



Welcome to Aspiring Leaders Conference

29 January 2026

Hotel Football, Manchester

#NWEALMCONFERENCE26





Players' Lounge
(Mezzanine Floor/Floor 1)



Players' Lounge
(Mezzanine Floor/Floor 1)



Stadium Suite
(Floor 2)



Available outside Players'
Lounge and Stadium Suite



Welcome Conference Fringe

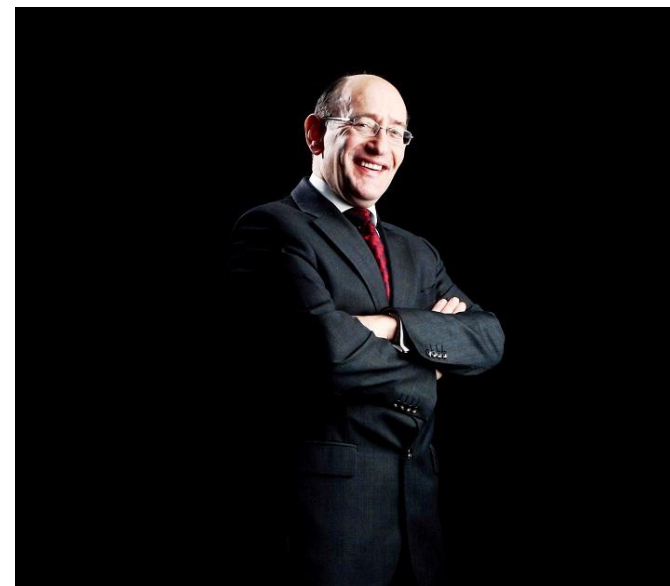
Craig McArthur
Academy of Leadership and Management

11:45	Registration and a quick cuppa
12:00	Welcome Conference Fringe - Craig McArthur , ALM
12:05	The art of networking (pre-conference session) Will Kintish
12:40	Welcome to Salford and leadership experience Stephen Young , Salford City Council
13:00	Lunch (and networking!)
14:15	Conference intro - compere Craig McArthur ; Intro Sharon Senior , NWE and John Patterson , ALM
14:25	Two senior leaders and their experiences of leadership Katherine Fairclough , CEx Liverpool City Region Adam Mason , Director of Operations PBS by Ponticelli
15:20	Table discussion in cohorts - questions for guest speakers; leadership experiences and reflections on programme
15:30	Leaders Q&A - open floor Kevin Collier , NWE Katherine Fairclough , Adam Mason
15:55	Short comfort break

16:00	Leader keynote, Karl Fitzpatrick , CEO Warrington Wolves
16:30	SL7 apprenticeship - EPA and what achieves distinction Sunil Naphray
16:45	SL7 apprentice programme experiences Ian Baddiley
17:00	Reflections on today Cllr Jilly Julian , Deputy Leader Stockport Council
17:15	Reflections on a career in leadership - John Parker , ALM Chair
17:30	A closing word from CMI Peter Deakin
17:35	Afore ye go - ALM & NWE closing remarks and thank yous + Drinks/canapes and networking
18:30	Close

The Art of Networking

Will Kintish



#NWEALMCONFERENCE26



Today is about “Developing your networking
skills”



by

Will Kintish to



Imagine a time



My theory about networking

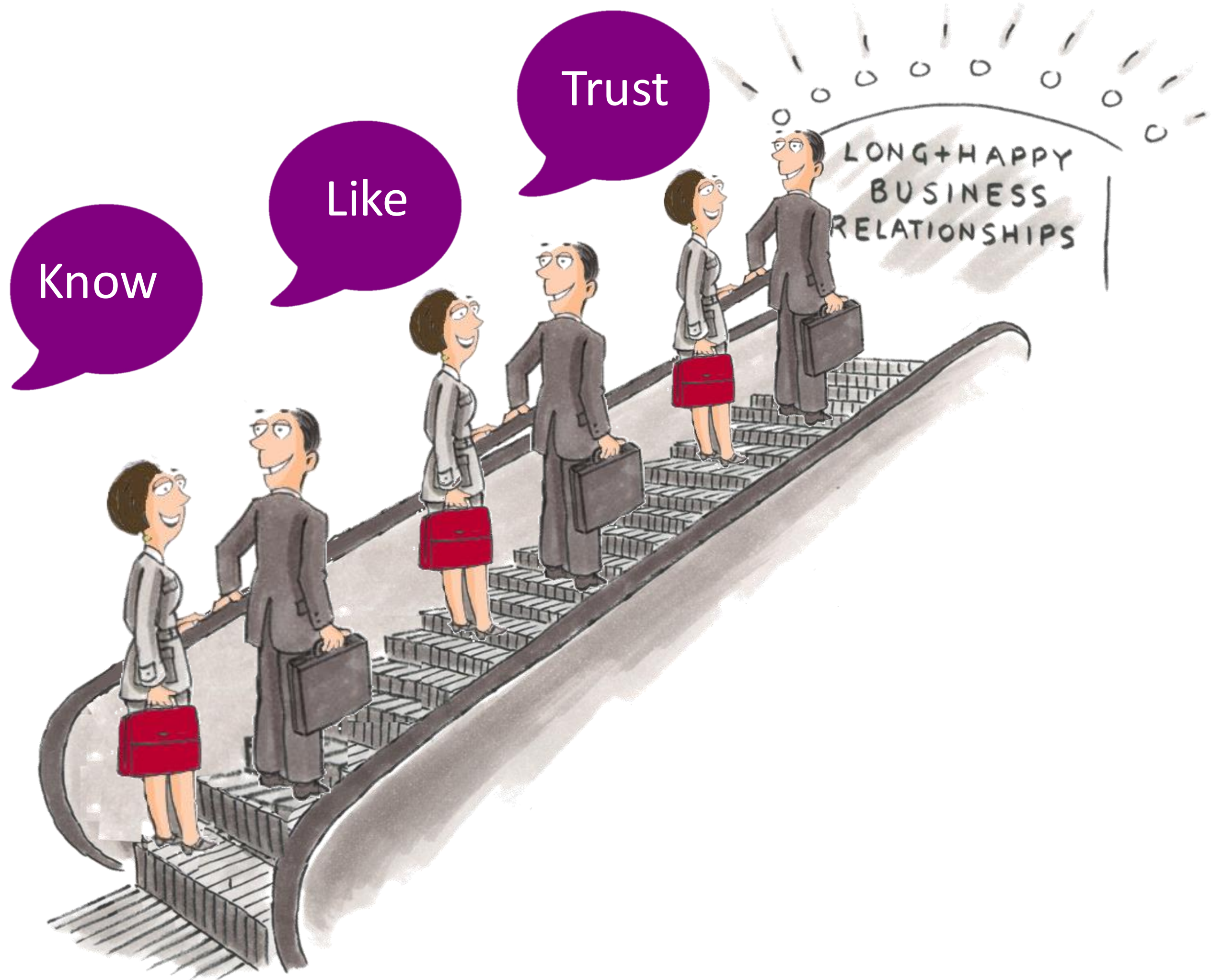
- There's lots more career & business opportunities when we go networking
- Why? Because networking is simply communicating
- ...and without communication can we really build relationships to develop our careers and business?
- But where does your role fit in?

The 3 steps

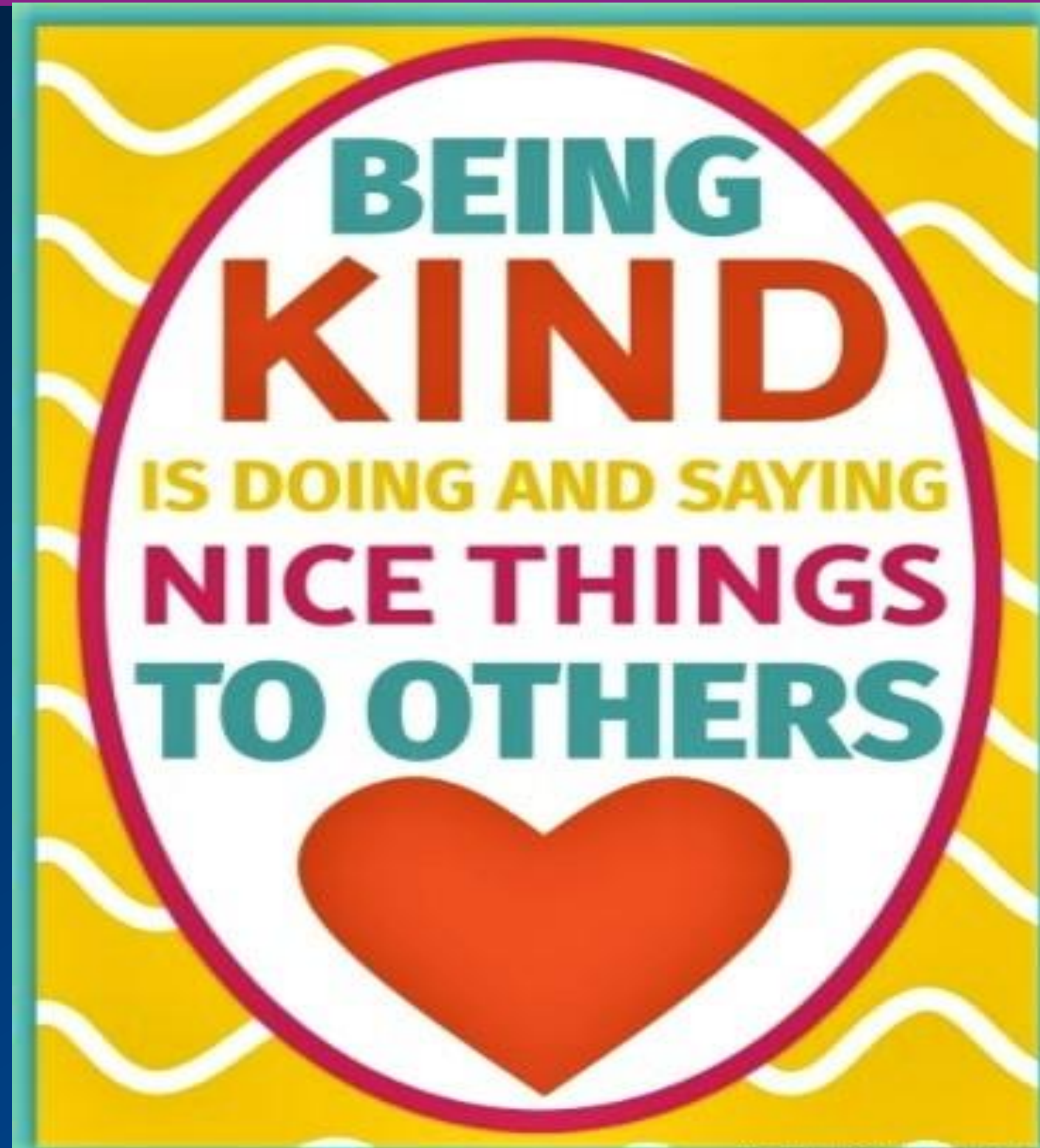


BUILDING RELATIONSHIPS

EVERY worthwhile relationship goes
through 3 steps



The first principle of networking



Offering help and support questions to ask

- Is there anyone you'd like an introduction to?
- What particular type of person/business would be a good referral for you?
- I know someone who (a) can help you with.... (b) knows about.... (c) may be interested in....
- Why don't I make the introduction?

Asking for help ...questions to ask



 ***Who do you know who*** (a) knows about, (b) works at, (c) can tell me about, (d) is looking for a job in, (e) supplies, (f) owns, (g) sells, (h) might want to buy, (i) is looking to work in?

Please can you help me?



Please can you give me some advice about.....?



If you were me, how would you go about.....?



