



## welcome

**During 2011, your branch management team has provided networking opportunities and events, and has additionally provided free access to Business Link and Techmesh technology-based events across the branch area.**

In addition, we are able to provide free access and use of facilities at Club LS1, at 3 Albion Place (for business meetings, or a quiet coffee with guests). Further details about Club LS1 and Techmesh are given inside.

Events in 2011 have included our Annual Lecture delivered with gusto by Gary Verity CEO 'Welcome to Yorkshire', Management Munches, and even a canal cruise along the Leeds Canal. In 2012, we have plans to continue the 'Management Munches', these are opportunities for you to network as well as discuss the issue or topic with the presenter and other managers.

We have agreed with Bradford University School of Management to arrange events at Heaton Mount so that we will have two 'prestigious' events in collaboration with Universities: in the south of our region at Huddersfield and in the north at Bradford. We have secured Terry Hodgkinson as our speaker at Huddersfield in March next year. For seven years he led Yorkshire Forward, the regional development agency for Yorkshire and Humber. As chair, he oversaw the agency grow the economy of Yorkshire and Humber, and was responsible for an annual budget of £360m.

You will see from the list of events that we again have a wide variety for this autumn and winter period, from visiting one of Bradford's Mosques to a presentation by BT on the 13th Floor of Mint Hotel with views over Leeds.

In this issue we also welcome June Lancaster as the new Chair of WiM (Women in Management) and I would like to remind you that, whatever gender you are, you are welcome to attend any event organised by WiM or any event offered by other CMI branches across the region. See inside for more details about WiM.

**from Branch Chairman Michael Short**

We now have 2,200 members in our Branch. I have a question for you. Are you making the most of your CMI membership? Are you using HQ's facilities and services? Do you access the website? Do you attend local branch events? Could you give a little of your time and experience to help plan an event, attend a branch meeting and take more advantage of your membership? Come along to our open branch meetings and meet our team.

We are currently reviewing activities for 2012 and have plans to continue visits and events as in the previous years. We also plan to let you know about these by way of electronic means, such as e-mail and via the events area of the CMI website. Out of our 2,200 members, approximately 700 have either indicated that they do NOT want 'e' communication, that they would prefer paper copies (such as this newsletter) or they have not indicated any preference.

Would you prefer that we did not produce this newsletter and used the money on events instead? This would mean that if you don't have or want 'e' communication, then you would have to monitor the CMI publication 'Professional Manager' that is sent to full members of CMI. Funds are becoming increasingly tight with huge pressure for us to 'trim our cloth'. I want to know how you feel about this. Please let me know.

### CMI National Conference

This year's National Conference takes place at The Landmark Hotel in London on Thursday 20th October 2011. For details visit: [www.cmiannualevent.com](http://www.cmiannualevent.com)

### Members' Offer - CLUB LS1

CMI members are being offered 3 complimentary visits to Club LS1 (formerly known as The Leeds Club) based at 3 Albion Place in Leeds city centre. To take up this offer please contact Clare Vidler by phoning 0113 388 2820 or email: [members@club-ls1.com](mailto:members@club-ls1.com).

If you would prefer to be updated by email, please let us know by contacting [dncrossley@blueyonder.co.uk](mailto:dncrossley@blueyonder.co.uk)

Follow us on Twitter: @CMI\_managers (national) and @CMIYorkshire (regional)



# Welcome to Katie

**Business Development Manager North**

Katie Corrin joined CMI in May this year, from Lantra Awards, Awarding Body approved to develop and accredit qualifications and training in the land-based and environmental sector. Based out of the North West, her role as BDM North with CMI, is to manage relationships with the many HE, FE and private training providers that are CMI approved centres across the North of England, North Wales and Scotland.

As Business Development Manager North, Katie will work in partnership with centres to develop their CMI qualifications business, as well as identifying and introducing new CMI providers.

Katie has a passion for training and development, having worked within the training and education sector for the past 9 years, after an initial background in recruitment.

## Branch Management Team

### CHAIRMAN

Michael Short M.Ed, FCMI, FCIPD, FRSA, MIoD  
Churchill Trust Fellow  
Managing Director of eLearning Consultancy specialising in the organisation and strategic use of eLearning and video conferencing for people and business development.

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### SECRETARY

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### TREASURER

Donald Sharp, Machine Shop Manager (Retired)

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### MEMBERSHIP OFFICER

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### EDUCATION OFFICER

David Broadhead MA, DMS, BSc, FCMI, CMI Ambassador  
Managing Director of Partners in Management Ltd a CMI Accredited Management Development Centre specialising in personal development, innovation and change.

