

Developing the Region's Leadership Potential

Report of the NEEF Leadership Seminar,
held on 14th March 2008

“Leaders nurture other leaders”

Tom Peters 2005

Foreword

The North East Economic Forum welcomed over one hundred delegates to this seminar on developing the region’s leadership potential. We were delighted to jointly sponsor this event which featured cutting edge presentations from national and regional players including the latest research into regional leadership and gave delegates an opportunity for debate with a panel of experts.

The research was carried out by Jane Turner of Northumbria University and the seminar marked the launch of consultation about the findings of this research. Dynamic and effective regional leadership is a cornerstone of the Regional Economic Strategy so we welcomed this timely event and hope that many of you will want to make your own contribution to this debate.

The seminar was the start of a dynamic, organic process which we hope will gain its own momentum, drawing in key stakeholders from across all sectors and all communities and, in the process, igniting widespread interest and enthusiasm to develop and grow leadership across the region. Evaluations demonstrated that delegates were stimulated, energised and enthused by the event and keen to continue exploring the issues raised.

Alan Clarke

Chief Executive - ONE North East

Prof. Kel Fidler

Vice Chancellor - Northumbria University

Background

The North East region has changed significantly over the last thirty years economically, socially and geographically. The regional challenges cover a broad spectrum, from regional government through to community leadership. The Regional Economic Strategy has set ambitious targets and, in terms of leadership, the Regional Development Agency seeks:

“To increase strategic leadership capacity within the region by working with emerging and existing leaders; promoting collaboration and collective leadership in delivering the region’s ambitions for growth”.

They will seek to achieve this by addressing four main issues:

- **Communicating vision and strategy;**
- **Bringing together and offering leadership at a regional level;**
- **Building the confidence, aspirations and networks of leaders;**
- **Developing leadership talent in individuals.**

Successful economic regions are characterised by strong leadership, effective representation and genuine partnership working. The North East requires leaders who are committed to the long term development of the region and who can work collectively around economic, environmental and social change. This requires a strategic approach to facilitate the building of critical leadership mass, focused upon:

- **Attracting and retaining leadership potential;**
- **Developing capability;**
- **Building capacity;**
- **Ensuring cross sector partners are pulling in the same direction;**
- **Shifting of focus from project to strategic level, thereby ensuring integration.**

Significant work has already taken place to assess the leadership challenge facing the North East and work is underway with regional stakeholders to develop appropriate policy responses, such as Junior Chamber International and the CBI Future Leaders Council. The North East England Regional Leadership Framework, outlined in Jane Turner’s research, therefore builds upon this regional context and seeks to create a collaborative approach

The Programme

- 08:30 Registration
- 09:00 **Welcoming address and conference outline**
Mary Coyle, *Former Regional Director, Common Purpose*
- 09:05 **Unlocking Leadership for regional and global success**
Bob Coxon, *Chair, CPI*
- 09:15 **How can we attract and develop the regions future leadership?**
Jane Turner, *Associate Dean, Northumbria University*
Lucy de Groot, *Director, IDeA*
- 10:15 Coffee
- 10:30 **Keynote address**
Rt Hon Andrew Lansley, CBE, MP
Shadow Secretary of State for Health
- 11:15 **The Path to leadership – opportunities and obstacles**
Panel Discussion chaired by Mark Henderson, *Chief Executive, Northumberland County Council* and including Melanie Laws, *Director, Association of North East Councils*, Andy Redfearn, *Director, Point OV* and Barbara Dennis OBE, *Managing Director, P3 Coaching*, Sheila Stokes White, *Managing Director of Strategic Solutions Ltd*, Pat Ritchie, *OneNorthEast*
- 12:00 **Closing Remarks**
Sheila Stokes White, *Event Rapporteur*
Pat Ritchie, *Assistant Chief Executive Strategy, OneNorthEast*
- 12:15 Lunch

Sponsored by:



Seminar Speakers

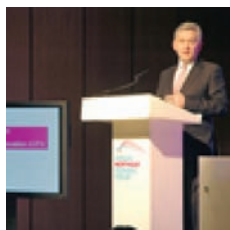
Jane Turner, Northumbria University



“Good to great comes about by a cumulative process – step by step, action by action, decision by decision, turn by turn of the flywheel – that adds up to sustained and spectacular results”

Collins J (2001), *The Challenge Ahead: strategic, sustained effort*

Bob Coxon, Chair, Centre for Process Innovation



“Where leadership is working for the region the leaders are not the elite but people from all walks of life. These leaders are saying “I will make a difference” and will persuade, conspire and cajole to make a difference.”

Lucy de Groot, Director, IDEA



“The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow.” William Pollard

Rt. Hon Andrew Lansley, CBE, MP, Shadow Secretary of State for Health



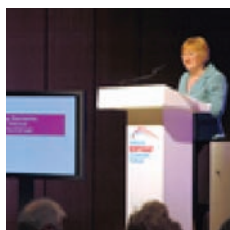
“Leadership makes people uncomfortable – if it’s comfortable then it isn’t working.”