How to build and maintain trust



BUILDING RELATIONSHIPS

Do what you say you're going to do

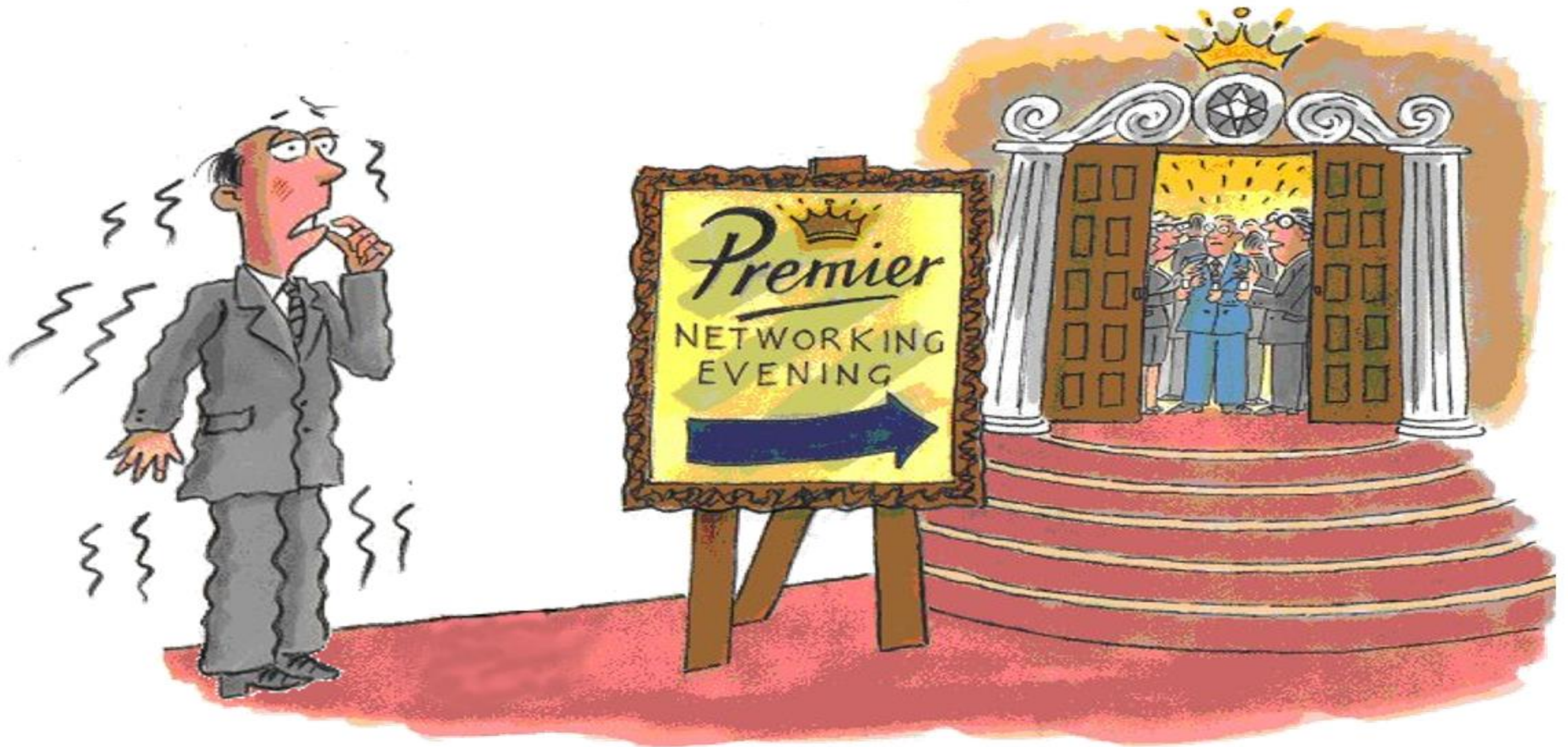


Do it **WHEN** you say you're going to do it

How to feel comfortable and be in control here or

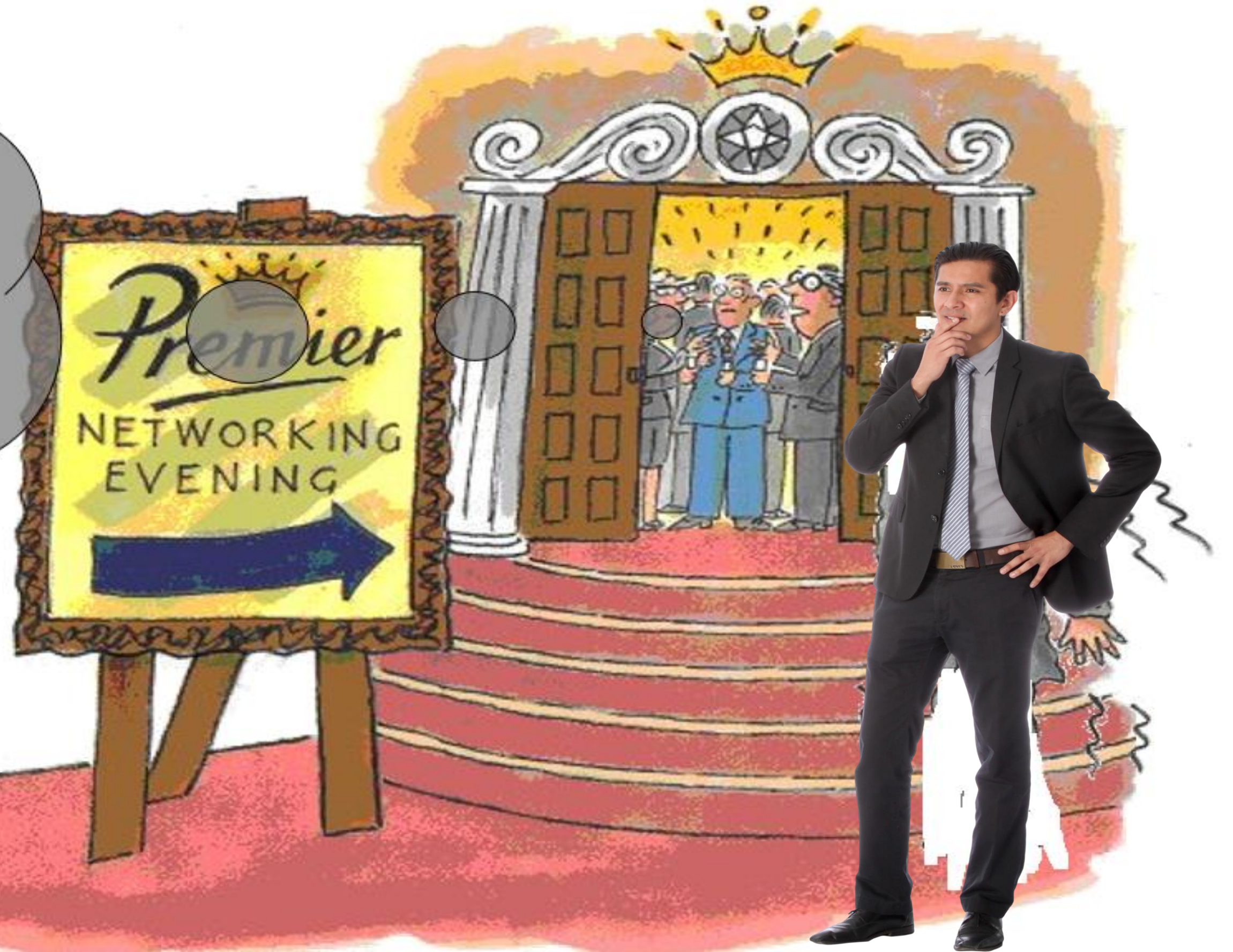


3 Basic Fears



Fear of the unknown

Where am
I going to
start?



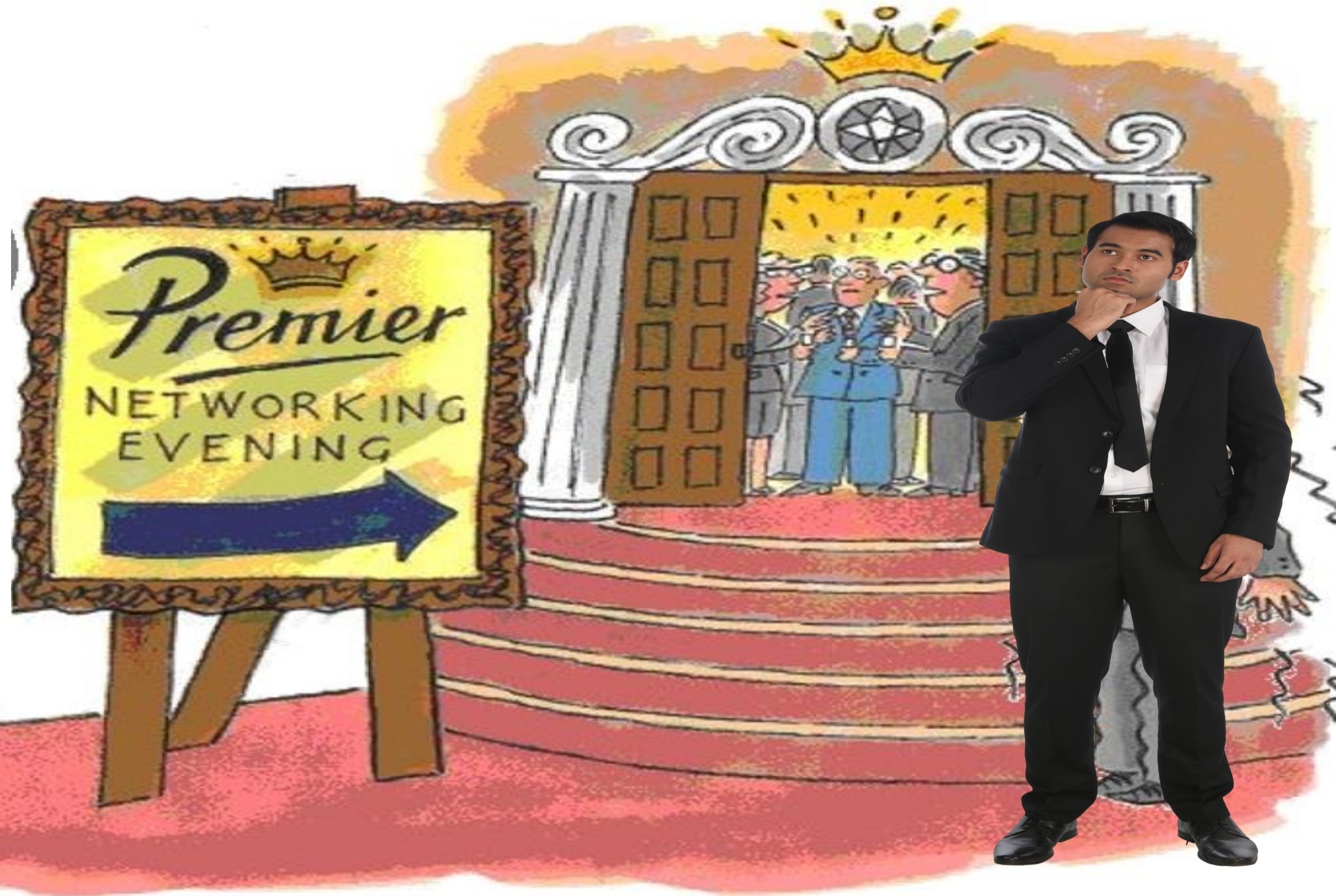
Fear of rejection

Will
anyone
talk to
me?



Fear of Failure

Will I
know the
answer?



How to feel in command and control



✓ PLAN
✓ PREPARE
✓ PERFORM

Important preparation

I believe I'm a nice person...

I have every right to be here...

I want to be considered
an interesting person...



Individuals

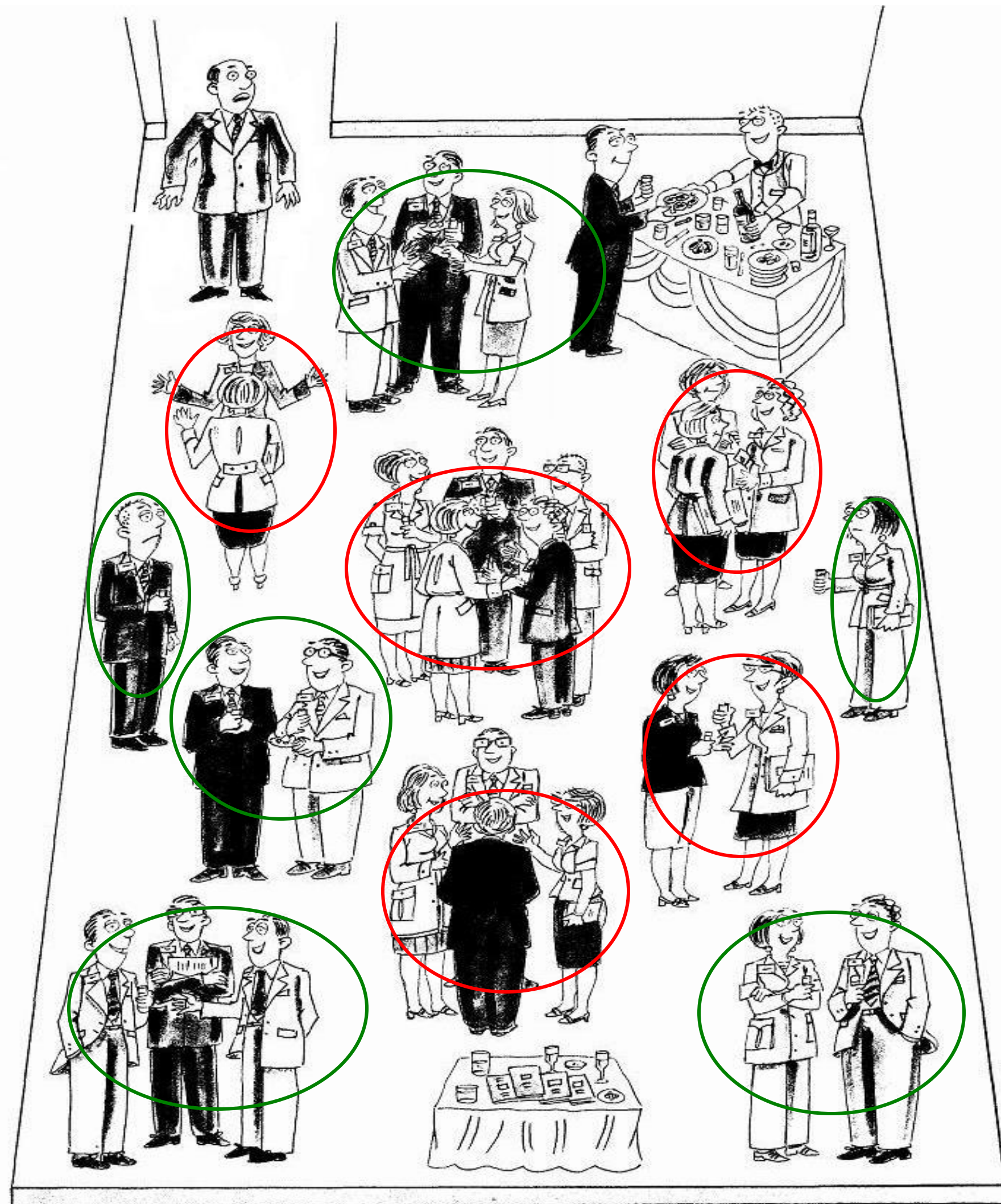
Open Couples

Closed Couples

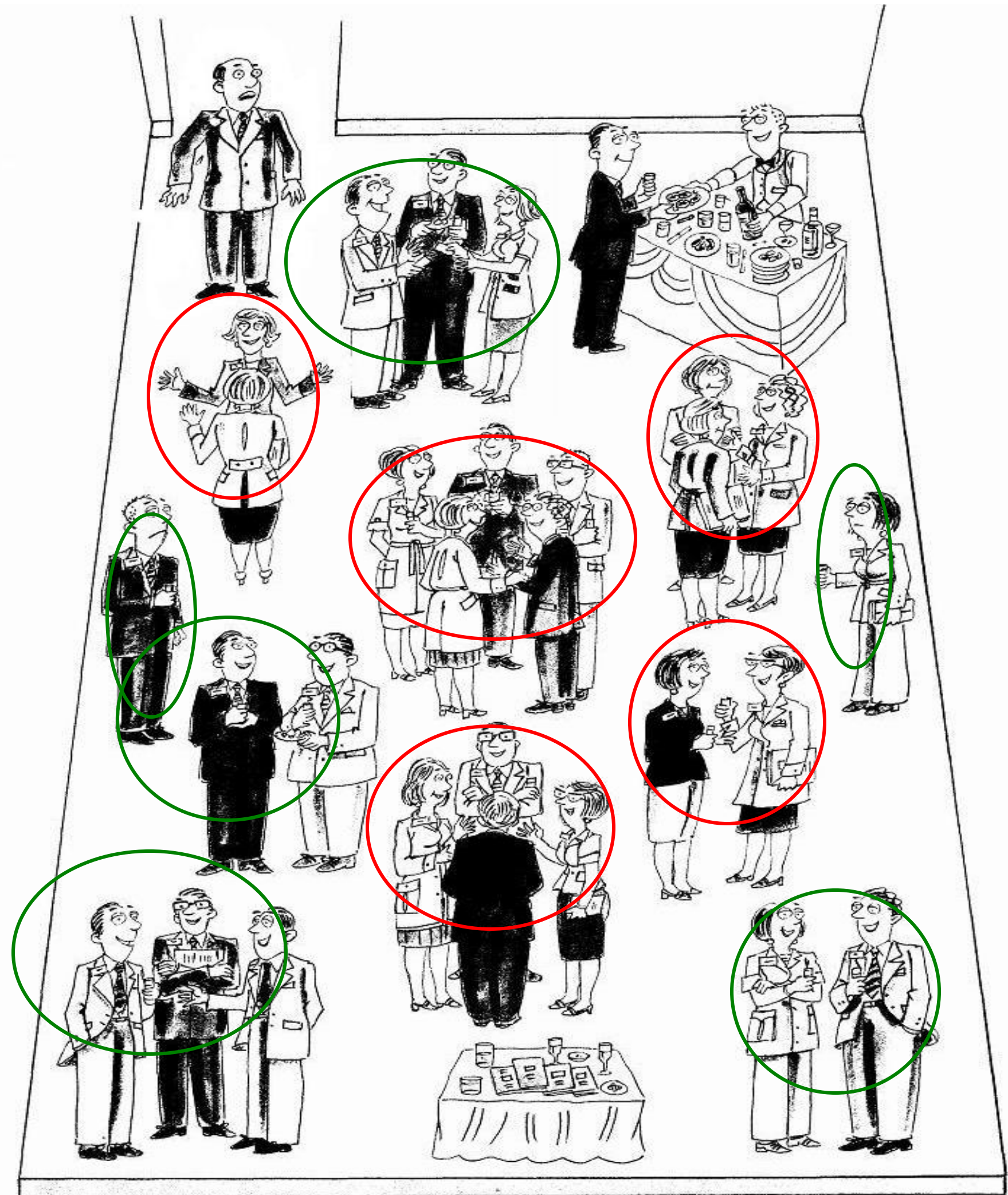
Open Threes

Closed Threes

Bigger Groups



Individuals
Open Couples
Closed Couples
Open Threes
Closed Threes
Bigger Groups



The person on their own



Play (k)

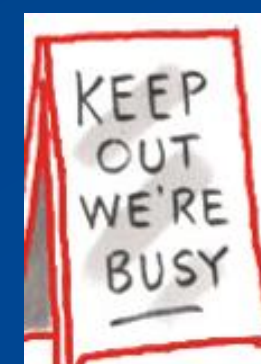
The way couples stand



Open
and
closed



The way 3 people stand



“Please don’t think like this !”



The hanger on!



Moving on



"Shall WE go and meet others?"



Joining closed groups “Do you know this person in this group?”



Rude people



Don't let them up set you



Don't give them a second thought – just move on



But move on politely

- You only want to talk about yourself.
- You don't really care to hear what others have to say
- You are overconfident, thinking you won't learn anything
- It will seem like an interview ...or interrogation!

Here's T.E.D.



ASKING QUESTIONS



Tell me....

Explain what....