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### MARKETING OFFICER

Darren Bugg MA, LLB, DMS, MCMI, MIoD  
Managing Director of The News Hound Ltd, a marketing agency specialising in PR, corporate communications, graphic design, print management and marketing training.

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### COMMITTEE MEMBER

Frank Vaughan B.E.M., FCMI, CMgr  
Operational Support Manager at LHC specialising in HR, Operations Management, IT, Health and Safety, Training, Logistics and Business Development.

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## Important note to members regarding CMI events

If you book a place on an event and then find you cannot attend, please inform us as soon as possible. Places on our events are strictly limited and if you book a place and then don't attend, you might be depriving another member of a place at the event.

Please also note that all events are subject to change. Please visit the CMI website to see the latest details. We advise you to check with the relevant contact person before making a journey to any event.

## ADVERTISING RATES

	1 issue	2 issues	3 issues
Page	£1200	£1000	£800
Half	£500	£400	£360
Quarter	£300	£260	£240
A4 insert	£950	£900	£850

Prices listed above are **per issue** and are exclusive of VAT. When booking a series of adverts, full payment must be made in advance in order to secure the discount.



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## CRUISING on the Aire

On Tuesday 12th July, 27 CMI members and their guests kept their fingers crossed for a nice summer's evening, as they embarked on the Kirkstall Flyboat for a cruise from the centre of Leeds to Thwaite Mills. In the event they were blessed with good weather, good food and, of course, good company. Along the way it was interesting to see the new developments around the Royal Armouries, especially from a different viewpoint, while further downstream was evidence of a once great industrial landscape, now sadly falling into dereliction; although many new homes are being built to rejuvenate that area too. Thwaite Mills was closed by the time the boat arrived but it was still good to stretch those legs on dry land before returning into a glorious sunset over Leeds city centre.

## Gary Verity, CEO of Welcome To Yorkshire



## Annual Lecture 2011

In March we again held a prestigious lecture, in collaboration with Huddersfield University Business School. This year our prestigious speaker was Gary Verity, CEO of 'Welcome To Yorkshire'. Attendance at this event was higher than any previous years, with delegates taking advantage of listening to Gary's lecture that was delivered with passion and gusto. We were left in NO DOUBT that Yorkshire was bigger, better and more vibrant for business and visitors than anywhere else! Whatever the weather!

I was also able to mark the outstanding effort of David Fisher our Branch Secretary. David has been an active member of Central and West Yorkshire Branch since the mid 1980s carrying out roles such as events manager, secretary and chairman. There is no doubt that without Dave's support and effort the branch would not be in place today. I am also very grateful for his help and support in attending regional forum meetings and covering for my absence.



# ANNUAL LECTURE 2012



**T**he CMI Central and West Yorkshire branch are holding this year's prestigious Annual Lecture on 13th March in association with the University of Huddersfield Business School.

Following last year's successful lecture by Gary Verity, Chief Executive of 'Welcome to Yorkshire', this year's lecture will be delivered by Terence Hodgkinson CBE, DL, D. Univ, BSc (Hons), FIOD, CDir, FCIQB.

For seven years Terence, Terence or Terry as he likes to be known, led Yorkshire Forward, the regional development agency for Yorkshire and Humber. As chair, he oversaw the agency grow the economy of Yorkshire and Humber, and was responsible for an annual budget of £360m. He has also sat on the Regional Heritage Lottery Committee, and is still involved with a number of Charity, Community and Partnership Boards.

Terry is passionate about great design, architecture, heritage and place making. He is an advocate of continuous learning and training, and he considers inspirational leadership to be a quality that influences growth and development of people in all aspects of their lives.

Terry was awarded an Honorary Doctorate at the University of Huddersfield in 2010 and was awarded a CBE in 2010 for services to business and regeneration. He is Deputy Lieutenant for West Yorkshire and visiting Professor of Inspirational Leadership at Leeds Metropolitan University.

The Chartered Management Institute and the University of Huddersfield Business School have a long established partnership. The University is a reputable provider of leadership and management programmes and has just celebrated the 25th anniversary of its world class, CMI accredited, MBA qualification. The annual Lecture will take place in the recently opened £17 million Business School.

For more details about the lecture and to register a place, call 01484 473846 or e-mail [s.berry@hud.ac.uk](mailto:s.berry@hud.ac.uk)

**This is an open event and is FREE to CMI members and the general public**

## forthcoming events

### Mobile Phone 'Apps' and Hacking

Featuring a tour of Old Broadcasting House in Leeds followed by a presentation by Linda Broughton of NTI on the development process for mobile phone 'apps'.