Sheila Stokes White, Managing Director, Strategic Solutions Ltd & Event Rapporteur



“Today should offer some hope for the future – can we take some daring steps and draw upon the passion and wisdom that is in the region?”

Pat Ritchie, Assistant Chief Executive, OneNorthEast



“Regional leadership is at the heart of the regional economic strategy – to have a world class region we need to develop unexpected leaders in different sectors.”

Welcoming address and conference outline

Mary Coyle, Former Regional Director,
Common Purpose

Opening the event, delegates were reminded that leadership is high on the national and regional agenda and is one of the North East Economic Forum's 'Ten Point Plan' for action. The aim of the seminar was not to provide immediate solutions but to raise key questions such as:

- What does regional leadership look like?
- Where will regional leaders come from?
- Are leaders currently being nurtured?

It would be wrong to suppose that the next generation of leaders can be clones of current leaders – for the future, they need to come from different areas and backgrounds. The seminar would lead to a report being produced which would provide key recommendations for action.

The seminar noted:

- There are excellent leaders in the North East who move well in uncomfortable territory but this is not enough;
- The region also has bad leaders who lack conviction but are reluctant to relinquish their positions to let others through;
- Leaders in the region are predominantly male;
- Speaking recently to a young female, age 27, Mary Coyle asked her who she thought would be the future leaders in the region, Mary was disappointed that her response was that leaders of the future will still come from 'the same old suspects' and nothing will change. Interestingly, in Mary's estimation this person was herself a future leader but did not realise it.

In conclusion, there is much action to be taken if the region is to get the leadership which it requires for its future success.

Unlocking Leadership for regional and global success

Bob Coxon – Chair of the Centre for Process Innovation based at Wilton, Cleveland

The Centre for Process Innovation (CPI) was created by OneNorthEast (ONE) to nationally stimulate business in the chemical and engineering sectors helping to make the North East region more prosperous. Bob began by saying that the region has changed significantly in recent years and for the better. Leadership has been key to our recent success and will improve the future but the key question is how to harness the passion of the people of the North East to bring future success.

Bob cited the CPI sector leadership example where over 300,000 inhabitants are affected by the process industry with people and their families working in this sector. When CPI organisations began declining the question was asked how to get things on the right track. Previously organisations such as ICI had led, - telling schools and business what was needed in the region in terms of education and business. However, the industry changed and the leading organisations were acquired by multi-nationals who did not have their headquarters in the North East. Businesses and people who were not previously leaders had to become leaders. Trade unions assisted and worked on keeping businesses here and attracting new business. A solid new leadership structure was required to keep people here.

The North East Process Innovation Centre (NEPIC) was created after local businesses in the manufacturing and engineering industry worked with OneNorthEast to find a solution. Soon after the Centre for Process Innovation was established and this has been very successful. The local industry now has over 150 leaders who are involved with NEPIC. Previously people did not see themselves as leaders except in their own organisation but now they realise that they can be a regional leader. CPI work with educational establishments and business to improve the region in not only this sector but in stem cell research, oil and gas, automotives, social enterprises and creative – art, design and culture.

To continue moving forward the region must:

- **Be internationally aware – learn from examples elsewhere;**
- **Have technical empathy;**
- **Be clear about direction, communicate well and make coherent plans;**
- **Be open, inclusive and collaborative;**
- **Be relentless and consistent;**
- **Keep being innovative;**
- **Learn from recent successes;**
- **Develop an international profile.**

To encourage the growth of leadership we need to find it, encourage it and develop it.

Where leadership is working in this region, the people are often not the elite but from other walks of life. These leaders are saying 'I will make a difference' and will persuade, conspire and cajole to make a difference. This was how the North East was a success in the past and it is proven to work.

How can we attract and develop the regions future leadership?

Jane Turner, Associate Dean – Executive Development, Northumbria University

During 2007 Jane completed research on Collective Regional Leadership – a project funded by OneNorthEast. Jane explained that her presentation was designed to:

- Present the research findings;
- Present and discuss the proposed regional leadership framework;
- Explore next steps.

The research methodology included face to face interviews, questionnaires, creation of an advisory group, consultation through semi structured interviews, data analysis and a written report.

The key themes included:

- What is collective leadership?
- What is being a leader and what is leadership?

