

# Horizons

The Henley Centre for Leadership Newsletter

ISSUE 2 | DECEMBER 2022

## On the Horizon

Welcome to the second edition of Horizons, a newsletter dedicated to Leadership and highlighting the activities happening at the Henley Center for Leadership. We're excited to bring you the second edition that outlines our impact.

**Story continues on page 2**

## Member Spotlight

We are continuing to introduce and spotlight our members this month. We are proud to Spotlight Dr Amal Ahmadi, a Lecturer with the Henley Center for Leadership.

**Story continues on page 6**

## Leadership for a Fairer World

Henley Business School Alumni launched a year of events on 'Leadership for a Fairer World'. HCL faculty facilitated the first workshop.

**Insights continue on page 8**



# WELCOME



## Welcome to Horizons

The Henley Centre for Leadership is a community of scholars and leaders with the ambition to transform leadership and create positive change. Horizons is a hub for the innovative, creative, and thought provoking insights and activities that members participate in to achieve this ambition.

Each month, Horizons centres on a key theme pulled from the media, research, or trending leadership related topics. There are also recurring areas such as Member Spotlight and Events.

Our vision is for Horizons to provide updates on what is happening in our research, education and community work at the Henley Centre for Leadership while also giving thought provoking and entertaining pieces that focus on leadership (and it's many definitions!)

## Get Involved

Horizons won't be a prescriptive or stiff tool for academic writing. Leaders and leadership are organic, evolving concepts that branch into a range of topics and ideas. If there's something you believe fits within the scope of Horizons, from an interesting journal article to a leadership podcast, please email Alex Baker at [a.j.baker@henley.ac.uk](mailto:a.j.baker@henley.ac.uk) and Can Eerde at [c.ererde@henley.ac.uk](mailto:c.ererde@henley.ac.uk) to talk about it.

## Our Second Edition

*Introduction by Horizons Editor Can Eerde*

The first edition of the Henley Centre for Leadership had a recurring theme: Celebrating who we are, what we do, and the burning question we want to answer: Leadership for what? This second edition of Horizons aims to keep this tradition alive; this editions theme relates to impact and change; the contributions and the differences that HCL colleagues bring upon to the world of research and action of leadership.

Every new academic year, and every term, brings upon an air of change to our campuses. This aura of change can be observed on the faces of students, experienced and new, and on the way academic staff engage with their work as well. With the new term, new responsibilities arise, but also new opportunities are there to be observed, opportunities to create change and make an impact on our community, and to the wider world of leadership research as well. Impact and the potential of change is what drives us as academics, and it is what keeps us focused on the wider picture rather than drowning in the day-to-day workings of a busy business school.

As with the previous edition, we want to make that change and impact visible. Let's think about the famous question: "If a tree falls in a forest, and there is no one around to hear it, does it really make a sound?". The tree in that question might as well be research. So the question is, if no one knows about the change and impact we bring upon, do we really do ourselves justice? With our new edition of the newsletter, we want to make sure that the tree makes a sound. And we want to make sure that you hear about it too.

# UPCOMING EVENTS



## Developing Leadership Capacity Conference 2023

Through the rise of digital communication technology and global political and economic threats the world is changing and organizations are changing with it.

This year's conference theme Creating leadership capacity to build healthy Organisations aims to provide perspective on our rapidly changing world and how to develop leadership capacity to build and run engaging and healthy organisations and communities for a fairer world.

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### Theme:

**Creating leadership capacity for healthy organisations:  
Taking places of leadership into account**



Major challenges of our time centre around the need for healthier ways of living and working. Health seen here in the widest sense of the well-being of people, organisations, communities and planet.

Leaders are facing the post-pandemic world with questions on how to create healthy and productive work and organisational practices related to hybrid working, engaging, energising and retaining people amidst the accelerating changes and uncertainties due to increasing technology use in all walks of life.