Date: Wednesday 26th October 2011  
Venue: NTI, Old Broadcasting House  
Address: Woodhouse Lane, Leeds, LS2 9EN  
Time: 6.30pm  
Cost: Members - free. Guests - £5

### Networking Skills

A joint event with CIMA with Nathan McGee, Business Coach and Trainer at Dale Carnegie Training, who will provide practical tips on how to be more effective at networking.

Date: Tuesday 8th November 2011  
Venue: The Met Hotel  
Address: King Street, Leeds, LS1 2HQ  
Time: 6.30pm  
Cost: Members - free. Guests - free

### Superfast Broadband and Business Benefits

Tour of the BT building followed by a buffet and talk by Dr Trevor Higgins (BT Partnership Director, Yorkshire and The Humber) at the nearby Mint Hotel, with access to the Sky Lounge giving spectacular views over the City.

Date: Thursday 24th November 2011  
Venue: BT Offices followed by Mint Hotel  
Address: 1 Sovereign Street, Leeds, LS1 4BT  
Time: 6.30pm at BT Offices  
Cost: Members - free. Guests - £10

### Practical answers to Employment Law issues facing managers today

An event featuring Louisa Deboer, Associate Solicitor in the Employment Team at Walker Morris and Frank Vaughan, Operational Support Manager at Leeds Housing Concern.

Date: Tuesday 24th January 2012  
Venue: Walker Morris  
Address: 12 King Street, Leeds, LS1 2HL  
Time: 6.30pm refreshments, 7.00pm start  
Cost: Members - free. Guests - free

To book events, please follow the relevant link at: [www.managers.org.uk/events](http://www.managers.org.uk/events) or follow the link that will be sent to you by e-mail prior to the event. For more details please contact David Fisher on 07958 772003 or e-mail [david@davici.co.uk](mailto:david@davici.co.uk)



Our Management Munches began in 2010 as a new type of branch event where we could meet, discuss, debate and learn whilst also grabbing a quick bite to eat. The focus has always been for one of our members to present on an issue or experience relevant to them that could be of benefit to other members and this theme has continued in 2011.

Chris talked about his experiences after leaving the 'allegedly' cosseted world of the public sector, having worked for 20 years with Leeds City Council. It was good to see many new attendees at this event and hear Chris describe what went wrong, what went right, what he should have done and what you need to know if you are about to enter the private sector.



Our first event in February gave an opportunity to Ian Taylor, Managing Director of Media Displays Ltd, to enlighten us on his 'Dragon's Den experience'. Media Displays are a Yorkshire

Our event in June featured Darren Evans, founder and Creative Director for, the Engine Room, a leading design and brand agency based in Huddersfield. Darren recounted his recent personal journey and explained how he sees branding as much as an internal, as well as external, exercise. Being qualified in his profession, but having no management training, he recently undertook a CMI Level 7 Strategic Management and Leadership programme that significantly challenged his direction in life, both personally and for the business.

based leading supplier of mobile digital advertising vans, TV-bikes and TV-trailers and it was fascinating to hear his version of events, the backstage preparations, the offers made and not accepted! As ever, all is not what it seems.

As ever, finding appropriate and affordable venues is a challenge, as is finding willing volunteers prepared to share their experiences with an appreciative audience! Could you have something to offer the Branch and its members? If you are willing to share your management experiences with us at a future Management Munch, then please contact David Broadhead at: [david@partnersinmanagement.co.uk](mailto:david@partnersinmanagement.co.uk)

At the next event in April, we shared the managerial and leadership experiences of Institute Fellow and Ambassador, Chris Sheader.



All members of CMI Central and West Yorkshire branch are entitled to attend events organised by Techmesh, the network for the region's IT and Telecomms sector. To see details of all the Techmesh events visit [www.techmesh.org](http://www.techmesh.org). For more details call Techmesh on 0113 384 5641.

## Women in Management

The Chartered Management Institute (CMI) and Women in Management (WiM) recognise the important contribution that women make to the management profession. The aim of WiM is to provide support, encouragement and development to help women managers achieve their full potential. The WiM network offers a supportive, dynamic environment for women managers across all sectors, the exchange of ideas, good practice and impartial advice. WiM events are open to all members and non-members of both WiM and CMI.

