inspiring Society's Future Leaders



Jonathan: By the early 2000s, our national reputation had grown, with organisations increasingly investing in our programmes. The alumni network expanded, spreading values-driven leadership throughout the UK and beyond. In 2003, our theme for the Strategic Leaders Consultation was 'Leadership and Conflict: When Cultures Collide', which in 2025 is once again a key theme on our programmes.

Clare: Facilitating on programmes in Hong Kong and Singapore broadened my perspective. Despite cultural differences, challenges of globalisation, uncertainty, and changing values were universal.

2008 - 2009

Clare: During this time discussions centred on the rise of the BRICS, ongoing conflicts, and terrorism. Many participants were involved in diplomatic and peacekeeping efforts, while leaders faced increased media scrutiny and learnt more about nurturing their own wellbeing as well as that of their teams.

2010 - 2014

Vision: Good Leadership is Leadership for Good



Jonathan: When I joined in 2011, the main theme underpinning the programmes was trust: 'What are the key issues related to trust in leadership affecting you, your organisation and society?' Over the years, all sectors have been challenged by trust issues, enhancing Windsor Leadership's role in providing a safe space to dissect this.

2012 saw the launch of our Women in Leadership Programme, and we started to develop our Bespoke programmes, starting with the Canadian Civil Service, and then expanding to senior nurses, engineers, rail services, faith groups, and select corporate partners.

Clare: In the early 2010s, groups became more diverse, with more women, varied ages and backgrounds. Resilience, work-life balance, and ethics took centre stage. We explored leadership across five generations and the demands of an 'always on' culture. Changing social contracts renewed our focus on 'leadership for good.'

2015 - 2019

Jonathan: Environmental responsibility became key around this time, with organisations considering stakeholder interests - not just profits. This cultural mood change was captured in 2019 by the US Business Roundtable charter changing its purpose to focussing on stakeholders and not shareholders.

2020 - 2022

Vision: Exceptional Leaders, Leading for Good



Jonathan: George Floyd's murder in May 2020 and Black Lives Matter prompted much needed conversations about diversity and inclusion, with discussions on programmes moving to how leaders could achieve authentic representation and provide equal opportunities for all.

Clare: The pandemic transformed everything. I facilitated Zoom sessions, connecting with recent groups as leaders faced life-or-death decisions, strained services, and widespread uncertainty. Windsor's network and support proved essential, both for participants and myself, while I was supporting a government department's wellbeing. Agility is central to Windsor Leadership, adapting to participant concerns. This flexibility proved vital during the 2008 financial crisis and the Covid-19 pandemic, when resilience was essential.

Jonathan: The pandemic caused widespread devastation, but it also broke down barriers for many in the working environment and made staff wellbeing a high priority. Online programme delivery reflected the shift to remote working, sparking ongoing debate about work-life balance.

2023 - 2025

Clare: Leadership challenges persist - wars, political turbulence, global uncertainty. Across the 30+ programmes I have facilitated on, constants remain: honest reflection, mutual support, and courage. Stories of hope and servant leadership continue to inspire me.

Jonathan: Over the past few years, we have reviewed our representation across programmes - among teams, speakers, and participants with a focus on recognising and valuing differences. Conversations about leading Generation Z have brought new perspectives and energy to many leaders and 2024 saw the launch of our new Future Leaders Programme. Taking us back to our roots, this important initiative allows us to support and nurture not just the leaders of today but also the leaders of tomorrow.

Looking to the Future

Helen Boaden, Chair of Trustees, draws on the findings of the 2025 Connect & Reflect initiative to review current leadership issues and those on the horizon.



A key strength of astute leaders is to keep the future firmly in focus, anticipating significant change in the external world, speedily adapting to it whilst taking their teams with them.

Our 30th Anniversary Connect & Reflect initiative brought together syndicate groups from three decades to reflect on what they initially understood about leadership and how, after hard won experience, they see the challenges ahead.

The syndicates generously gave us fascinating insights and solid wisdom about what's changing and how to survive and thrive as a leader when the known unknowns seem to multiply daily.

When they first met at Windsor, the issues they explored were largely about managing hierarchical structures. Today, fresh generations of employees seek much more flexibility, autonomy and inclusion, expecting to work from home at least some of the time. Even those intrinsically hierarchical institutions like the military and the police are adjusting their policies to attract and retain the best young talent.

No syndicate underestimated the huge, ongoing impact of technology. Leaders are integrating AI into their daily operations and are determinedly driving digital upskilling. However, they are not blind to its potential downsides, especially the ethics of AI decision-making.

Digital communication was also seen as a mixed blessing, both encouraging accountability but also leading it to a simplified, if not disingenuous, public discourse. At a time when the identity of the UK is increasingly complex and appears more divided, syndicates suggested leaders have a responsibility to foster social unity by much better communication.

Do our syndicates suggest any critical skills for future leadership success? Interestingly, their answers to new challenges are familiar and wise. Leaders must develop critical thinking and problem-solving in themselves and their teams; they need to listen better and respond more effectively, and they should encourage emotional intelligence and, above all, resilience.



Measuring and Reporting Impact

This report has been created using our newly developed theory of change - a roadmap that clearly outlines the journey from our activities as a charity to the impact we aim to achieve.

Windsor Leadership's theory of change is as follows:



Looking ahead, we will survey all participants, their organisations, and key leaders involved in delivering our programmes before, during, and after their participation. These surveys will capture both quantitative and qualitative evidence, allowing us to measure and report on the outcomes of involvement with Windsor Leadership and its impact, and any changes over time.

In addition to supporting our impact measurement, the surveys will form an integral part of participants' reflective process - an essential element of our approach to leadership development.





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