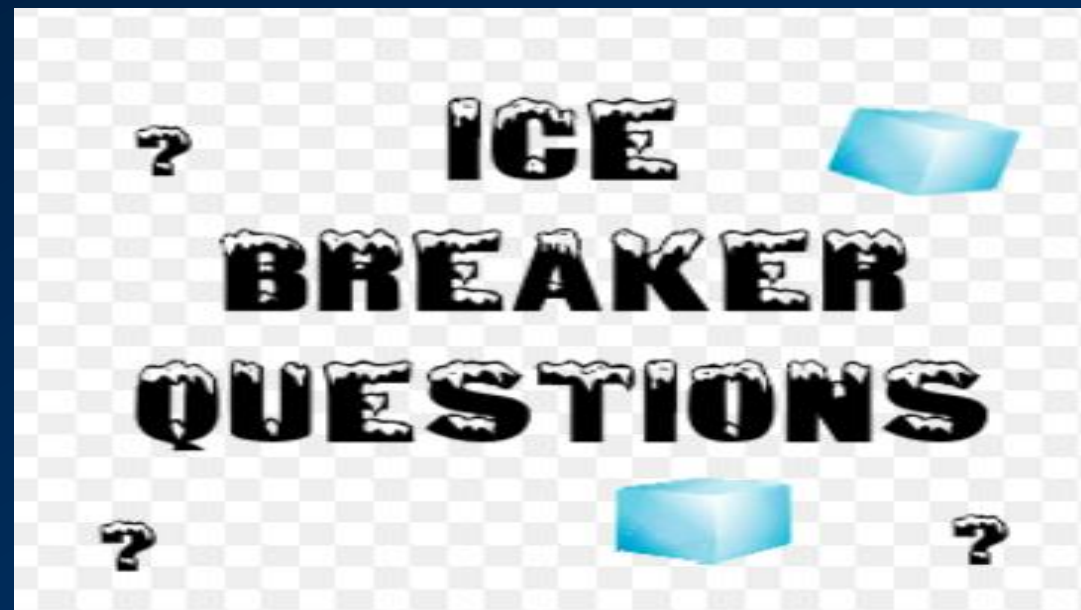
Describe how...

Fear is temporary; regret is permanent

4 areas of questions



ASKING QUESTIONS



Ice-breakers. 'What do we have in common?'

A photograph of two women in a professional setting. The woman on the left is Black with short, curly dark hair, wearing a dark blazer over a light-colored top. The woman on the right is White with voluminous, curly brown hair, wearing a white blazer over a dark top. They are both smiling and looking towards the right. In the background, a man in a suit is partially visible, and there is a whiteboard and some office equipment.

Hosts

Travelled From
Somewhere

Why Are You Here?

The venue

Business questions



Asking questions



Small talk ...So important



Asking questions





When you do ask great questions...

You will always make the other person



Hearing an opportunity

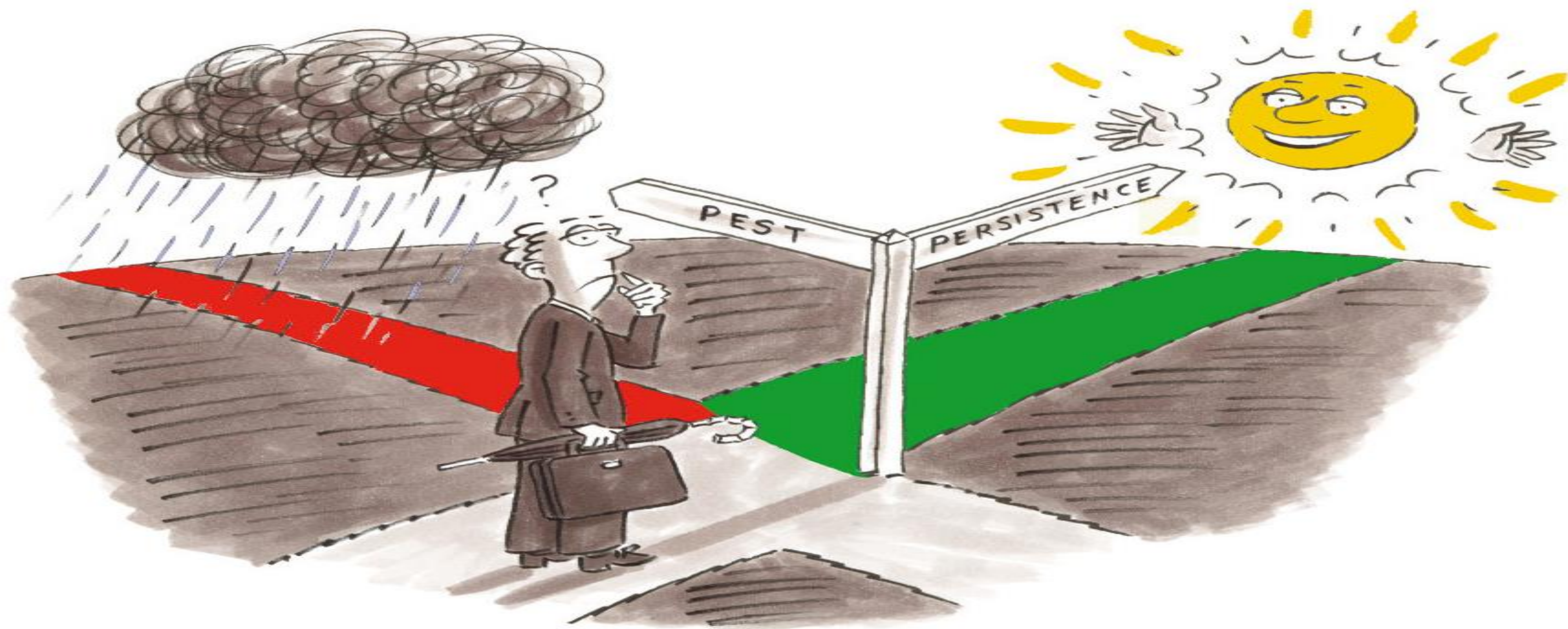
SPOTTING NEEDS AND OPPORTUNITIES



How to follow up Sometimes a dilemma



FOLLOWING UP



Professional follow up –v- pestering



FOLLOWING UP

The Asking
Conversation:

Ask for
“Permission”
to Ask

**ASK FOR
GUIDANCE**

To improve your follow ups - remember



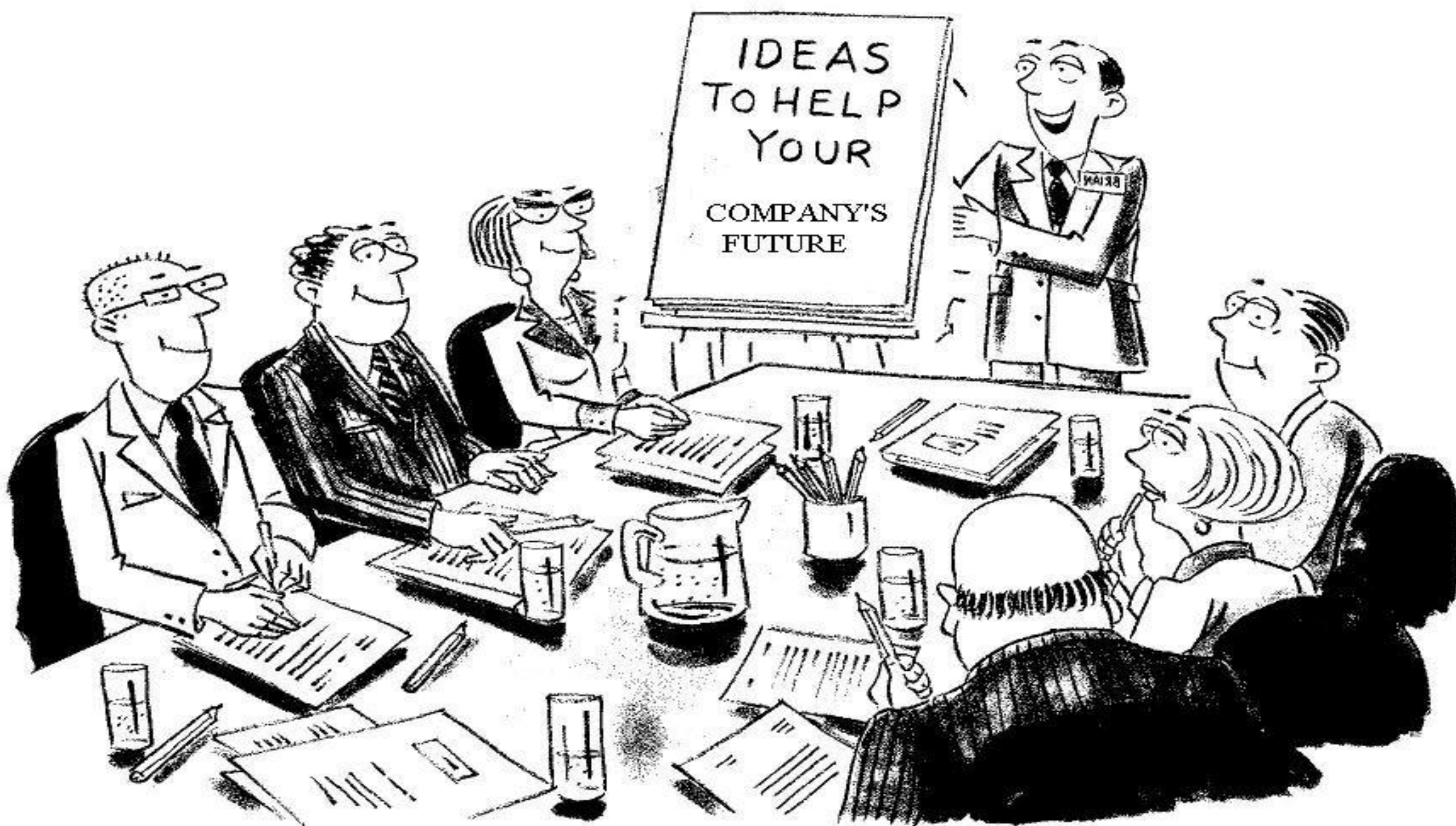
FOLLOWING UP

- ◀ **What's the worst that can happen?**
- ◀ **If you haven't achieved your goal your circumstances haven't got any worse**
- ◀ **You are giving a gift of your knowledge and expertise**

The end result



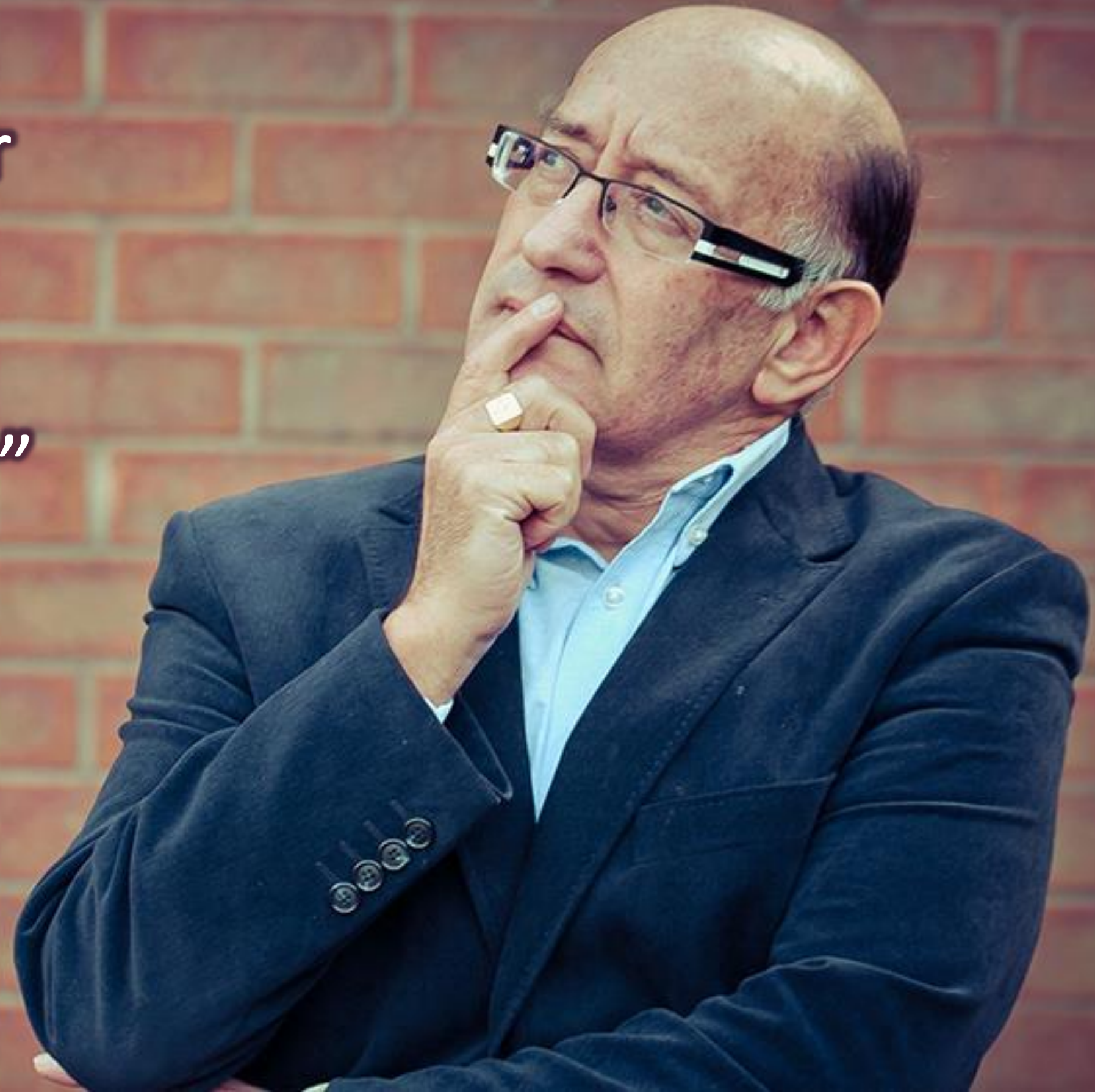
MEETING PROSPECTS





“So, who do you know who...

... I might talk to in your network, about me helping them develop their networking skills?”



2 Questions to ask yourself now



**“How visible do you plan to be?”
(Online & face-to face)**



“How proactive will you now be?”

....then join me on LinkedIn....



Will Kintish ✓

I work with accountants, lawyers, property professionals, the finance community and general business who want to develop their networking skills, Result? You become more confident and more effective networkers.

Elstree, England, United Kingdom · [Contact info](#)

[Check out my new site](#) ↗

13,290 followers · 500+ connections

✎ Enhance cover image



Kintish Ltd



Institute of Chartered
Accountants in England and...

...but please send
me a PERSONAL
invitation

Surely THE best
way to start an
online
relationship

In summary



Turn up



Be nice



Ask questions



Listen with your eyes



Follow up

Here are my contact details

will@kintish.co.uk

www.kintish.co.uk

07939 205719



....and finally....

- **Born:** 4 April 1928,
- **Died:** 28 May 2014



ed States

Welcome to Salford

Stephen Young
Chief Executive, Salford City Council



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Lunch (and networking!)