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### Date and Time

Date: 11 - 12 July 2023

Time: 9:00-17:00 (Timezone: Europe/London)

Location: Henley Business School, Greenlands Campus

Price: Early Bird Rate (up to 31st March 2023) £250

To register, click the image above or [here](#)

# PODCASTS & BLOGS

## Leadership Gems Podcast Series 2

We are delighted to share the episode of HCL Leadership Gems - a conversation with Steve McManus, CEO of Royal Berkshire Foundation Trust. Enjoy and let us know what you think.

Catch up on previous episodes in the series here.



LEADERSHIP GEMS



## Leadership Gems Podcast Series 2 - Ep.3

We are delighted to share our latest episode of HCL Leadership Gems - a conversation with Steve Babaeko, founder and CEO of X3M Ideas.

## HCL @ The Henley Blog

For this blog, Dr Chris Dalton delved into the concept of the rewilding of leadership, asking an important question: "Can you as a leader trust yourself and your organisation enough to keep your hands off it?"

To read more, click the image to the right



# RESEARCH



## Excellence in end-of-life care – making better memories

Together with a colleague at the Royal Berkshire hospital trust and support from Professor Bernd Vogel, Dr Loua Khalil has received just above 40.000£ funding from the Collaboration Innovation Fund of the Health Innovation Partnership of University and Reading and Royal Berkshire hospital.

Project is called ‘Excellence in end-of-life care – making better memories’ and will take place in a very extraordinary environment that links to Loua’s interest in research leadership in extreme contexts.

### More details on the research:

- **Background**
  - Every year more than half a million people die in the UK and most are in hospital.
  - Around 1500 people die each year at the RBH.
  - More than half of NHS complaints are associated with end-of life care,
  - Poor end-of-life experiences impacts on those bereaved and can lead to complex grief reactions.
  - There are measures already in place at the RBH to improve end-of-life care, but some aspects are inconsistent or lack coordination.
- **Aim of the project**
  - To drive excellence in end-of-life care at the RBH by systematically involving all stakeholders.
  - This will inform practice on the best ways to achieve this.
  - Approach & rationale
  - We aim to do this by adopting a participatory action research design and creating stakeholders working groups.
  - This approach will enable stakeholders to collaboratively define current strengths, insufficiencies and co-create solutions.
  - Theory will be aligned to practice to ensure fitness of solutions.
  - This project is in alignment with the Trust Strategy and End-of-Life Strategy.

# MEMBER SPOTLIGHT



**Dr Amal Ahmadi**  
**Lecturer**



## Lecturer

### Specialisms

- Leadership
- Leadership Development
- Organisational Behaviour
- Workplace Emotions

### Contact details

[a.ahmadi@henley.ac.uk](mailto:a.ahmadi@henley.ac.uk)  
Edith Morley building room 265, Whiteknights

**On this edition of Horizons, we are very happy to spotlight Dr Amal Ahmadi, a Lecturer and Programme Director at the Henley Business School, and has been a member of the Henley Centre for Leadership since its inception. She is a member of the Henley Centre for Leadership and the Henley Centre for Entrepreneurship and is also a Fellow of the Higher Education Academy (HEA).**

Amal worked in banking and financial services prior to pursuing her doctoral research and academic career. Her research interests focus on leadership and leadership development, and her teaching experience covers a number of areas including leadership, personal development, and entrepreneurship.

In both her teaching and research, Amal is passionate about exploring and better understanding workplace emotions. When asked about this, she commented:

“It can be challenging to leave emotions behind when we are at work. After all we are humans, not emotionless machines... Yet when at work, it may be perhaps easier to display positive emotions when we are feeling good, but what about feelings like frustration, anger, fear, envy, disappointment, why do we often hide them or pretend they do not exist?

# MEMBER SPOTLIGHT



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If employees are always expected to smile at meetings, that's when caged anger can pile up, or crying happens in restroom cubicles, for instance. Suppressed negative emotions can also leak out as a raised tone, a surprising outburst at a meeting, eye rolling and passive aggressive behavior, or burnout.