And the key questions:

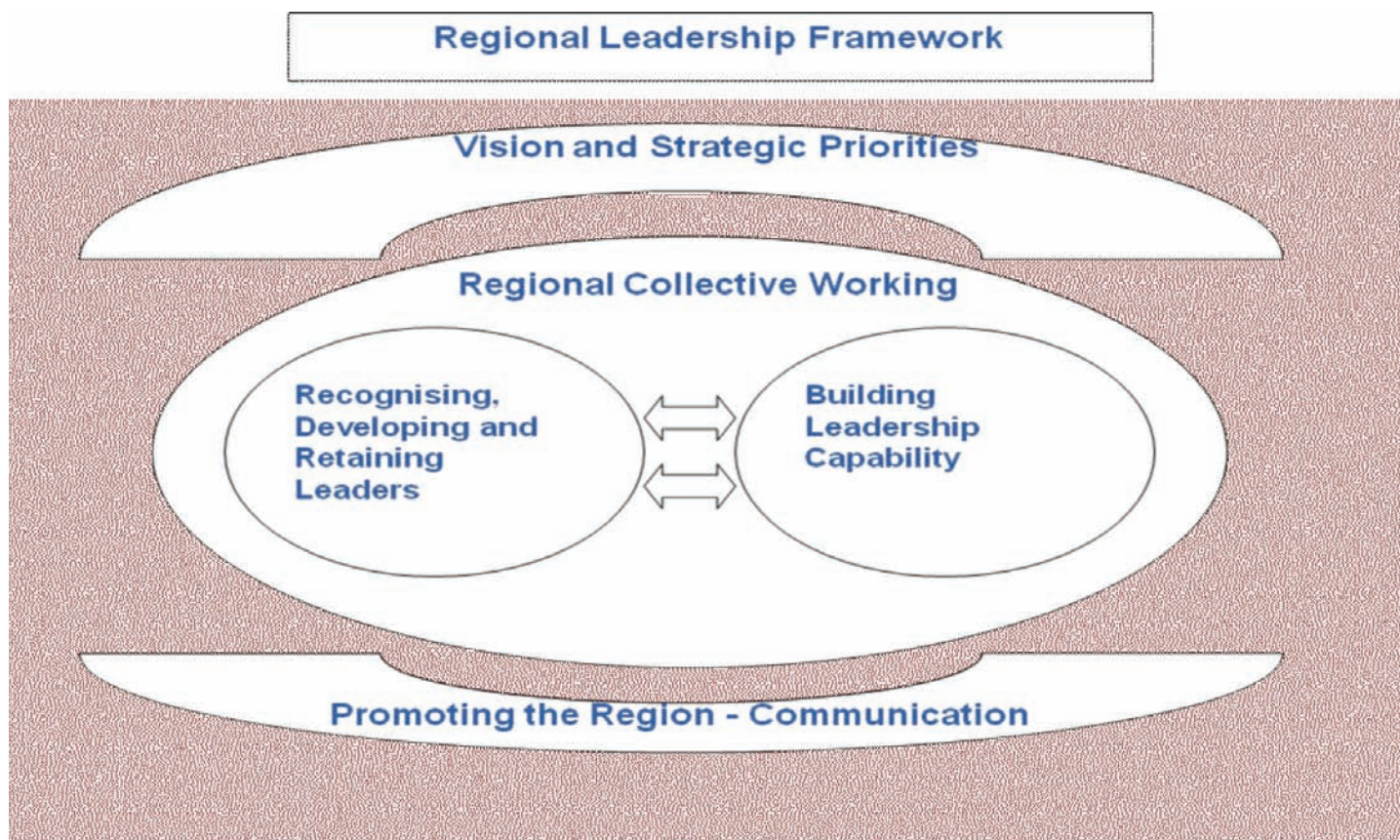
- Where is the next generation of leaders?
- Is current leadership development activity addressing the issues?
- Where is the joined up thinking?

The research findings

- There is a lack of clarity about what we mean by regional leadership;
- There is a lack of a regional leadership vision;
- Respondents commented that businesses are currently operating in central silos and are suspicious of other sectors;
- Most of the potential leaders are not leading. Some do not label themselves leaders when they are;
- There seems to be a preoccupation with the immediate and little attention addressed to future challenges. The need to build capacity is clear both for existing and aspiring leaders. Many current leaders are unsure how to make a difference; the region is risk averse and should be striving to make a difference but is currently not doing so.

Jane then explained that she had conceptualised all of the above into a regional leadership framework and that overseeing the framework is a vision which is underpinned by strategic activities

(see diagram):



Proposed Vision for Regional Leadership

The North East region will be characterised by leaders who:

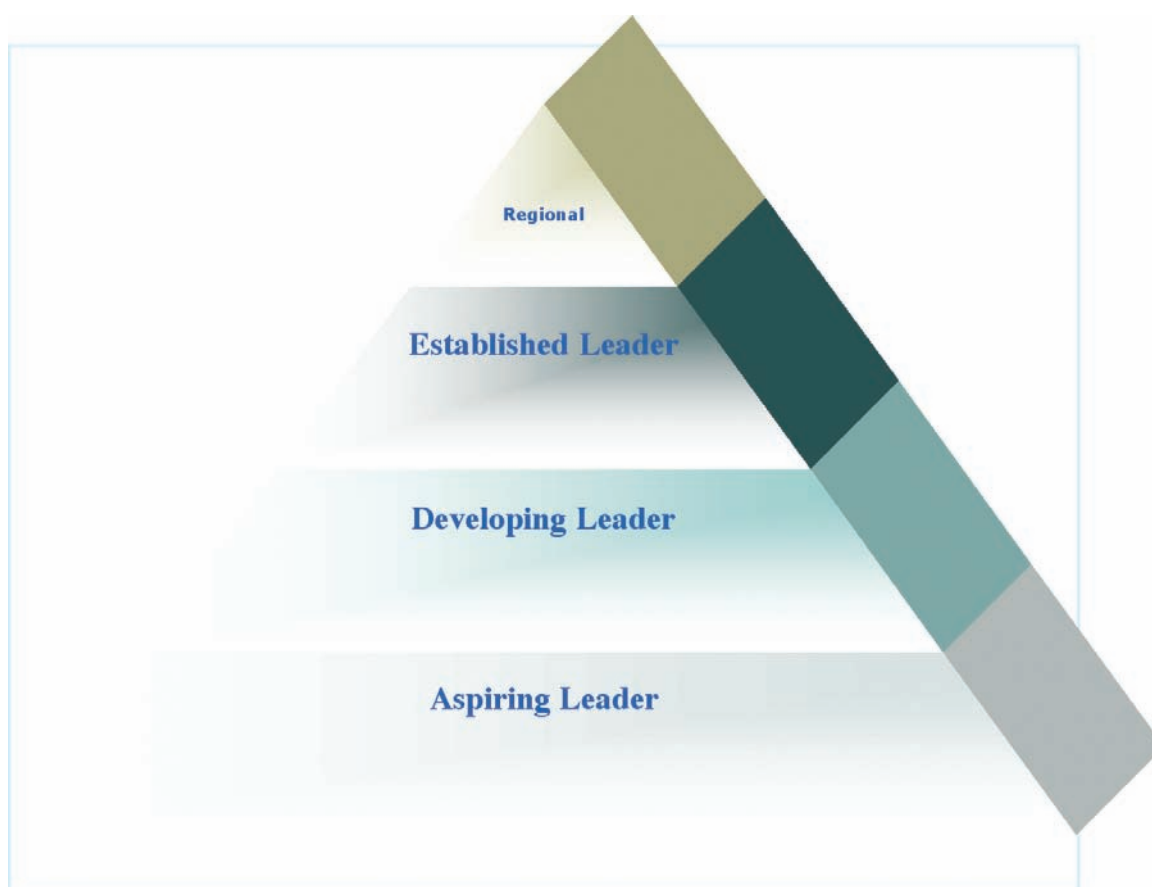
- Identify and work on the regional challenges;
- Have a sense of responsibility regarding the region, are visionary and therefore see and seize opportunities and acknowledge the need for joined up approaches to move matters forward;
- Work beyond the boundaries of their own organisation and know and understand different sectors;
- Are passionate, energetic and build momentum towards the regional priorities;
- Will draw potential leaders in and encourage their development.

Strategic Priorities

In order to realise the vision we need to generate regional leaders who will:

- Facilitate a clear pathway to regional leadership;
- Nurture future regional leaders;
- Look beyond the boundaries of organisation, sector and political domains;
- Adopt a joined up approach and seek diverse, collaborative networks;
- Employ an entrepreneurial tenacity to address the regional challenges;
- Build support from other leaders, communities and policy professionals to deliver on the regional challenges.

Proposed Pathway to Regional Leadership



OneNorthEast have commissioned a piece of work about recognising, developing and retaining talent. This should be a pathway to regional leadership: We need to ask:

- Who are the aspiring leaders and how is that harnessed?
- Who are the developing leaders?
- Who are the established leaders?
- Who are the regional leaders?

Aspiring leaders

- May begin by identifying a need to give something back;
- Could be identified within their organisations as potential;
- May seek out opportunities to engage in wider activity.

Developing leaders

- Likely to be 'identified' from the aspiring leader population - against what criteria?
- Be working their way up the leadership ladder within their context;
- Can start to draw upon their experiences and knowledge;
- Succession planning model could be used.

Established/regional leaders

- Likely to be in relatively senior roles;
- See opportunities and mobilise others into action;
- Likely to demonstrate the characteristics of entrepreneurial business leaders (risk takers, have strong convictions, visionary, passionate and energetic.
Change agents – likely to have entrepreneurial characteristics – risk takers but short term).

Regional leaders

- Cross boundaries;
- Have an integrated vision for the region and work with diverse networks;
- Able to apply their skills set to the regional challenges;
- Pinnacle leaders.

In order to build leadership capability we need to:

- Determine what we require from our regional leaders (knowledge, skills, attitude and behaviours) at each level;
- Build the relevant knowledge, skills, attitude and behaviours into leadership development activities;
- Deliver, evaluate and refine.