Players' Lounge
(Mezzanine Floor/Floor 1)



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Stadium Suite
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Conference Intro

Craig McArthur, Academy of Leadership and Management

John Patterson, Academy of Leadership and Management

Sharon Senior, North West Employers



#NWEALMCONFERENCE26

Position - SL7 cohort and 121s	Pts
Liverpool City Council	16
St Helens Borough Council	16
Halton Borough Council	15
Wirral Council	11
St John's and St Elizabeth Hospital	10
Trafford Council	10
Liverpool City Region Combined Authority	8
Blackpool Council	6
Salford City Council	6
Bury Council	5
EMH Group Ltd	4
Bolton Metropolitan Borough Council	3
Tameside MBC	3
Manchester City Council	1
North Yorkshire Council	1
Preston City Council	1
Stockport Council	1

SL7 individuals	Pts
St Francis Employability	2
Invictus Education Trust	1
Lowell	1
McCarthy Stone	1
Lincat	1

Position _ NWE cohorts	Pts
Halton Borough Council	13
Liverpool City Council	10
Trafford Council	10
Wirral Borough Council	8
HJE	7
St Helens Borough Council	7
Liverpool City Region Combined Authority	6
Salford City Council	5
Bury Council	3
Bolton Council	2
Blackpool Council	1
Fylde Council	1
Stockport MBC	1
Tameside Council	1

Position	Pts
St Francis Employability	2
Invictus Education Trust	1
Lincat	1
Lowell Group	1
McCarthy Stone	1



Position _ NWE cohorts	Start	Finish
Cohort 1	27 th Feb '24	27 th Feb '26
Cohort 2	1 st Oct '24	2 nd Oct '26
Cohort 3	21 st Oct '24	2 nd Oct ' 26
HJE cohort 1	2 nd Dec '24	2 nd Dec '26
Cohort 4	27 th Feb '25	27 th Feb ' 27
Cohort 5	26 th Feb '25	26 th Feb '27
Cohort 6	8 th July '25	8 th July '27
Cohort 7	9 th Oct '25	9 th Oct '27
Cohort 8	5 th Nov '25	5 th Nov '27
Cohort 9	27 th Nov '25	27 th Nov '27
Cohort 10	16 th Dec '25	17 th Dec '27



Leadership experiences

Katherine Fairclough, Chief Executive, Liverpool City Region Combined Authority

Adam Mason, Director of Operations, PBS Offshore





KATHERINE FAIRCLOUGH

Chief Executive
Liverpool City Region Combined Authority



**LIVERPOOL
CITY REGION**
COMBINED AUTHORITY

METROMAYOR
LIVERPOOL CITY REGION

STRATEGIC LEADERSHIP — MY PLAYBOOK

ADAM MASON

INTRODUCTION AND BACKGROUND

- 26 YEARS IN OIL & GAS (West Africa, Cambodia, Middle East and the North Sea)
- 15 YEARS IN LEADERSHIP ROLES
- CURRENTLY HEADING UP AN ORGANISATION OF 1200 EMPLOYEES IN A CONSORTIUM/GROUP OF 3 COMPANIES
- “TRANSFORMATIVE STRATEGIC LEADERSHIP”

Personal Development Journey:

- Chartered Manager
- CMI Level 7 & Level 8 in Strategic Leadership
- ILM Coach & Mentor (AYP)
- National Ambassador for Mental Health Charity - MIND



MY FAMILY



STRATEGIC LEADERSHIP — MY PLAYBOOK

5 RULES OF MY STRATEGIC LEADERSHIP PLAYBOOK

1



Involve the Team

2



Anchor to a structure

3



Don't stop banging the drum

4



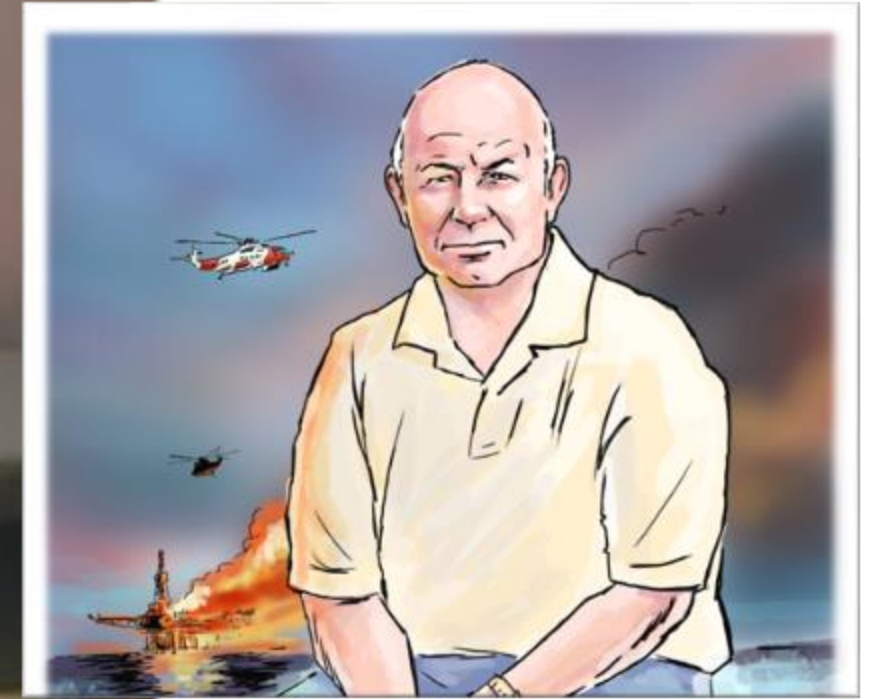
Be Fleet of Foot

5



Tell your Story

RULE 1 – INVOLVE THE TEAM



RULE 2 – ANCHOR TO STRUCTURE

MISSION

This is why we exist and why we were created

VISION

This is our desired future position

VALUES

At the heart of everything we do

LEADERSHIP FUNDAMENTALS

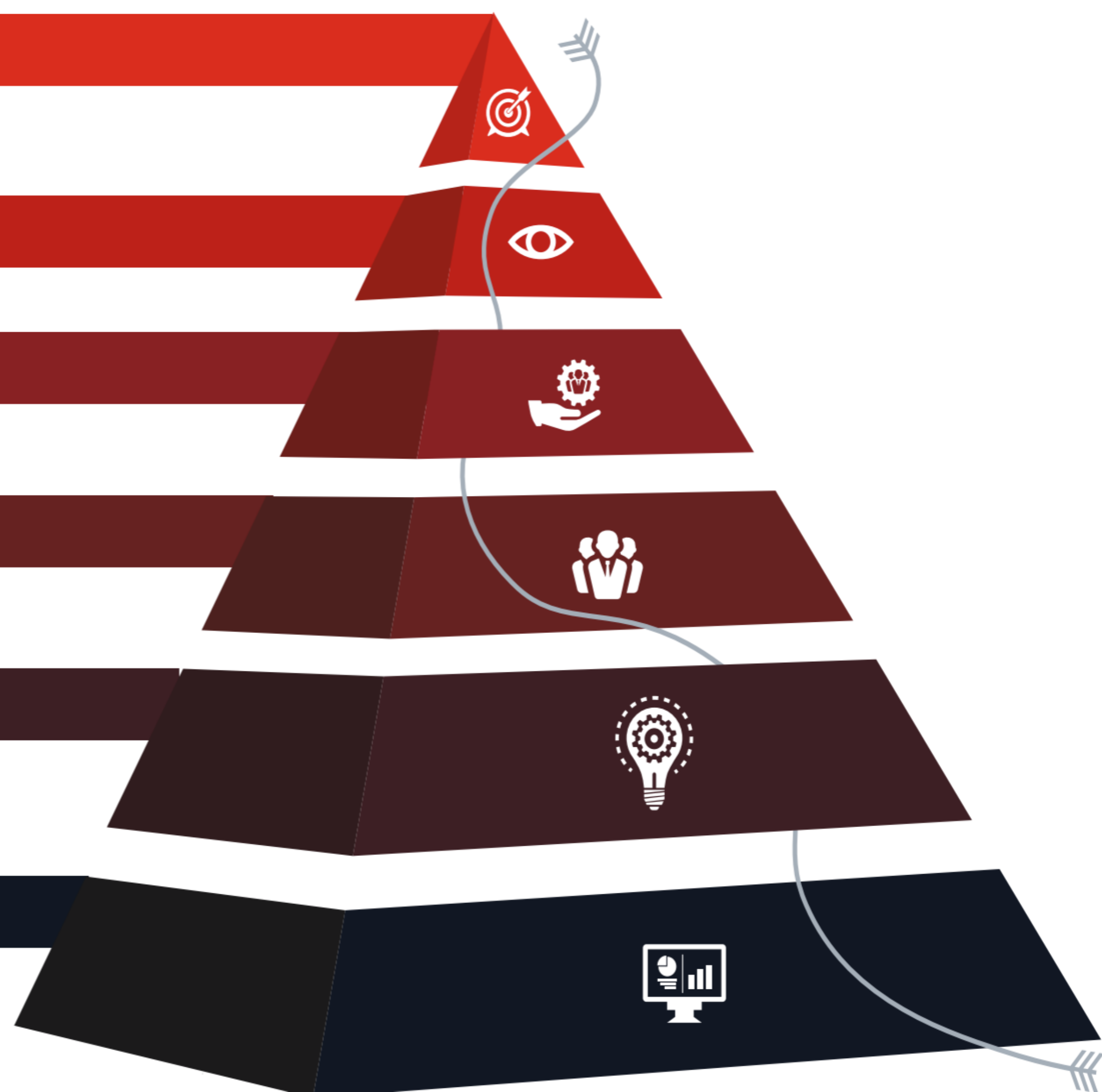
Setting high standards

STRATEGIC PRINCIPLES & INITIATIVES

The specific areas we are focusing our strategic approach around

PERSONAL OBJECTIVES & KPI'S

The performance measurements we have with our clients



Our Core Values



OUR MISSION

We bring together expertise and agility to deliver integrated services that drive value for our clients.

OUR VISION

We aim to be the multi-sector partner of choice, setting the standard for safety, efficiency, and innovation

OUR VALUES



Core values

Safety

Is more than a value it is at the heart of everything we do and is part of our DNA we aim for ZERO incidents or harm



People

Our people are our number one priority and biggest asset. We want to retain, develop and attract greatness. Caring, listening and empowering each other to do our best is key to our success. Diversity of thought is important - we have some great minds to draw on let's use them.



Excellence

We strive to have functioning and repeatable mechanisms delivered in an operating rhythm which drives efficiency and high performance



Teamwork

We're a community who share a common vision and work together to achieve extraordinary results. Integration and collaboration are critical for leveraging the combined strength and value our consortium brings



Integrity

We strive to do the right thing in any circumstance or situation. Through our integrity we demonstrate honesty, transparency, and a commitment to doing what's best for our clients, teammates and consortium partners.

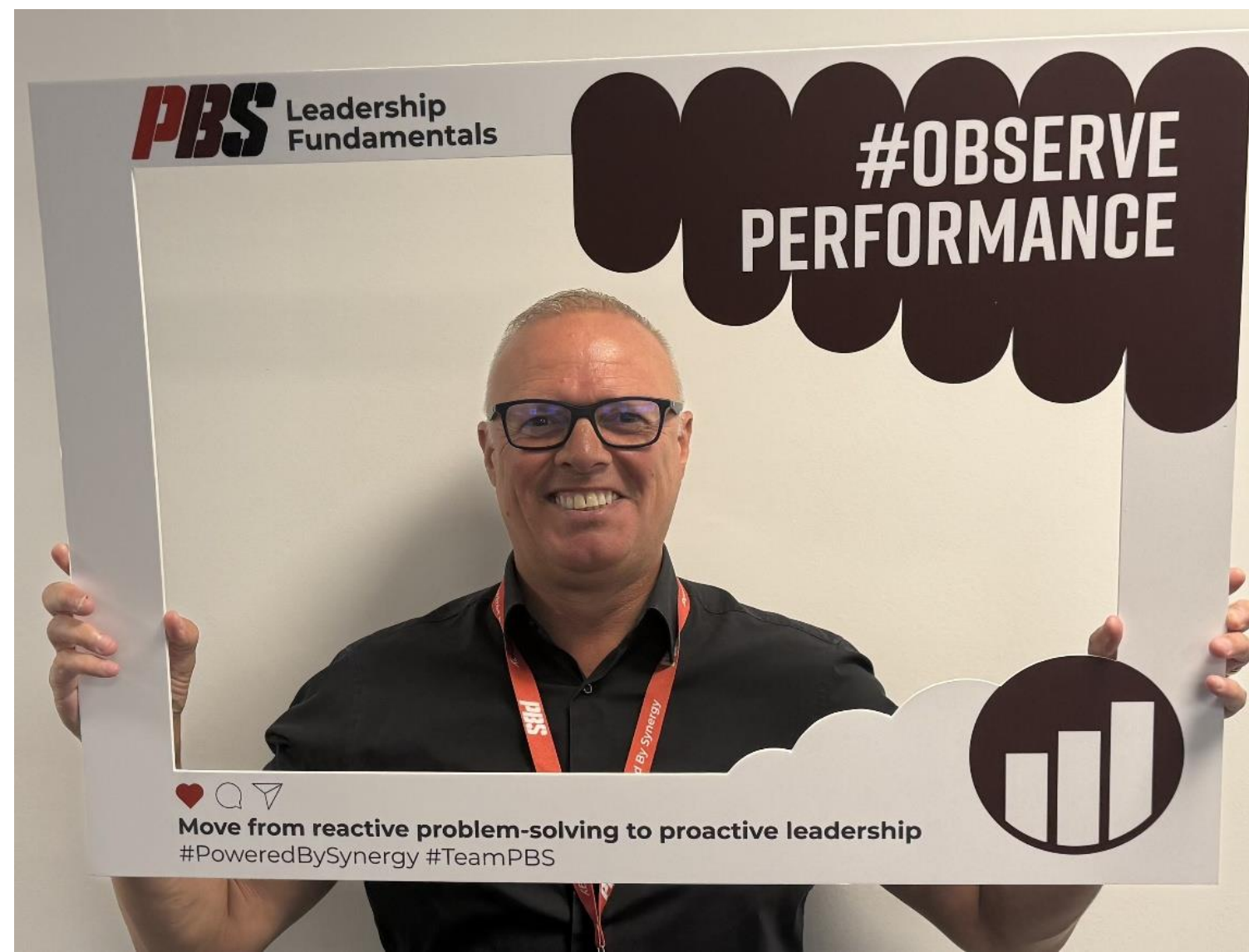


LEADERSHIP FUNDAMENTALS



- 1. CLEAR EXPECTATIONS**
Our leaders consistently set a vision & communicate out our clear expectations. We encourage our people to challenge & ask when things are not clear.
- 2. OBSERVE PERFORMANCE**
Our leaders observe performance & tie our targeted behaviours to results via critical KPIs & metrics. We introduce healthy stretch to challenge our teams.
- 3. REMOVE BARRIERS**
Our leaders proactively remove barriers to performance. We do all we can to assist our workforce to deliver.
- 4. FEEDBACK**
Our leaders both provide, & actively seek out, timely & pinpointed feedback (both positive & constructive). We see feedback as a critical gift. We recognise and celebrate our successes.
- 5. COACH & ENGAGE**
Our leaders coach & engage both their direct reports and others across our team. We cultivate a continuous learning environment. We have the conversations necessary to deliver & improve our business.





INTRODUCING OUR SEVEN STRATEGIC INITIATIVES



PRINCIPLES → INITIATIVES ↓	HSE AND OUR VALUES AT OUR CORE	VALUE FIRST - COST AWARE	ACCELERATE GROWTH	PERFORMANCE & PRODUCTIVITY	PEOPLE & ORGANISATION
RESPONSIBLE BUSINESS & SUSTAINABILITY	Safety, sustainability & compliance are our core commitments to people, planet and resilient business driven by duty & guided by compliance.	We are committed to reducing waste & driving sustainable success through continuous upskilling & smart spending	Ensure that every step towards revenue growth is grounded in integrity, accountability & sustainability, building value whilst preserving tomorrow giving return on investment	Productivity is no longer just about output; its about impact - creating a future where business growth of global responsibility move forward hand in hand	Putting people at the heart of responsible business, we align organisational strength with sustainability to encourage innovation, accountability & shared success.
MAINTENANCE AS A SERVICE	Integrate proactive safety checks and environmental controls into all maintenance activities and service offerings.	Remove low value administrative tasks from our daily business	Increase our customer engagement through the delivery of new USPs	Use technology to optimise maintenance by leveraging competitive	Optimising value from each and every team member, focus on value adding activities and harnessing both specialist and generalist diversity within the
ENGINEERING EXCELLENCE	Capture and share lessons learned from HSE incidents; use data to drive safer engineering standards and practices.	Reduce rework and duplication via centralised knowledge systems	Monetise engineering through consultative products	Ensure that optimised processes & aligned performance of SMC model through & strengthen to new opportunities	Enhancing resilience, we are able to manage risk
REIMAGINED SMC	Through careful vendor selection, we reduce the import of risk, minimise waste, optimise delivery and ensure resources are utilised efficiently.	By boosting internal capability and driving efficiency through innovation and vendor excellence, we deliver higher-value services at lower cost while maintaining quality and long term sustainability.	Ensure that optimised processes & aligned performance of SMC model through & strengthen to new opportunities	Leverage specialist skills to support responsive	With digital tools
NEXT GEN SUPPLY CHAIN	Prioritise responsible sourcing, safe logistics, and supplier HSE performance in all supply chain decisions.	Drive procurement savings and inventory	Use data to support client-f	Use data to support client-f	Ability & Privacy & Security
IT/IS INFORMATION MANAGEMENT & CYBERSECURITY	Use digital tools to monitor, report, and improve HSE performance; enable real-time visibility of safety metrics.	Reduce manual reporting and duplication through automation. Build a useful report in Power Bi to provide insight.	Advance commercial client by co	Use data to support client-f	Personal resilience, managing talent, inclusive, cultivating a everyone can lead
TALENT DEVELOPMENT & PERSONAL GROWTH	Empower everyone across the organisation to strengthen HSE leadership, while recognising proactive safety and positive behaviours	Cultivate cost-aware leadership and shared accountability to strengthen efficiency at every level			



RULE 3 – DON'T STOP BANGING THE DRUM



DON'T STOP BANGING THE DRUM... COMMUNICATE, COMMUNICATE, COMMUNICATE





Our Pulse App is your one-stop platform for staying informed.