**For more details visit: [www.managers.org.uk/wim](http://www.managers.org.uk/wim) or email the Chair June Lancaster at: [june.lancaster@gmail.com](mailto:june.lancaster@gmail.com)**

**The next WiM event is on Thursday 17th November at Bradford University - 'Leadership in Challenging Times'**

# MANAGEMENT IN FOCUS

David Broadhead MA DMS BSc (MEng) FCMI



**Which topic to cover in this issue has been a real dilemma. Everywhere you look in the world at large at the moment you can see chaos, turmoil and despair caused by the failings of leadership and management throughout so many organisations and societies.**

Whether it's the failure of the EU politicians to finally resolve the Euro issues once and for all, the conflict in Libya, the scandal at News International, the Blair/Brown/Darling fiasco or even Arsenal's tawdry start to the Premiership season, there are plenty of weak, corrupt, ineffective, misguided or outdated leadership and management examples for us to dwell on. But why is this and is it something we should accept as the norm?

Looking back over the last three issues I have tried to explain the origins of the target setting mentality which over the last 30 years has destroyed much of the purpose, meaning and innovation skills underpinning our big organisations and society, I've chillingly introduced the concept of the 'zombie' economy and the need for smaller, culturally driven organisations led by authentic leaders, and then finally expounded my thoughts as to what may constitute such an authentic leader.

But does any of this actually help answer why we have had a generation of failing leaders? Maybe the answer lies in looking elsewhere to find examples of leaders who haven't failed, well not yet anyway - but no doubt watch this space!

This leads me nicely on to the theme I'd like to develop here, which was inspired by Darren Evans of the Engine Room, the guest speaker at our last Management Munch. Coming personally from an automotive engineering background, one of my great hobbies and interests is motor sport, particularly F1.

For me, F1 embraces all the challenging aspects of leadership and management on a regular basis, be it commitment, vision, innovation, teamwork, managing resources, motivation, quality, coping with failure, success, achievement etc, etc. So who are the great successful leaders we might find here?

Without doubt in my mind, Adrian Newey, currently at Red Bull, stands out along with Ross Brawn at Mercedes as two of the greatest leaders and managers in their fields. An unusual choice maybe to some, but I believe their ability to build teams of people, harness resources and exploit true innovation to achieve a clear objective is what makes them special.

So who else might we class as outstanding business leaders in our current economic climate. Steve Jobs for his achievements at Apple, James Dyson with his approach to design and engineering maybe. How about historic figures who built great business empires? William Morris or Herbert Austin maybe of British motoring fame? Well Henry Ford certainly in America.

Hopefully by now we can see a theme starting to emerge. Creative, imaginative, passionate and innovatory entrepreneurs all characterised by a passion for challenging the conventional, defining a new alternative vision, understanding design and relevant technologies, aware of detail, overcoming adversity and then achieving success - over and over again.

Contrast that perhaps with our banking sector where we had big monopolistic organisations, all following Me2 strategies and led by people who had limited understanding of the products they were working with, the systems used and the downside associated risks.

But let us digress a while. If we were to treat the history of management and long standing organisations a bit like an archaeological dig, we'd begin to see various layers emerging. We've got the early owner manager traders, then the scientific management era, then the early behaviourists, the operational research phase, the systems thinking consultants followed by the contingency approach when it all got slightly confusing.

Within this final layer too we might find evidence of warring factions gaining prominence from time to time and steering organisational direction.

The finance department with its emphasis on cost cutting and short term returns, the marketers with the use of focus groups, being on message and sales growth at all costs, the human resource experts with their conflict avoidance and legalistic approaches, the strategic analysts who understand every detail of the journey but have no appreciation of the destination - the list goes on and on!

Which leads me to my concluding thought. In this time of economic strife, challenge and uncertainty we surely now need a new emphasis and direction in our organisations and society.

Perhaps it's time we really embraced creativity, design and entrepreneurship like never before. Should every organisation insist it is led or at least has a 'Creative Director' on its board, the one person tasked with delivering internal entrepreneurship? Someone to challenge convention, dream, create new visions and finally inspire change and reform throughout, be it products, services, systems, behaviours and beliefs. A giant leap for many at the moment - but who knows? Maybe the time for the true *Intrapreneur* has arrived?

**Read more at: [www.partnersinmanagement.co.uk](http://www.partnersinmanagement.co.uk)**

For more information on this subject or to find out more about the range of CMI accredited programmes and other short courses offered by Partners in Management, e-mail David Broadhead at: [david@partnersinmanagement.co.uk](mailto:david@partnersinmanagement.co.uk)