It is essential to be aware of our emotions and check in on other people's feelings. It is also important to learn how to respond (rather than simply react) to those. Emotionally intelligent leaders can foster workplace cultures where all emotions are valid – the good, the bad, and the ugly – and where employees are accepted and supported no matter what feelings they bring in today and every day. This could be a powerful driving force for raising employee engagement, productivity and satisfaction."

Amal's research is exploring the emotion of fear, looking into how fear affects leaders in both mundane settings and extreme contexts. She has presented her research at a number of conferences, such as the Academy of Management, the British Academy of management, and the Conference on Emotions and Worklife.

# LOOKING FORWARD



## Qatar 2022 and the Leadership problem at FIFA *by Can Eerdei*

Watching a World Cup is an exciting time for all football fans around the world. Maybe not this time. The upcoming football World Cup at Qatar brings upon excitement to some, and uncomfortable feelings, anxiety and deeply rooted questions regarding fairness and equality to others. Qatar, by all means, is an unusual destination for a World Cup. Although over USD200bn has been invested in the infrastructure for the upcoming giant organization in building stadiums (which include state of the art cooling systems to battle the heat in sunny Qatar) and accommodation for the millions of expected visitors, the upcoming event is plagued with problems related to human rights, inclusion and a burning question: "What is wrong with FIFA?"

The decision to award Qatar the role of host for the World Cup 2022 was beset with struggles and shady decision making since the start. The process itself of awarding a country the ever-popular title of a World Cup host is miles away from being open and transparent. FIFA invites member countries to put forward their bids years before the event happens, then a 22 strong (and all male) committee votes on the winner by a secret ballot. The winning country and its representatives are almost always happy with the decision; Qatari people danced and celebrated the tournament. But behind the scenes, behind the glowing lights of FIFA headquarters and the glamorous suits of previous World Cup stars, a deeply rooted problem lies at FIFA; a problem of leadership, a problem stemming from a one-man-show culture.

### An Organization Bursting with Scandals

Although no longer the president, the ripple effect of the decision that the selection committee headed by Sepp Blatter still continues to loom around the upcoming World Cup.

Blatter, in an ever-scandal ridden fashion, told Swiss newspaper *Tages Anzeiger* that "Qatar was a mistake," adding that "the choice (to award Qatar the nomination) was bad." At first, it may seem like a virtuous comment coming from an experienced leader of a prestigious organization, but if you have more than zero information on how FIFA, and even Blatter has operated in the past, it would come across more like a confession than an innocent admission.

Plagued by previous scandals on the leadership ranks (14 executive committee members were indicted by U.S authorities previously), the problems of leadership at FIFA stem from not only the people who occupy the positions – but from a systematic issue with corruption and bad leadership practices, augmented by a lack of transparency and a governance culture built upon non-governance. Famously, when FIFA decided to build some sort of ethical governance practice by going through an internal ethical audit – they refused to publish the report as a whole.

### Transparency, Reflection, Unity, Service and Tenacity

It is fair to say that FIFA is an organization where the leaders have lost the trust of the people who expects them to make the right decisions at the right time. Looking at the Leadership TRUST model; one could argue that FIFA leadership lacks the necessary transparency to build trust, rejects self-reflection and self-control, prefers individual contribution rather than unity in decision making, shifted its focus from a service to the football community to service the needs of the individuals, and finally, acts very tenaciously, but only when it comes to deals that would enrichen the individual, rather than the community.



# ALUMNI EVENT: LEADERSHIP FOR A FAIRER WORLD



Supported by Henley Centre for Leadership faculty ,Henley's alumni organisation hosted a thought-provoking alumni event on Leadership for a Fairer World – Henley Business School's Annual alumni theme at Greenlands on the 28th of September. What is for fairness today? How could effective leadership practices contribute towards a fairer world for all of us?

Jean-Pierre Choulet, Director of Development and Alumni, opened by highlighting the power of the Alumni network of Henley Business School and the ethos that drives us all to make a difference: being human, bringing passion and braving change. Effort to embody those values ranges from faculty producing cutting edge knowledge and bringing this knowledge into the classroom and our organizations to the involvement of the thousands of proud Henley alumni themselves.