Features

- ✓ Confirm you're fit to fly
- ✓ See your mobilisation details wherever you are
- ✓ Receive delay or weather warnings instantly.
- ✓ View key company news & updates.

All the information you need in one place

For support, contact: pbspulse@pbs-offshore.com



App Store

Google Play Store

Teamwork



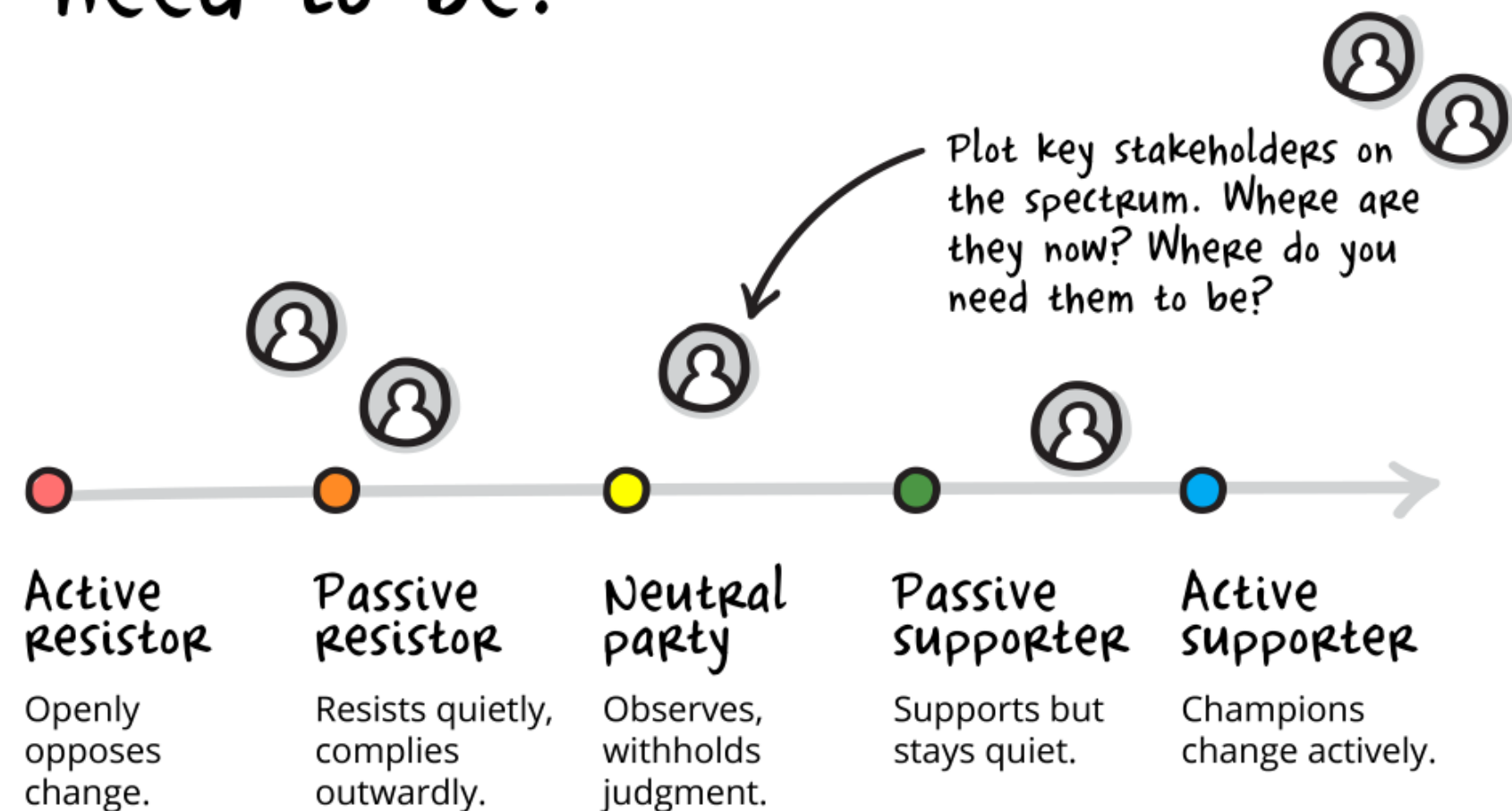
We're a community who share a common vision and work together to achieve extraordinary results. Integration and collaboration are critical for leveraging the combined strength and value our consortium brings.



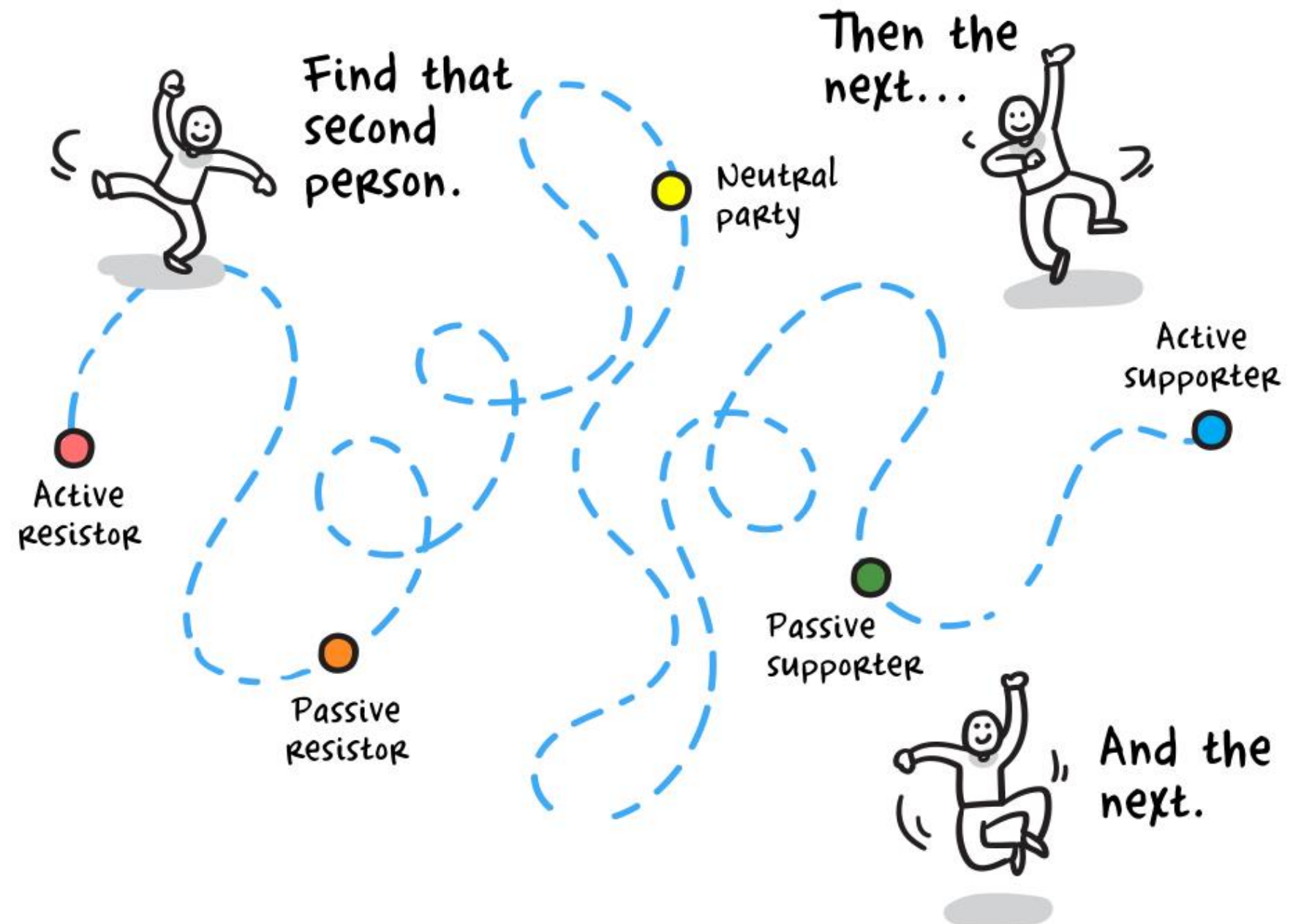
RULE 3 – DON'T STOP BANGING THE DRUM

TO LEAD **CHANGE** IS TO BUILD AN ARMY OF **ADVOCATES**

#**MOVE** people to where they need to be.



Early adopters will **#INSPIRE** others to follow.



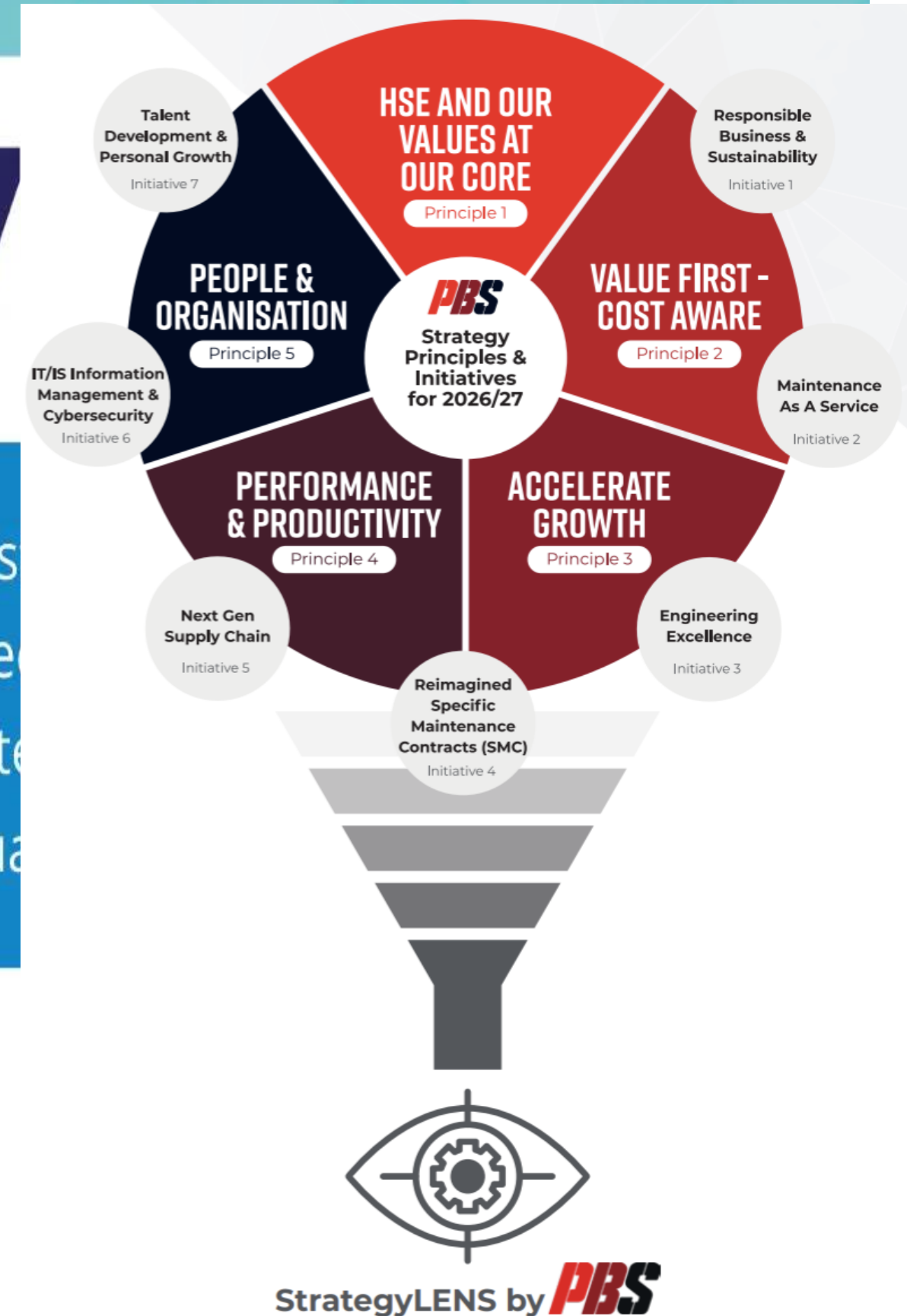


DON'T STOP BANGING THE DRUM

MAKE PROGRESS VISIBLE

“IT'S NOT GOING AWAY”

**SO... WE CREATED AN
APPLICATION TO TRACK
OUR OVERALL
STRATEGIC PROGRESS
ANYTIME, ANYWHERE**



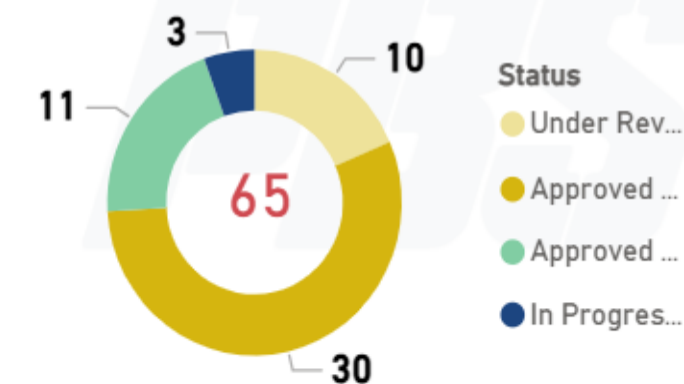


2026-27

Dashboard Last Refresh
15/01/2026 15:43:36

- L – Learn:** Capture and share ideas, insights, and lessons across the organisation.
- E – Evaluate:** Continuously assess strategic progress and performance against goals.
- N – Navigate:** Guide teams through strategic priorities with clarity and direction.
- S – Showcase:** Transparently demonstrate progress, ownership, and impact to stakeholders.