How can we attract and develop the regions future leadership?

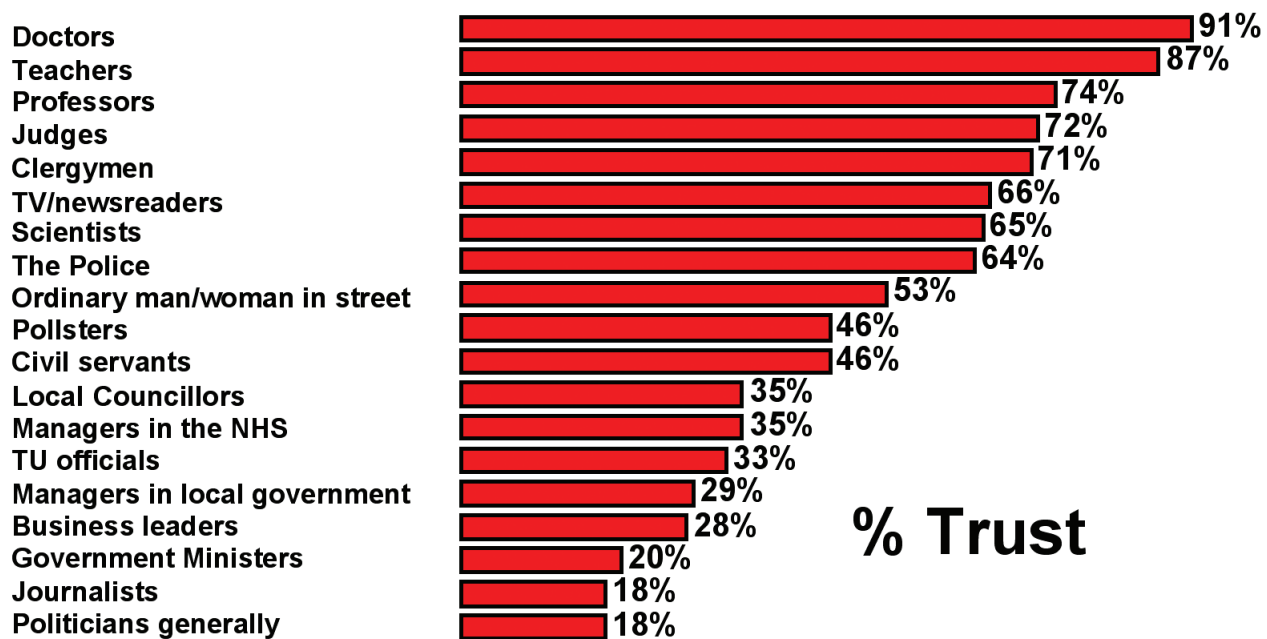
Lucy de Groot, Director - IDeA

Lucy introduced her presentation by asking what is the link between regional and national leaders?

Leadership has to flourish in a changing world with demographic change, global pressures and systemic inequality plus an increasing lack of trust. Her organisation, IDeA has reviewed leadership development in order to reflect a more mature market who are less keen to place their trust in local leaders (see diagram):

Lack of trust in managers and politicians not professionals

Q. Now I will read out a list of different people. For each, would you tell me whether you generally trust them to tell the truth or not?



% Trust

Base: 2,141 British adults aged 15+, Feb 2003

“We can now no longer assume, even if it was ever true, that there is single unique set of outcomes on which there will be unanimous agreement within the community.”

(Getting better all the time, IDeA)

Changing leadership challenges

“We live in a moment of history where change is so speeded up that we begin to see the present only when it is already disappearing.”

R. D. Laing

“The arrogance of success is to think that what you did yesterday will be sufficient for tomorrow.”

William Pollard

Lucy went on to say that there is a changing leadership architecture in local government following the publication of the sub-national economic review and the drive towards greater efficiency.

Emerging challenges in leadership development include:

- Leading the place;
- Leading innovation and better outcomes;
- Leading with partners;
- Leading for efficiency and effectiveness.

The engagement of citizens and responsiveness to customers are at the heart of all of these.

The requirement is to simultaneously manage all at the same time; there was never a greater need for strategic leadership and vision.

Strategic leadership and wisdom

Learning to lead in this environment

- Be ambitious, seize the opportunities, don't wait for the rules;
- Find and use the evidence;
- Use local wisdom about what will work;
- Be rigorous about performance challenges;
- Engage your elected members;
- Build local democratic leadership for tomorrow;
- Empowerment; looking at both civil and civic society;
- Representative and participative;
- Responsibility about growing national leadership – civil and civic society.

Can we pull this off again?

- It probably needs a change of culture, across the whole system -
from ministers, civil servants, inspectors, councillors, officers, and citizens;
- We all have a role to play;
- Challenging for all of us and all of us has to be involved.

“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

Machiavelli, The Prince

Keynote address

What is leadership?