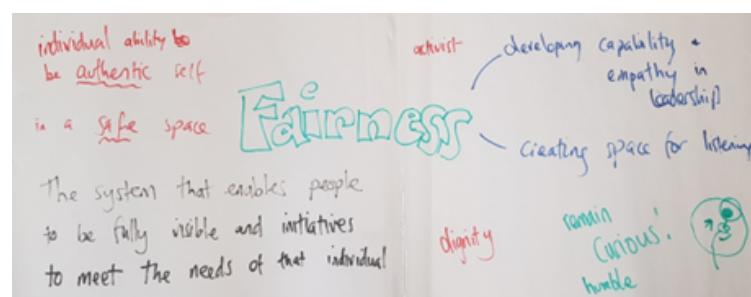
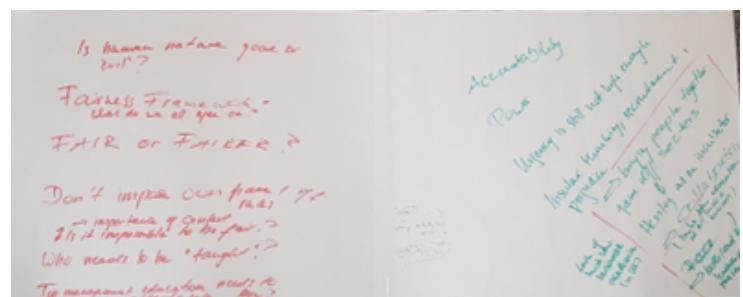
Bernd Vogel, Director Henley Centre for Leadership, challenged our assumptions of what a fair world could look like, and how we are actually contributing to this aim of a fairer world. All in view of one of Bernd's insights from his report **Work 2028 – trends, dilemmas and choices**: "When we don't have societal responsibility, we lose the reason for being." Hence, the aspirations for the event were massive, maybe overstretching: First, shared sense making of the journey towards a fairer world by asking 'Leadership for what?'. Second, working on desired futures, areas of joints actions, successful practice, and directions for Henley.

To tap into participants ambitions and experience they worked in smaller groups to address two burning questions: 1) What do you want fairness to be that is worth leading towards and 2) What organizational and leadership practices are already working in that direction? What needs more joined understanding and joined action?

**"When we don't have societal responsibility,  
we lose the reason for being."**



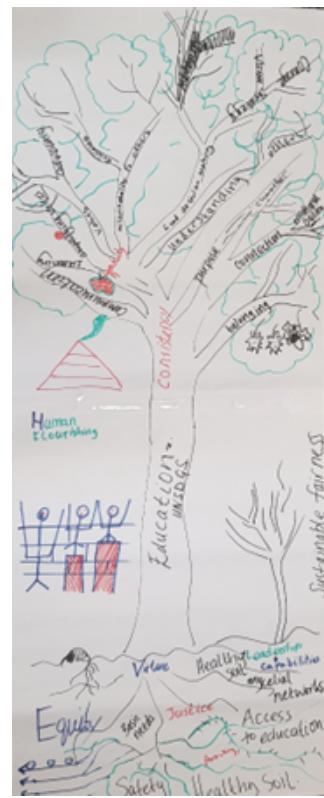
# ALUMNI EVENT: LEADERSHIP FOR A FAIRER WORLD



For one group this journey towards a fairer world is really a passage of time research and lifelong education are to spearhead this effort. Aboard the train to a fairer world all stakeholders, and not a select few need to be involved: Corporations, public administration and 3rd sector organisations. Another group had a more pastoral look at the journey, coming up with a representation of flowers of ideas, education, growth, learning and development blooming from soil, fuelled by nutrition such as leading with purpose, community growth and intimacy, safety commitments and finally, openness to learning.