A3 Workflow



View & Edit

STRATEGY DOCUMENT	→
STRATEGY MATRIX 100%	→
STRATEGIC PRINCIPLES 100%	→
STRATEGIC INITIATIVES 100%	→
STRATEGY TEAMS 40	→
A3s - RAISE & EDIT 65	→
IT MAP	→
OBJECTIVES 2026	→

SUSTAINABLE GROWTH | OPERATIONAL EXCELLENCE | ORGANISATIONAL RESILIENCE



RULE 4 – BE FLEET OF FOOT

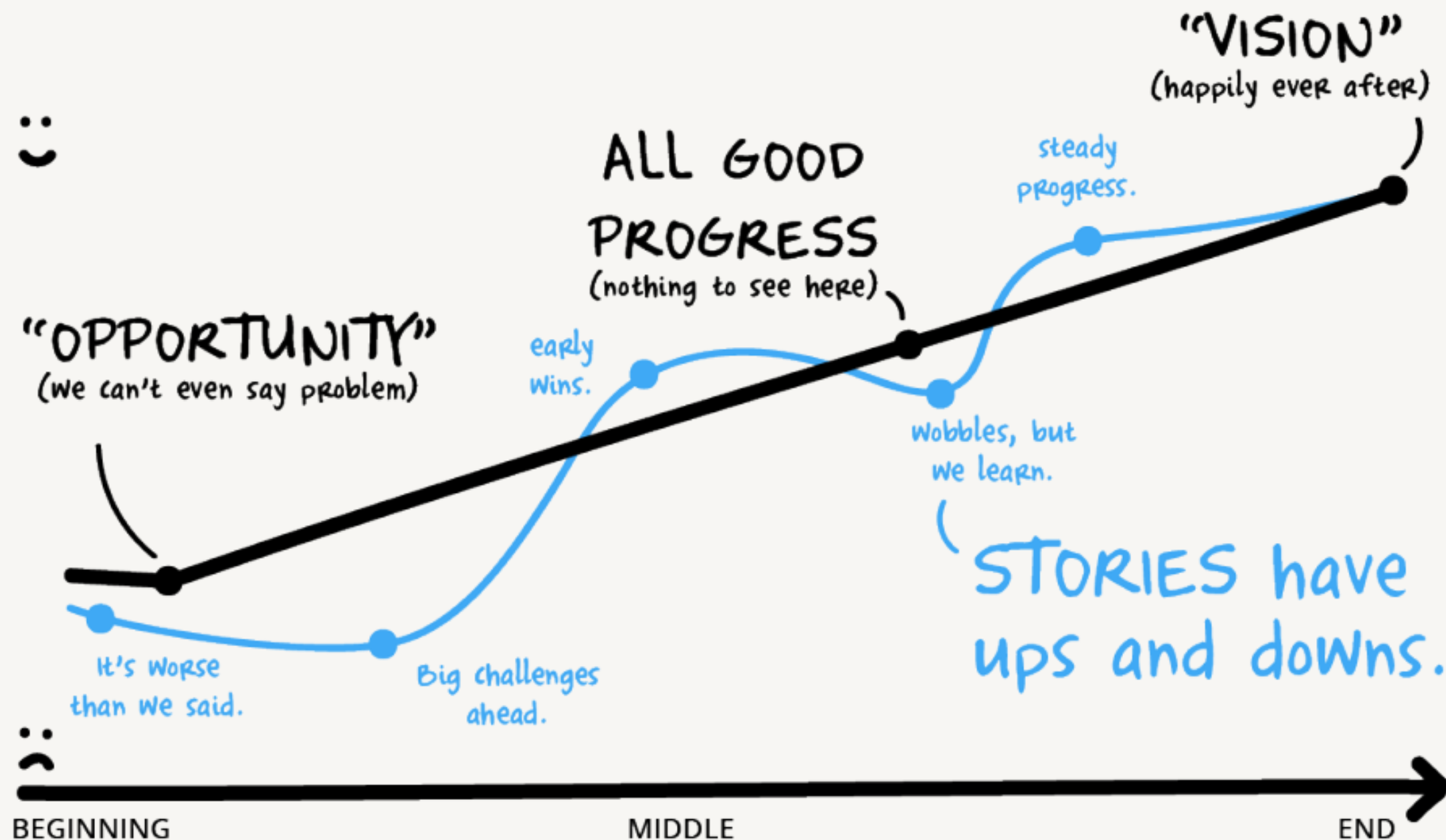
RULE 4 – BE FLEET OF FOOT – **ADAPT FOR SUCCESS – THINGS CHANGE**



RULE 5 – TELL YOUR STORY

BENEFITS OF STORY TELLING IN STRATEGY AND HOW I'VE USED IT

#STORIES are more believable
than classic business 'narratives.'



SAFWAY STEEL PRODUCTS INC

BORN FROM 3





Involve the Team



Anchor to a structure



Don't stop banging the drum



Be Fleet of Foot



Tell your Story

**SO...THAT'S MY PLAYBOOK –
WHAT DOES YOURS LOOK LIKE?**

IT'S EASIER TO FAIL

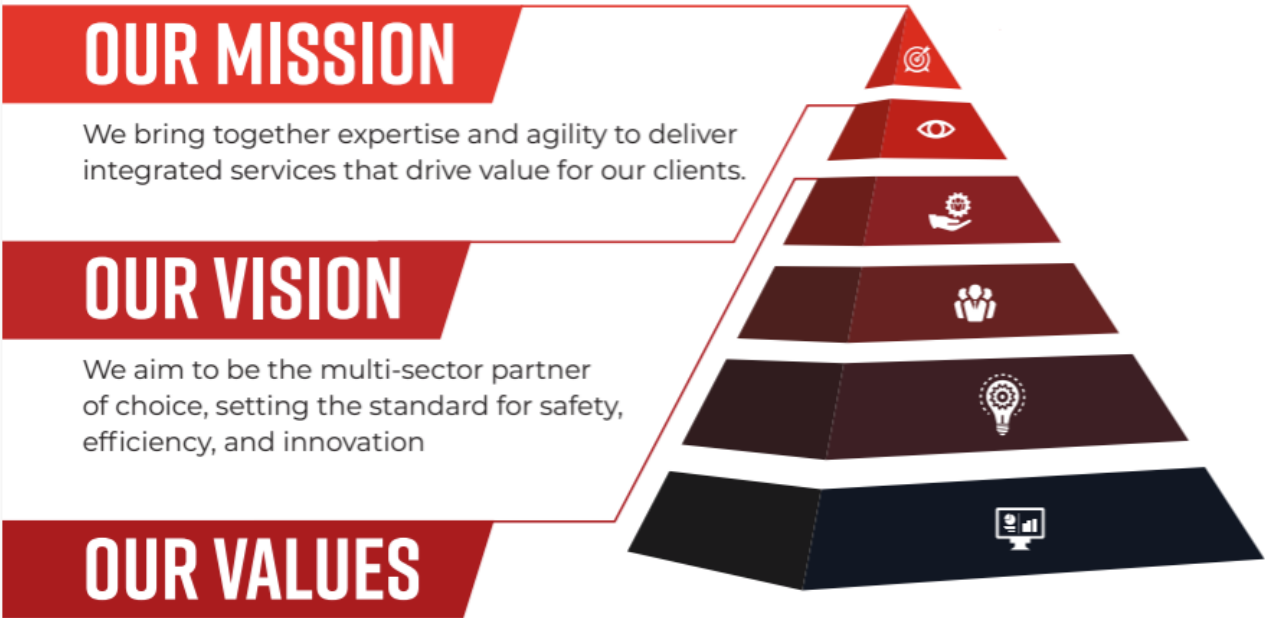
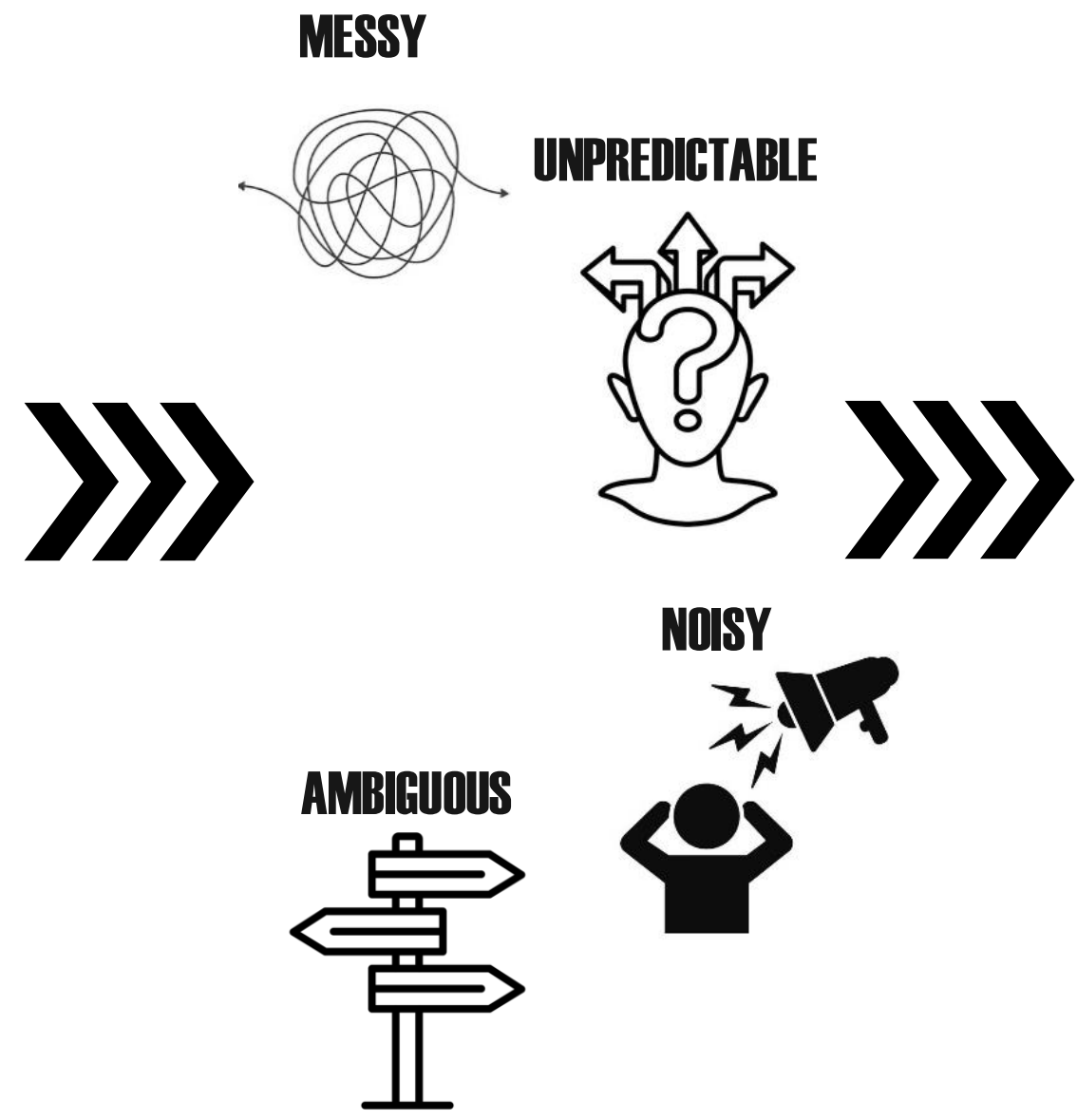


67%

of well-formulated strategies fail due
to poor execution.

ClearPoint Strategy

THE REAL WORLD IS COMPLICATED...



RESILIENCE WILL BRING RESULTS



"Vision without
execution is
hallucination."

THOMAS EDISON
America's greatest inventor

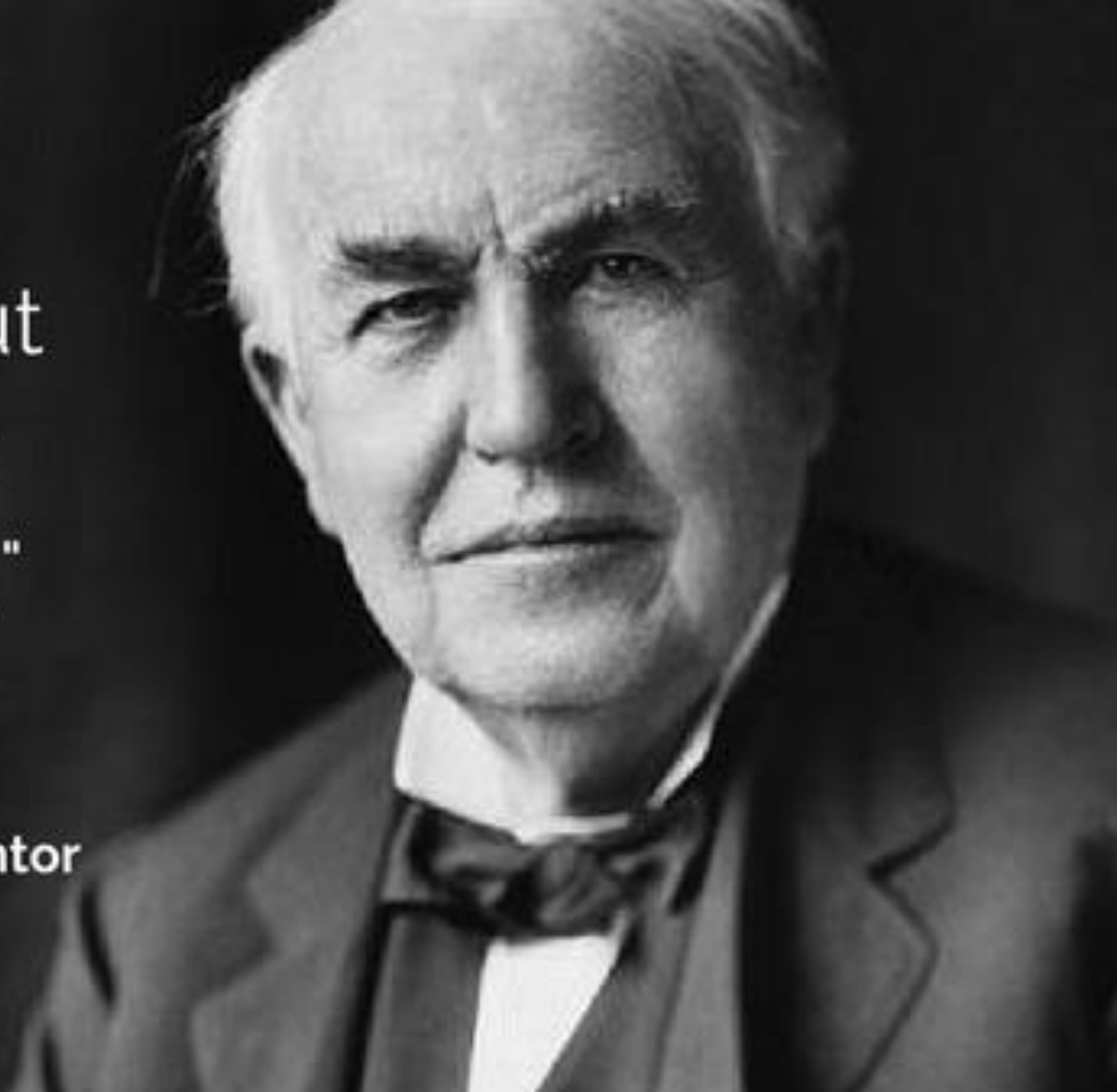


Table Discussion

Questions for the leaders – Katherine & Adam

Questions for the SL7 programme leaders – John & Maria

Reflections on your own leadership journey

Reflections on the programme

Leaders Q&A

Kevan Collier, Strategic Lead L&D, North West Employers (host)

Katherine Fairclough, Chief Executive, Liverpool City Region Combined Authority

Adam Mason, Director of Operations, PBS

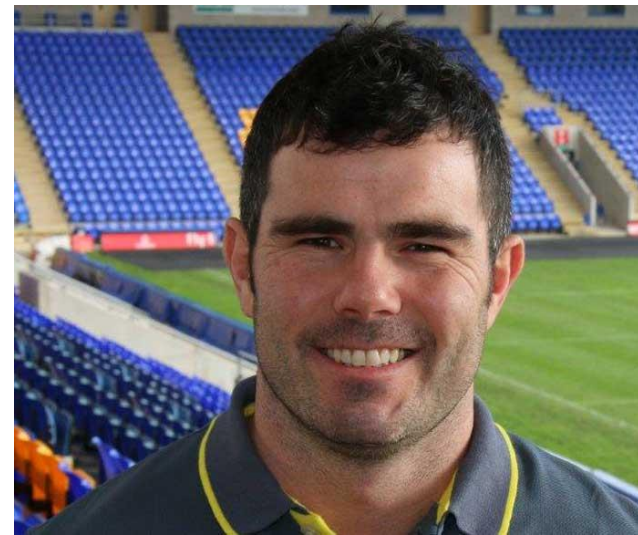
Sharon Senior, Executive Director, North West Employers

John Patterson & Maria McGrath, SL7 apprenticeship programme leaders



Leader Keynote

Karl Fitzpatrick
Chief Executive Officer, Warrington Wolves



#NWEALMCONFERENCE26

Who's in the arena?