The Rt Hon Andrew Lansley, CBE, MP
Shadow Secretary of State for Health

Leadership is about inspiration and individualism. Many leaders do not come up through a hierarchy but go straight to the top. Leaders ask awkward questions. They make people uncomfortable - If it is comfortable then it isn't changing anything.

When people are asked who their leader is, they always describe a person not the organisation that person works in. So, when asking "Who is the leader in the North East? The answer should be a person, not an institution. Who do journalists go to when they ask a question about the North East? Previous leaders have been John Hall, Kevin Keegan, Ian Gibson at Nissan. Someone who can deliver and they know this person will do this.

Leaders do it because it is a vocation. Andrew is in politics because he was told at a young age that he was good at debating. Teachers can push people into jobs and can inspire people to do things.

The North East has passionate people but is passion enough? Leaders need vision, direction and purpose, e.g. Margaret Thatcher. She achieved goals. Thatcher would see a problem and apply her principles to get what she thought was right. Tony Blair is clearly a leader. People didn't agree with what he did regarding Iraq but he provided leadership. Ronald Reagan had vision and purpose and gave direction. Success happens when people and organisations get close to leaders who will succeed.

Andrew felt that leaders are born and made. Many born leaders are evident in different fields. We need to identify those characteristics and then nurture them. He felt that there is a world class manufacturing industry in the North East and considerable opportunity with a large public sector. This can be negative due to bureaucracy, old fashioned attitudes, expectation of tax incentives, etc. However, regions and organisations do not become internationally competitive by tax incentives. They become internationally competitive with hard work. There is an opportunity to grow with public sectors commitment through the NHS and the University sectors for example. There is the need to escape talking about public and private sector. The NHS should be thought of as an organisation capable of delivering high class quality service. Leaders will emerge through this.

Andrew felt that the North East did not communicate its success. In Andrew's constituency of Cambridge it is the leading bio-science area in Europe and the area is very aware of this. By contrast in the North East there is nothing to demonstrate about what the North East is leading in. The region is working hard, very quietly and providing a world class service but this is not advertised. Previous leaders in the North East have not been communicating their successes. The region needs to realise that you do not have to be in London to be a national leader,

The days of large organisations dominating a region are over and the days of smaller, entrepreneurial organisations are increasing. Large organisations are splitting into teams or mini-organisations. People and organisations who will be the best leaders will have vision purpose and direction.

The North East region needs to cross political boundaries with the Conservative and Labour parties jointly working out solutions. Therefore we need to change the way people behave. Passion is the starting point for vision and direction.

Questions to the speakers from the floor:

To Jane Turner

Berni Whitaker – Derwentside Council

Q *Does your research take account of gender and female glass ceilings?*

A Yes we were very aware of this and it was taken into account.

We tried to get fair gender representation.

Julie Lowther – BT

Q *People only mix as leaders at senior level and the leaders tend to be aging males.*

How can you get aspiring leaders to meet existing leaders so there is cross fertilisation?

A The pathway to leadership should do this. Aspiring leaders need to get there and promote networks. The framework will help breakdown barriers and address this.

Stan Higgins – NEPIC

Q *NE has not culturally got beyond women going for jobs at low level. There are no women working in chemical plants. Women are still taking the traditional ‘female roles’. Need to tackle this issue so equality can happen. Need women to think about taking on ‘male roles’. Examples of how this could look are in the US.*

A What do we need to do to think about women looking for jobs? Men have responsibility to ensure women can develop. Need to take risks and become less risk averse. Will take time but need to take daring, challenging risks.

To Lucy de Groot

Glyn Evans – City Centre Chaplain

Q *Why do people become leaders? People don’t know why they are doing it. Why would I want to become a leader?*

A People start by saying ‘I’m not a leader’. Maybe one of the problems is talking about leadership – is this the best way to engage with young people (what sort of things do people want to do within organisations). Some want power to make something happen but how you exercise power needs to be done correctly and latch into people’s sense of purpose. They will be rewarded for leadership.

Nigel Martin – Durham County Council

Q *There is a tension between hierarchical model and new people, e.g. old stags and new stags. Councils can quickly change if leaders are voted out, e.g. At Boston Council councillors were appointed on a single issue – the building of a bypass. How does leadership work when people come out of the blue and are suddenly leaders?*

A An important question and quick change of control is an issue. There have been successful no control councils. There is a need to work on leadership especially with those elected on single ticket issues. Once there they have to take on strategic responsibility whatever their issue was. We have a differentiated society now and this is a complex environment to create effective organisations.

Questions to Andrew Lansley

Mike Parker

Q *Researched for a Journal article in Newcastle coffee shops. Asked people who they thought were leaders (people or institutions) in the NE. No one could easily name anyone. One person said Jeremy Beecham. How important is it that people within and outside the region identify leaders?*

A It is important to identify what is a region, e.g. East of England is a vast area and is not a region that people living there identify with. The North East by contract has the most regional identity in the country. So, should we be aiming for a leader of the North East or a leader of a sub region?

