

THE HENLEY SENIOR LEADER APPRENTICESHIP

# Global Impact

A CASE STUDY WITH

  
**inmarsat**



**Henley**  
Business School

UNIVERSITY OF READING

Where business comes to life

## 18 months into the Henley Senior Leader Apprenticeship



### John Dodd

Director of Maritime Safety at Inmarsat

John Dodd is Director of Maritime Safety at Inmarsat, the world leader in global mobile satellite communications. Supported by his military background, John's particular focus is on protecting the lives of people working on board ships around the world. Inmarsat is the world's first and only fully operational provider of Global Marine Distress and Safety Systems.

Two years ago, John's boss suggested that he enrol on Henley Business School's Senior Leadership Apprenticeship programme in order to enhance his – and the organisation's – managerial capability. John was already developing a global network of shore-based marine rescue centres and a communications system to allow shipping in distress to contact the most appropriate rescue centre quickly and easily.

John had been instrumental in upgrading the satellite systems and the ships' own software, and the network of rescue centres was already seen as a revolutionary step forward in global marine safety. But since joining Henley's Apprenticeship programme, things have accelerated at a rate – and in new directions – that would have been previously unimaginable.



'John has been instrumental in the development of the application programming interface (API) standard for all recognised mobile satellite services that offer this functionality to our Rescue Coordination Centres and Maritime Safety Information providers.'

### Dave Wilson

Senior Search and Rescue Officer,  
Rescue Coordination Centre New Zealand  
(RCCNZ) & Safety Services



**'It is evident that the theoretical and practical skills John has acquired during his Senior Leader Apprenticeship has directly contributed to the successful implementation of the Global Maritime Distress and Safety Systems, which will continue to save lives at sea for many years to come.'**

**Captain Moin Ahmed**  
Director General, IMSO  
(International Mobile Satellite Organisation)

## From reluctant applicant to transformation expert

John was initially anxious about his own capacity to undertake the programme, given the importance of his work and the stress he was already under. But with the encouragement of his family and work colleagues, he took the plunge and the results have been extraordinary.

**'I had high hopes that it would give structure and direction to my thinking,' John explained. 'I had no idea that it would make me completely evaluate everything I thought I'd ever known!'**

**'I thought I understood marketing, project management, and about where I could take the system we'd developed, but the programme opened my mind up to so many new possibilities.'**

Since undertaking Henley's Apprenticeship programme, John has seen his ambitions blossom. 'I had visions of increasing the reach of the system, but the impact of the learning has totally transformed that, and now I've expanded my outlook to search for much broader applications.'

It has also had an impact on the way he works with his team. 'The apprenticeship programme has completely changed the way I think, the way I communicate and interact,' John said. 'As the programme panned out, I began to see what we had previously been doing in a new light. We were only touching the surface of what is possible, and maybe we still are. But every session of the programme has opened new doors to my brain; I've begun to look further, deeper and wider.'

Since embarking on the programme, John has initiated changes to the systems that have raised the bar for shipping operators and rescue centres around the world, saving lives every day. This has attracted interest from the United Nations, the International Maritime Organization and many academic institutions.

Some of the life-saving changes John has implemented at Inmarsat since starting Henley's Senior Leader Apprenticeship include:

- Creating the globally implemented Maritime Safety Training Hub, based on his findings from the apprenticeship
- Doubling the number of accredited shore-based rescue centres on their RescueNET network
- Raising the standard for rescue centres around the world by setting exacting applicant-vetting standards
- Enhancing the centre-to-centre communications network to ensure that distress calls are routed more efficiently, reducing initial response times by 20 minutes per call (according to an analysis conducted in conjunction with US Coastguard Services)
- Actively influencing the way that rescue centres are operated, impacting geopolitics by galvanising nations to join Inmarsat's network
- Upgrading the ship-based system, making it smaller, lighter and easier to install; a direct result of an apprenticeship assignment
- Making the basic system free to all users, in order to prioritise safety of life
- Upgrading system functionality and API access, so shipping operators and crews can access real-time data on weather systems, unexploded munitions, missile movements, dead whales and even space debris
- Adding welfare services to the system to benefit crew members' physical health and mental wellbeing
- Gaining UN approval for their new IP Fleet Safety systems



'John's change in deployment strategy and training, influenced by his Managing Systems and Processes assignment and models acquired during the International Business module, transformed the uptake of the RescueNET service, which has been successfully used for Search and Rescue events around the world.'

**Alison Horrocks**

Chief Corporate Affairs Officer, Inmarsat

## A personal journey, a global impact

For John Dodd, the past 18 months have been extraordinary. He is a changed person; John is more productive and much less stressed. He is more focused, and more spiritually and environmentally attuned. His family, friends and work colleagues have seen positive changes in every aspect of his life.

The launch of a new generation of products is being implemented under the influence of John's learnings, in marketing strategy, systems and process planning, team management, networking and relationships.

But the changes that will resonate most are those that affect the 1.6 million seafarers on 120,000 vessels sailing the oceans, often in remote areas and unimaginably treacherous conditions.

Ships in distress now have almost instantaneous access to their nearest rescue centres, offering the best possible chance of survival to those aboard.



Although it's too early to be specific about the quantitative impact we're having, I can tell you that lives are being saved on a daily basis,' says John. 'We wouldn't be where we are without everything I've already learned on the Henley Senior Leader Apprenticeship programme. It's incredible.'

## Henley Business School

For over 75 years, Henley Business School has developed confident and resilient business leaders; leaders who are self-aware, agile in their approach, see the bigger picture and drive their business forward with conviction.

We are proud to be a triple-accredited business school, a reflection of the high quality of our teaching and research. Henley faculty are practitioners as well as academics, with experience spanning a wide range of industries and countries. As such, we have a deep understanding of organisations' strategic challenges and opportunities.

## Supported by National Apprenticeship Service

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