“IT IS NOT THE CRITIC WHO COUNTS...” T. ROOSEVELT

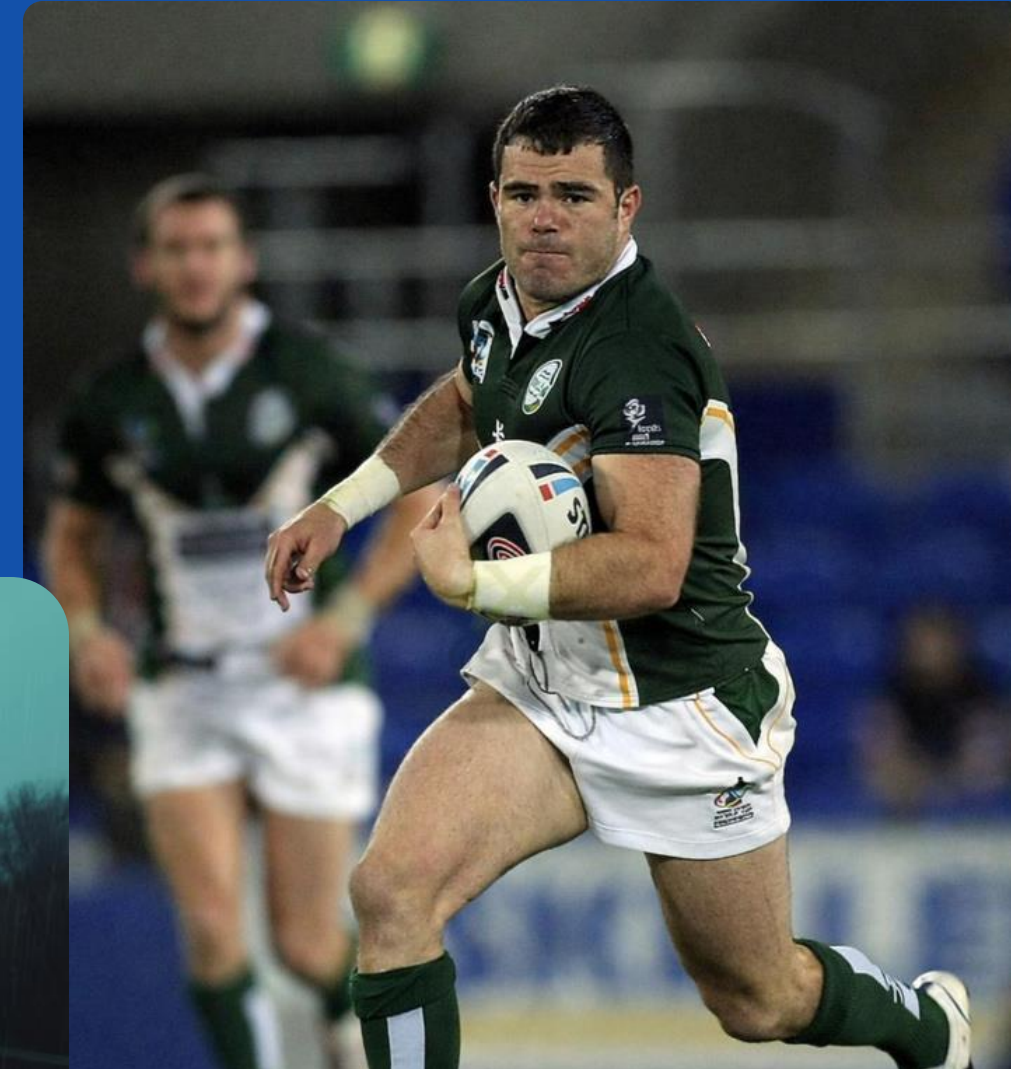
Karl Fitzpatrick CEO, Warrington Wolves RLFC



Bacon Shapes To Big Dreams



From Dream to Detour...and Back Again



**GREATNESS IS BUILT IN THE
MARGINS - EARLY, LATE, AND
WHEN IT'S INCONVENIENT**



From Volunteer to CEO: Earned, Not Given

From work experience to chief executive - meet the new man in charge at Warrington Wolves

11TH NOVEMBER 2016 [WARRINGTON WOLVES](#)



Invest in yourself

Your next role won't be handed to you. You earn it long before you hold the title.

Progress demands discomfort

Failing Forward: Growth Built On Setbacks



FAILURE IS PART OF THE ROLE IT'S HOW YOU RESPOND THAT DEFINES YOU.

YOU TAKE THE HITS, EVEN WHEN IT'S NOT YOUR FAULT.

DON'T HIDE FROM FAILURE. STAND IN IT, LEARN FROM IT, LEAD THROUGH IT.

YOUR TEAM WATCHES HOW YOU SHOW UP AFTER THE FALL.

I'D RATHER BE THE ONE IN THE ARENA BRUISED, BATTERED, BUT IN THE FIGHT.

THAT'S LIVING!

It is important that our fans and sponsors are a part of this process so please let me or Karl Fitzpatrick know your views.

We have re-established the fans forum, if you want to know more, contact Claire Gamble at the club.

Karl will also stand by the **Brian Bevan** statue before the Leigh and Hull KR games from 2pm until 2.30pm to listen to your views.

You Can't Pour From An Empty Cup

DAILY PHYSICAL TRAINING

EATING CLEAN

QUIT ALCOHOL

SPIRITUAL - DAILY
STOIC
SLEEP FOCUS

MEDITATING

COLD WATER IMMERSION

I WAS LOOKING AFTER
EVERYONE...EXCEPT MYSELF



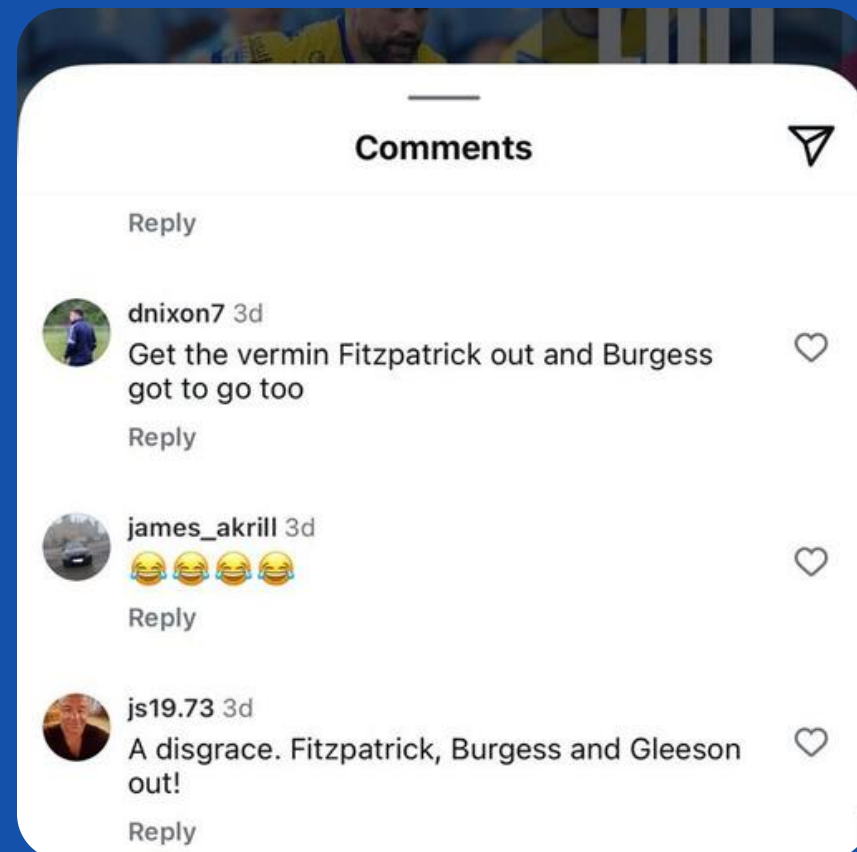
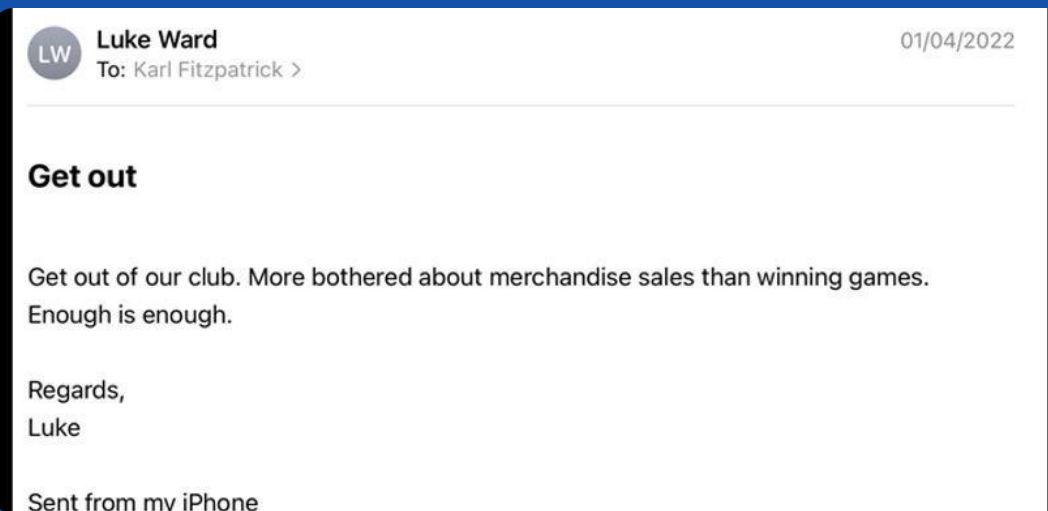
Under the Spotlight: Leadership in Full View

YOU TEAM MIRRORS YOUR ENERGY

LEADERSHIP UNDER PRESSURE ISN'T ABOUT HAVING ALL THE ANSWERS IT'S ABOUT SETTING THE TONE.

THE IMPORTANCE OF MANAGING UPWARDS

THE HIGHER YOU GO, THE FEWER PLACES THERE ARE TO HIDE, SO STAND WHERE PEOPLE CAN SEE YOU.



Make It Happen: The Arena Is Yours

Invest in yourself

Own the set back - lead the response

DO WHAT OTHERS ARE NOT PREPARED TO DO



Thank you

Memento Mori



Karl Fitzpatrick

SL7 Apprenticeship - EPA and what achieves distinction

Sunil Naphray, SL7 Executive Coach



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DISTINCTION IS A BY- PRODUCT, NOT THE GOAL

Focus on growth and excellence over
external recognition

FRAMING THE APPRENTICESHIP PURPOSE

DISTINCTION IS A BY-PRODUCT, NOT THE GOAL

Authentic Leadership Development

The apprenticeship focuses on cultivating genuine leadership beyond merely passing assessments or tests.

Reflective End-Point Assessment

The EPA serves as a reflective process showcasing existing leadership qualities rather than a performance hurdle.

Distinction as a By-Product

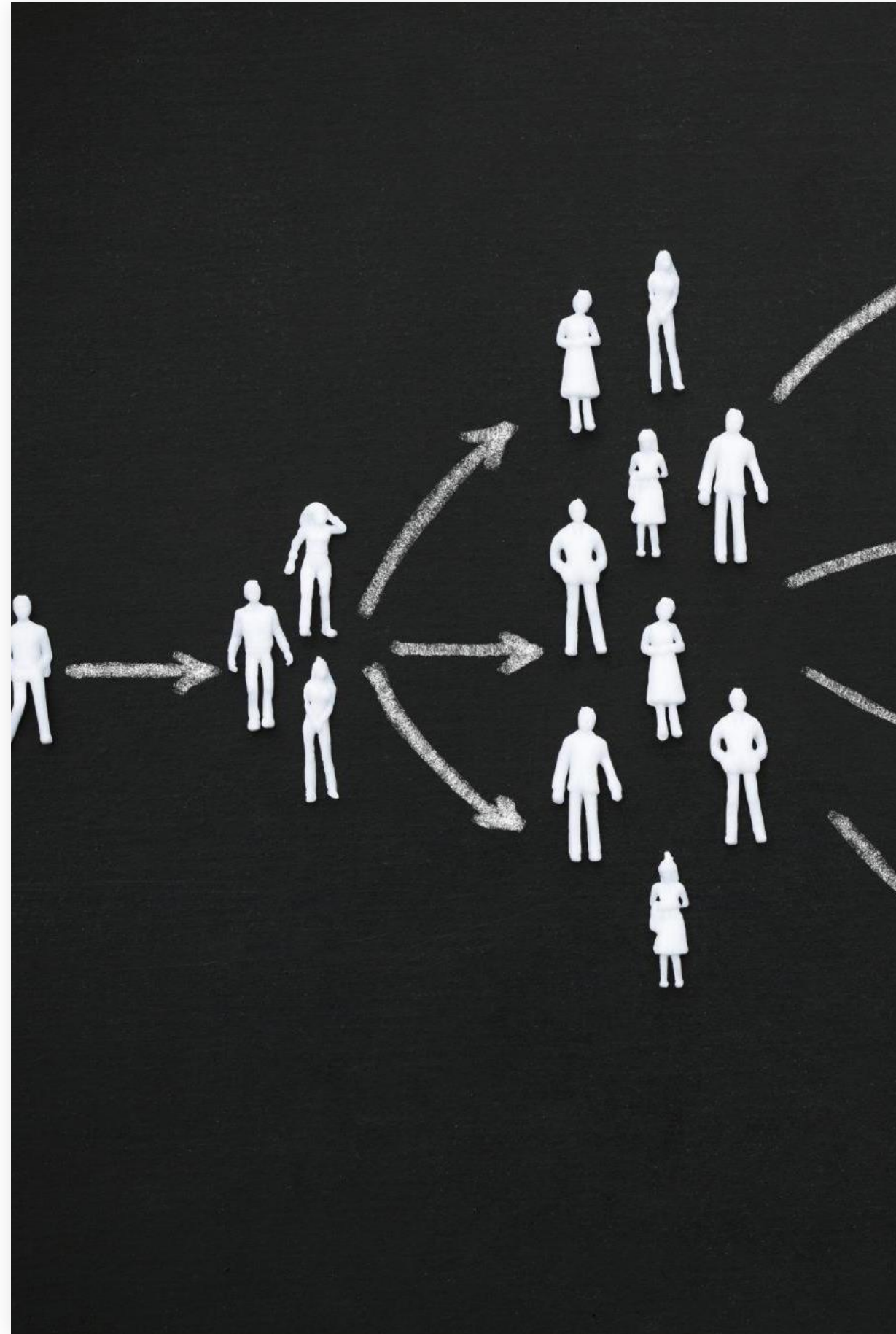
Leadership distinction emerges naturally from consistent ethical actions and strategic decision-making.

Reducing Anxiety Through Mindset

Viewing distinction as a by-product reduces anxiety and supports authentic, confidence-based preparation.



DEFINING DISTINCTION- LEVEL LEADERSHIP



WHAT DISTINCTION-LEVEL LEADERSHIP SOUNDS LIKE

Judgment and Impact in Complexity

Leaders demonstrate sound judgment and create impact by making decisions with incomplete information and balancing priorities.

Ownership and Accountability

Distinction-level leaders take full responsibility for outcomes, communicate risks transparently, and align decisions with strategic goals.

Resilience and Adaptability

They guide teams through uncertainty with resilience and adaptability while maintaining organizational values.

Ethical and Strategic Decision-Making

Leaders ethically allocate resources and negotiate stakeholder interests to achieve sustainable and positive outcomes.

REASSURANCE AND PRACTICAL TAKEAWAY



LEAD WELL FIRST. EVIDENCE HONESTLY.

Authentic Leadership

Effective leadership is about being genuine and leading authentically in current roles without artificial behaviors.

Evidence of Leadership

Strong leaders leave clear evidence through strategic decisions, measurable improvements, and influencing outcomes under pressure.

Honest Reflection

Presenting evidence honestly, including acknowledging challenges and lessons learned, demonstrates maturity and accountability.

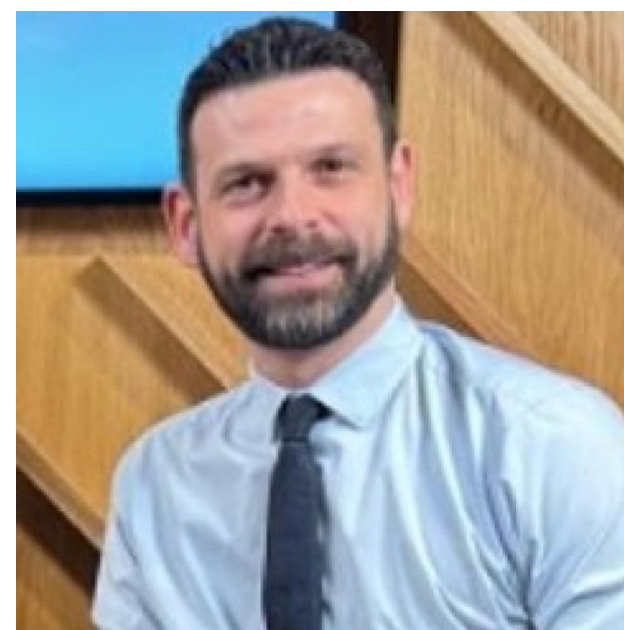
Purposeful Leadership

Leading with purpose and staying true to organizational values reduces stress and builds confidence in leadership roles.

SL7 Apprentice

Programme reflections and experiences

Ian Baddiley, Head of Health & Wellbeing, Halton Borough Council



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Reflections on today

Councillor Jilly Julian
Deputy Leader, Stockport Council



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Reflections on a career in leadership

John Parker, Chair

Academy of Leadership and Management



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Conversations from a long career

John Parker

Chair

Academy of Leadership and Management

Lifetime Achievement Award!