A member of the public should be able to identify a leader. Persons or organisations need to be iconic and flexible. Leaders are most often to do with personality and therefore the region needs to create a leadership brand.

Dylan Christie – NRG

Q *There is a fear of failure in NE. How can young people get over this and learn from failure?*

A One third of organisations fail in the UK but in the US they don't have problems with this - Failure is not to be despised but learnt from. Creating more small businesses in the region will decrease the perception of failure as SMEs are more resilient. The region is currently relying on large organisations but should rely on small businesses instead.

The Path to leadership / opportunities and obstacles

Panel Discussion chaired by Mark Henderson, *Chief Executive, Northumberland County Council* and including:

Melanie Laws, *Director, Association of North East Councils;*

Andy Redfearn, *Director, Point OV;*

Barbara Dennis OBE, *Managing Director, P3 Coaching;*

Sheila Stokes White, *Managing Director of Strategic Solutions Ltd;*

Pat Ritchie, *OneNorthEast.*

Chair of the Panel, Mark Henderson, Chief Executive, Northumberland County Council introduced this session

He felt that there is a cultural issue about barriers to leadership and whilst the characteristics of the region are suitable for leadership he asks whether there is a sense of complacency in the region.

Secondly he felt we need to strive more for excellence and this may not be happening right now. For example - do we know where high enough is?

Northumberland has lots of good schools but no great schools so do we have the organisational culture to develop better leaders?

There are a huge amount of potential leaders in public sector with 250,000 civil servants in the region so how will they develop their skills? Development Courses will not in themselves help to create great leaders - we need a different approach. There is currently leadership in region that can be drawn upon. The challenge is identify and celebrate leadership success

Andy Redfearn, Director, Point OV

Point OV is an ethical superstore and Andy was previously a leader at Traidcraft. He did not know anyone in this room before today and did not realise that everyone was working towards the same solution. The lesson is that everyone in the region needs to work together to create jobs. He has himself created 40 jobs this year which is 0.3% of regional aim. He felt that:

- Leaders have to want more than to make a difference;
- Leaders need to work out how we are going to play a part in this;
- Leaders emerge from their own spiritual and fundamental beliefs;
- Leaders take risks. At Traidcraft he wanted people to make their own decisions so if an employee took a business risk and it went wrong he would back them up (their leader).

Barbara Dennis, OBE Managing Director, P3 Coaching

Barbara has worked for over 20 years in the voluntary and community sector where there was no expectation to promote leadership. She feels that it has been an uphill struggle to promote leadership in the region and she wants to bring people together to develop the leadership within individuals which may be controversial. Leadership starts with who people are and what they bring to the table. Many do not recognise themselves as leaders but are making a substantial contribution to the North East. Those are the leaders who will emerge.

Leaders will come from usual places and but we also need to look for unusual place leaders. The North East can take on this challenge.

How then do we make sure that small leaders are supported to climb the ladder (the pathway as shown in the research). Also, how are we questioning if this is the right route? Maybe we should be looking at different approaches to leadership. We need to keep focussed and work out the 'how' process to make sure it happens. Barbara wants to support others to become leaders and not be a 'usual suspect.' Finally do we all have a clear sense of what we are going to do after today?

Sheila Stokes White, Strategic Solutions Ltd

Sheila has worked in public sector in a leadership role but did not feel like an authentic leader until she set up own business and then when self employed leadership is all down to you. Sheila works with the Entrepreneurs Forum on their Business Breakthrough programme which works to help people develop their own leadership capacity. Most attendees realise that it is down to them to move their business forward and grow it. This personal growth is as important as the technical aspects such as financial growth.

Melanie Laws, Director, Association of North East Councils (ANEC)

The Association helps to support Councils to come together and support leadership. There is a need to promote leadership with younger people and a need to find out from older people what encouraged them to become leaders. Melanie herself became a leader through nurturing. In her view courses generally do not work. The region needs courses to stimulate the environment. So we need to focus on how to support and nurture current leaders and leaders of the future.

Graduate programmes seem to be successful and need to bring graduates together cross sectors in order to nurture. She feels that we need to establish a culture of collaboration and understanding as well as working towards efficiency in local government.

She agrees with Mark that we need to strive for excellence rather than just being good. She would like to discover what motivated people in their careers to become leaders.

Pat Ritchie, Assistant Chief Executive Strategy, One Northeast

Pat has been struck today by the importance of people and individuals. She has felt the power of ideas and how people will come behind ideas. For example young people are interested in the environment - a different type of politics that is being developed by ideas. So ideas (big and bold) will be a key part of improving the region.