Introduction

John Parker
Chair and Founder
Academy of Leadership and
Management

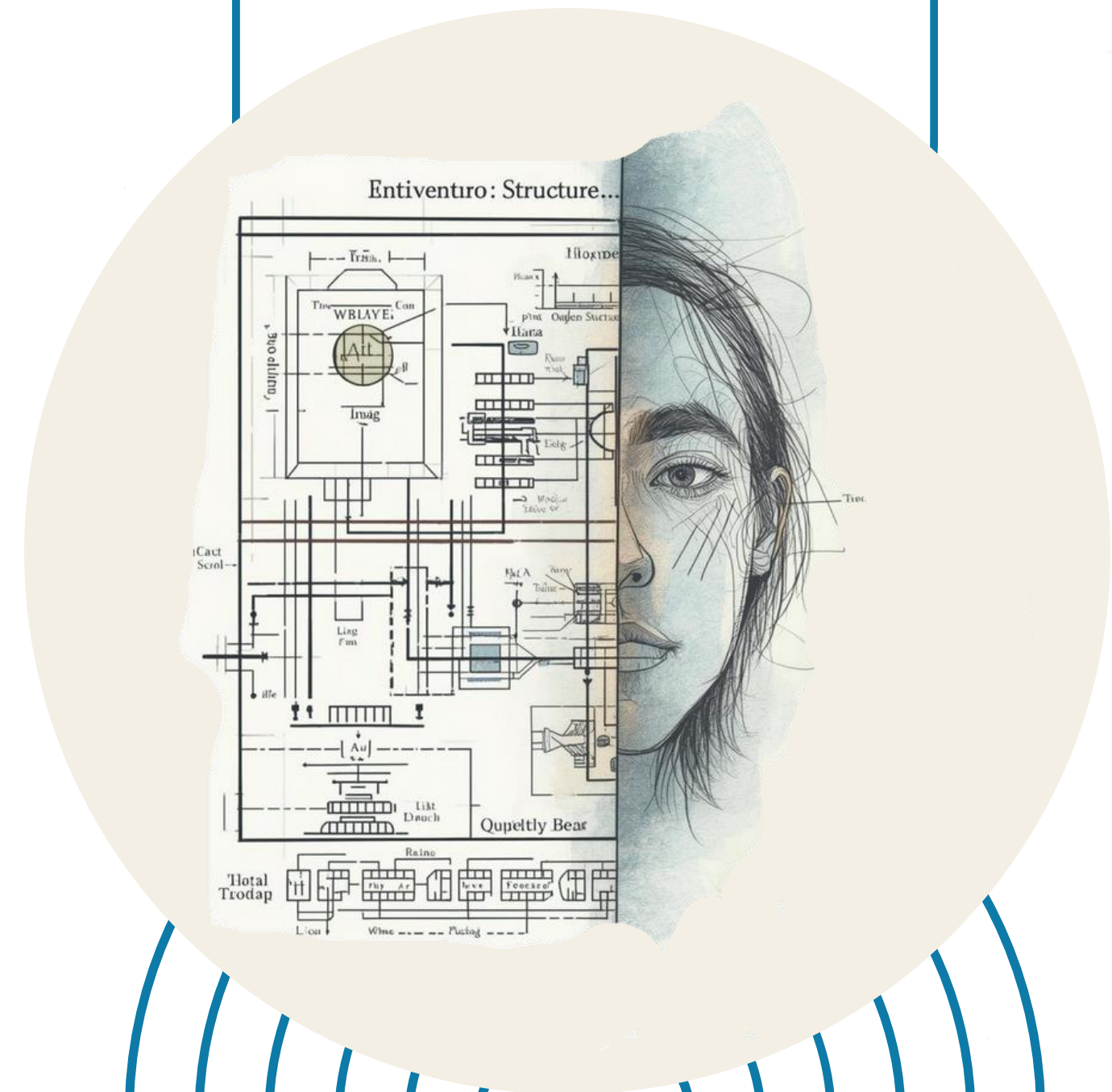
A long career in leadership and
developing leaders



What I've learned from a career in leadership

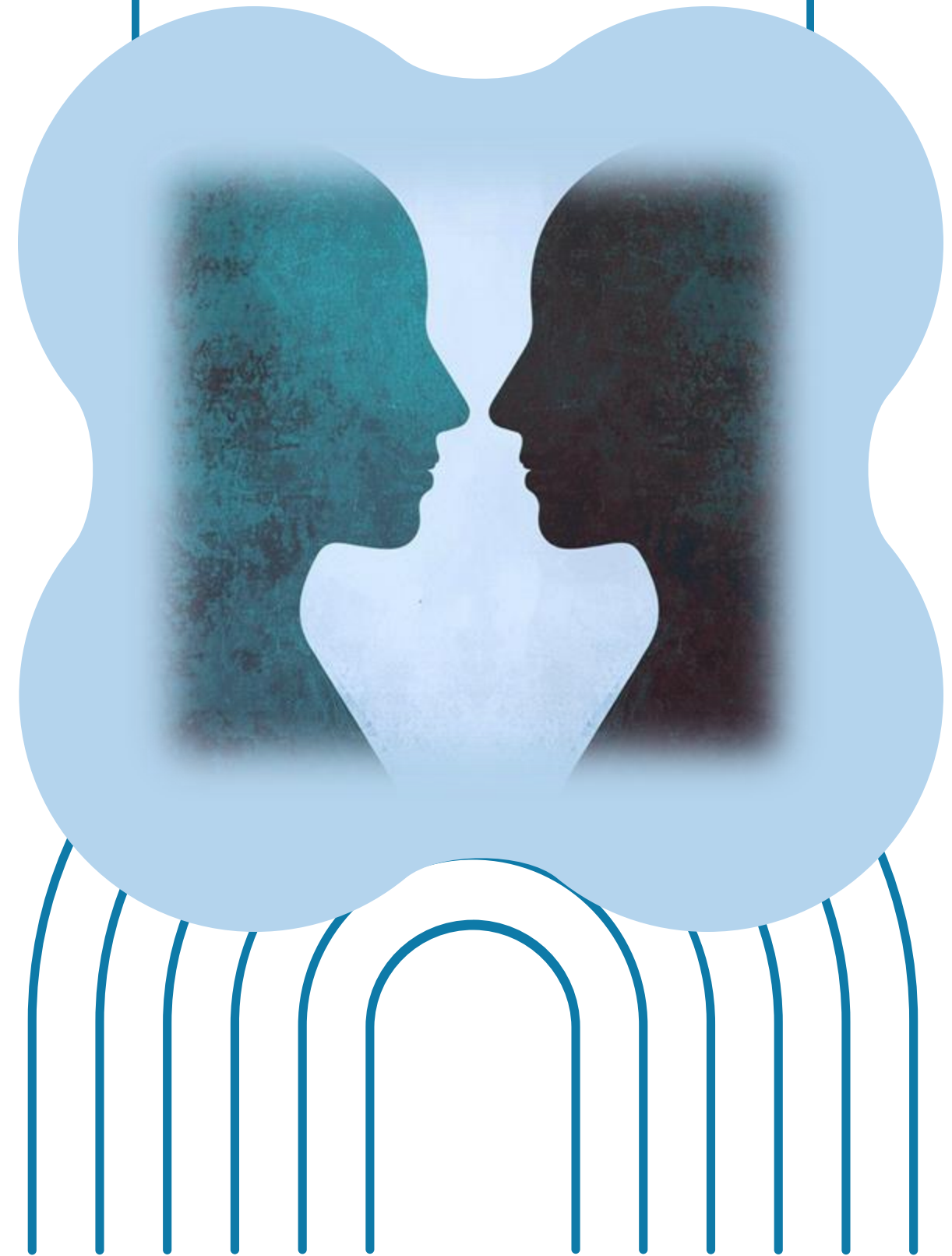


From technique to judgement



A lesson learned over time

- Treat people as they need to be treated
- Not as you want to treat them



An important distinction

- Management is a science
- Leadership is an art



Making sense of Leadership thinking

Lenses not
answers

Tools not
rules



How my thinking has evolved

- Taking leadership stances



Three stances that have evolved over time

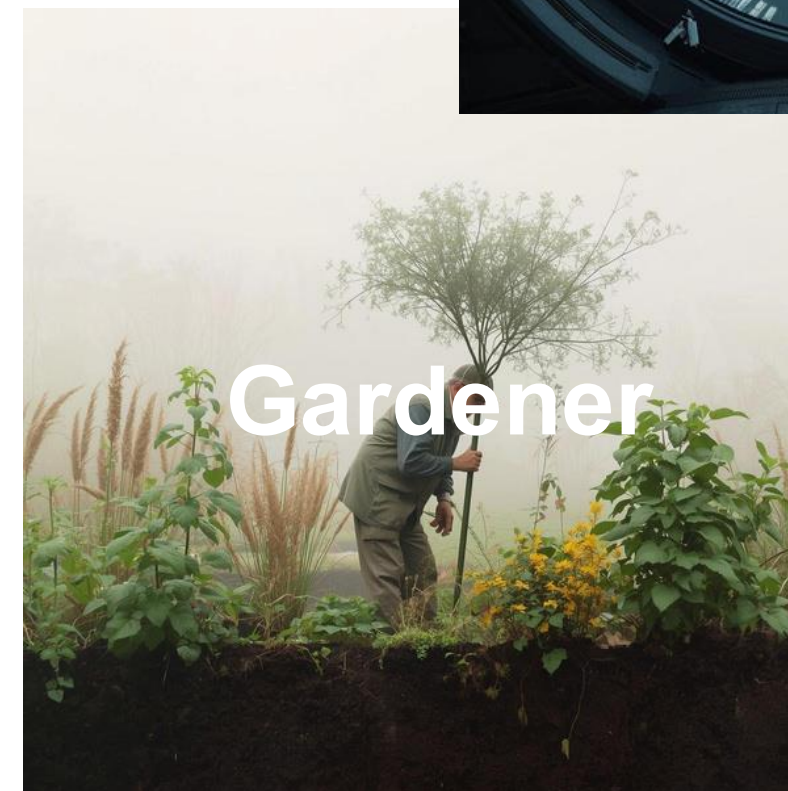
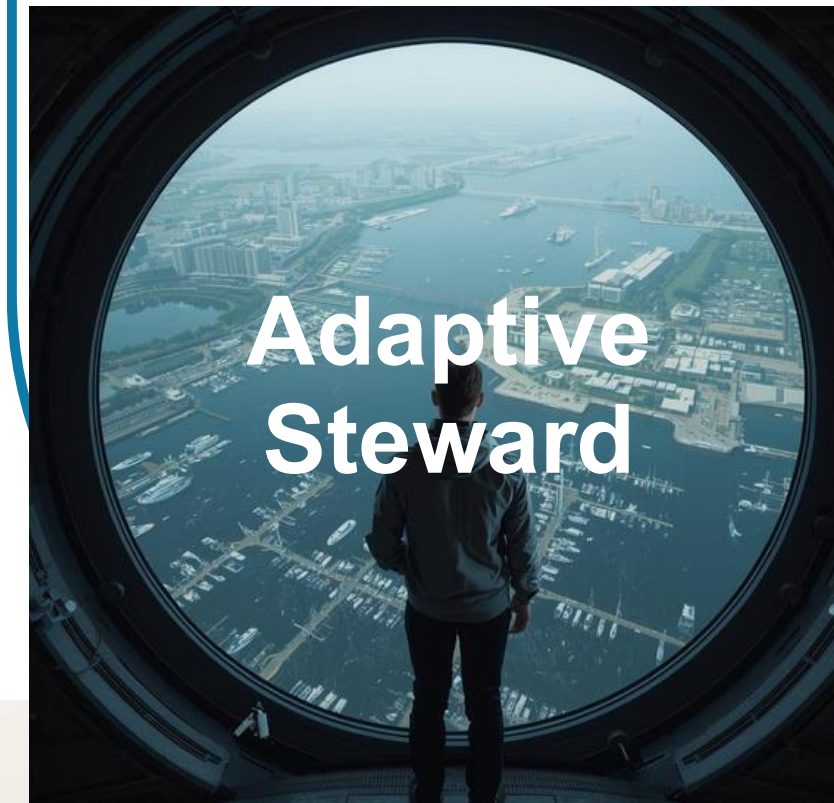
**Adaptive
Steward**

**Sense-
Maker**

Gardener



Three stances that have evolved over time



The questions that now guide me

- What does this person need from me now?
- What do they need later?



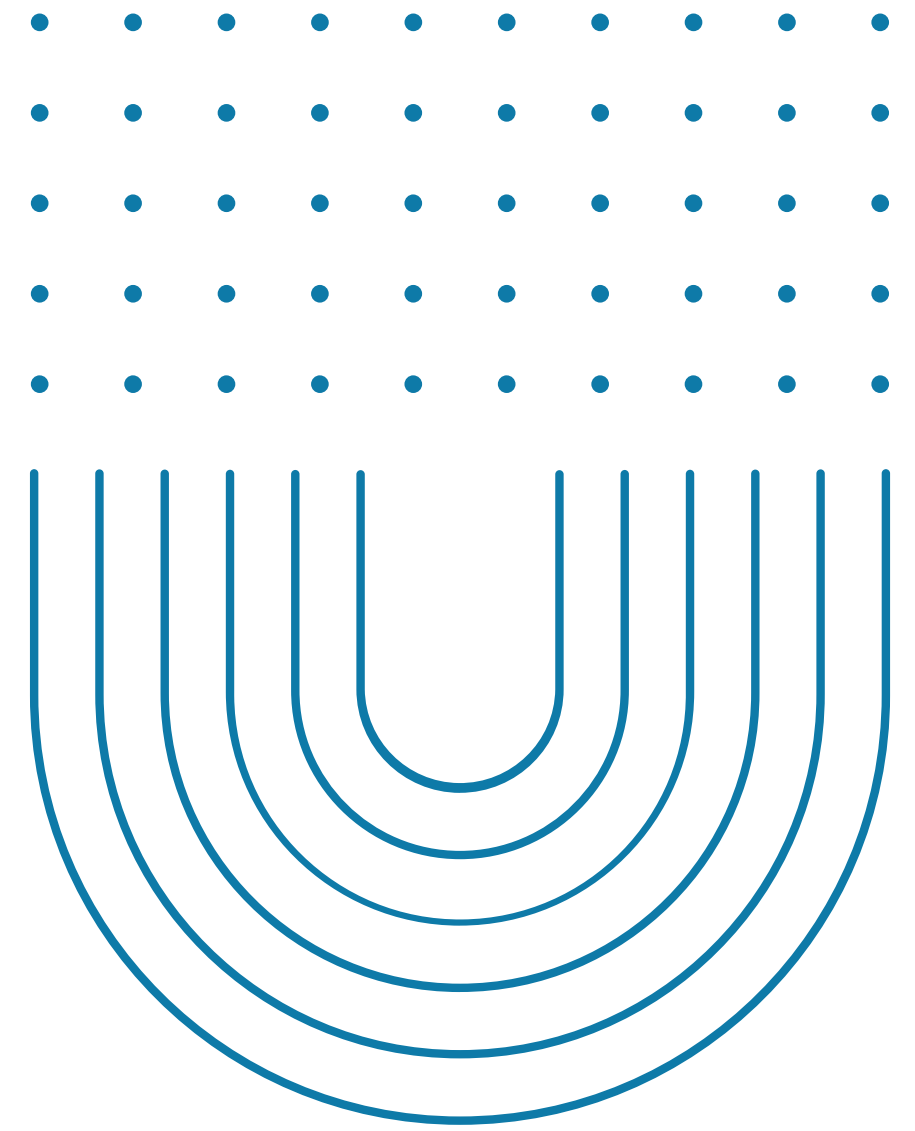
Conversations from a long marriage

- Beside every great person, there's another one!



**Any
questions**

?



Chartered Management Institute (CMI)

Peter Deakin, Associate Head of HE Partnerships, North at
CMI



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Afore ye go



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Thank you for coming along today.



Players' Lounge
(Mezzanine Floor/Floor 1)



Players' Lounge
(Mezzanine Floor/Floor 1)



Stadium Suite
(Floor 2)



Available outside Players'
Lounge and Stadium Suite





Thank you for coming to Aspiring Leaders Conference

29 January 2026

Hotel Football, Manchester

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