We need a more subtle leadership – non-bureaucratic leadership - think about smaller leaders at different levels – these people need to be nurtured. Sectors must work together to improve leadership in region. Sub national economic review should improve leadership. Into the future there will be twelve Local Government leaders will come together to plan the region. In this decision making process, the voice of the business sector and voluntary and community sector must not be lost.

The region can not create leaders but can create the right environment to support leaders. Leaders will come from unexpected places – from charismatic individuals. Social economy is the future of the region. We can learn from social economy on how to develop leaders.

Questions to panel

Stan Higgins - NEPIC

Q Good leaders always listen. What is it about listening that we don't do very well?

Answers

Mark Henderson Women are better leaders as they are natural listeners.

Melanie Laws The key to success is to listen to each other, learn from each other and nurture. Work and support each other.

Sheila Stokes White The best leaders are the best listeners. The most successful businesses are values based. Find out values by listening first.

Andy Redfearn With listening goes accountability. Need to follow up with action, what you did, what decisions were made. This will make people more likely to contribute.

Dan Brophy - Entrust

Q

Lets not confuse bosses and leaders. From experience, after listening it is about giving away power and not keeping it.

Answer

Barbara Dennis

Need strong value base, strong ethos. Need self determination. Being a boss does not equal leadership. People want to be involved and want to be asked and consulted. There is a changing climate about self determination. Everyone is having a share of leadership.

Peter Jackson – Castle Morpeth Borough Council Councillor, Director of ONE and business owner.

Statement

People this morning are focussing on what hasn't happened, not what has. Need to focus on successes. NE is looking for a little more leadership.

Point 2

Cross sector working – need to get better. Where it works, it's so powerful that is it exciting. We need to get more private and public sector on board.

Sheila Chapman – Northern Business Forum

Q

Charisma has not been mentioned. Many good leaders have charismatic skills.

Answers

Barbara Dennis

It is but depends how you define charismatic. If it is about presence, then yes. If it is about how loud you shout or how many bods you know, then no. People need to be comfortable.

Mark Henderson

There is an element of charisma in leadership but more importantly people need to have good people skills. Need confidence and vigour in your step to give you more charisma. Need to encourage celebrating how we develop leadership.

Pat Ritchie

Remembers hearing from a highly charismatic speaker who turned out to be T Dan Smith.

Sheila Stokes White

Recently met a charisma coach in London who said it is about helping people to learn what is the essence of themselves and how to use communicate this better.

Mark Henderson

In conclusion, we are looking for a different set of leaders. Everyone is consistent about this. This could be the modus operandi for the future strategy.

Closing Remarks

Sheila Stokes White, Event Rapporteur

Pat Ritchie, Assistant Chief Executive Strategy,
OneNorthEast

Sheila Stokes White

This seminar was designed to be the start of an organic process. The Conference report will feed into this process. Today should offer hope for the future about asking ourselves - are we using the same old suspects. Today is also the launch of a process of consultation about Jane's research and we would welcome contributions from everyone here. Can we take some daring steps rather than incremental ones and draw upon the passion and wisdom that is in the region which could be the glue to bring this all together

Pat Ritchie

Leadership is a key characteristic of successful regions so we will be looking to consult with businesses in the room on Jane Turner's research. This is now posted on website www.neleadership.co.uk; We would welcome your contributions through this website. The region needs stronger leadership and collective responsibility and this is at the heart of the regional economic strategy;

The North East economy could improve with leadership. The Common Purpose research recognised that leaders need to step out of comfort zone and push into other uncomfortable areas. This would make the North East of England world class. OneNorthEast are to provide a bursary fund to develop learning between the sectors. Leadership is not just the responsibility of one organisation or just of the regional development agency. We need to create the opportunities to listen to one another and the North East Economic Forum can play an important role here.

Delivering a leadership strategy

This is very much the start of a process with Jane Turner's work as the overarching framework but now is the time to plan and work on it and consult about it. Leadership can be seen in different places. Success stories show this but it needs to be identified, nurtured and brought forward.

Key recommendations from Leadership seminar

1. Collate the findings from the consultation process, and create a definitive collective regional leadership strategy;
2. To create a co-ordinated programme to provide training and development opportunities for the rising stars in the region.
3. To identify the existing organisations involved in the delivery of regional leadership and leaders; and to adopt best practice across all sectors.
4. The development of an application of leadership is central to success. The North East needs to create a number of forums for cross sector growth over the next twelve months and One NorthEast should to provide a lead for that purpose. This would be a key vehicle for the integrated regional strategy.
5. We need to see investment in the development of younger people and newer people and some ideas arising from the Leadership seminar included:
 - International exchanges to identify and experience best practice
 - Placements in different organisations and sectors
 - More formal training and development.
6. We should support European leadership programmes which work. For example, in France behavioural learning occurs alongside technical skills and if you can reduce the elitism of this approach it may well work particularly if it was content rich both in business, technology, cross sectorial and behavioural, for example, lawyers training to have a greater understanding of industry.