Looking at different mechanisms and design was introduced by others. We often head for answers. However, with the complexity and tensions about what a fairer world means to whom, questions instead of solutions can be a powerful starting point. In response to what we need for a fairer world they asked "Is human nature good or evil?" and "Is it impossible to be fair?" Another perspective was the need to refocus on the role of the individual to challenge what leading for fairness means: How about describing this as an individual's ability to be your authentic self, engaging a system that enables people to be fully visible, and developing capability and empathy in leadership?

The final image from one group 5 took a fascinating organic and nurturing perspective to fairness: They used as tree as a metaphor for representing society. Different elements of the soil, such as leadership capabilities, networks and virtues can provide necessary nutrients of fairness such as equity, safety, justice, and access to education. What a wonderful way of looking at Henley opportunities and responsibilities in that journey.





# LETTER FROM THE DIRECTOR

## A message from Bernd – positive horizons of leadership and HCL

From a UK perspective, summer and autumn has been such a fascinating time for leadership, and mostly all for the wrong reasons. What a soap opera while people and businesses want assistance, stability, and a constructive outlook for their lives. In my last visit to South Africa we again discussed the lack of positive roles models in society for leadership in South Africa. How that mirrors what we have been presented with in the UK.

Nevertheless, I am passionate about looking for the opposite. We need to find, talk more, and recognise positive behaviour and impact leadership.

That is not to ignore learning more about destructive, narcissistic, reckless, you name it... leadership engagement. For example my colleagues Can Erceti or Chris Woodrow are doing excellent work in the midst of that.

However, let's as much focus and learn from the true positive, collective, systemic leadership practices that I know are happening every moment in our businesses and society. If you want to host with us a positive leadership practice showcase and competition, contact us any time.

### Leadership for what? Well, and for whom?

Expanding the above... Leadership for what? has become a powerful question across research projects and events at HCL. And then recently a PhD student rightly questioned the idea of 'Leadership for what?'. Should we not sharpen this by also asking Leading for whom? Who is leadership in service of?

We will work on this in a day-long event HCL signature event at Greenlands: The HCL Leadership Impact Festival. We were ambitious to run this in Autumn, but moved to late Spring 2023.

An RSVP for the HCL Leadership Impact Festival will follow soon through our channels. Watch the space.

**Professor Bernd Vogel, Founding Director, Henley Centre for Leadership**



# EDUCATION

## Leadership programmes at Henley Business School

### The Leadership Programme

Executive Education

Understand yourself as a leader and develop your personal leadership skills with the Leadership Programme at Henley Business School.

### Advanced Personal Leadership Programme

Executive Education

See yourself as others see you. Gain insight into your personal impact as a leader and develop your action plan for success with the Advanced Personal Leadership Programme.

### High Performance Leadership

Executive Education / Online

Discover your leadership capability, understand when to lead and when to allow your team to take the reins with the High Performance Leadership Programme.

### The Board Directors' Programme

Executive Education

Discover what it takes to be a successful board member and expand your leadership skill set with The Board Directors' Programme.

### Henley MA Leadership

The Henley MA Leadership is a part-time Masters programme that fits with your working commitments. You will develop your leadership capability and learn how to maximise the performance of your team. This enables you to become a leader who is analytical and self-aware, with a strong sense of responsibility; someone who understands how to make people thrive, and who has the confidence to take the organisation forward.

### Henley MA Board Practice and Directorship

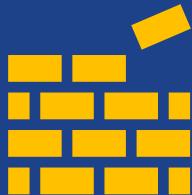
The Henley MA Board Practice and Directorship (MA BPD) is a post-experience, practice-focused programme that aims to enhance your value as a board director.

Focusing on governance and strategic oversight as a board-level stewardship responsibility, the programme provides you with the knowledge and skills to support effective judgements in board-level decision-making and promote longer-term resilient governance.

### Army Higher Education Pathway

The AHEP is an innovative and flexible mechanism that optimises your professional development as an Officer. It is designed for those on the full Commissioning Course (CC) and through their early career or those at a more senior level of leadership, from the 'Intermediate Command and Staff Course (Land) (ICSC(L))'.

# FINAL THOUGHTS



## Moving Forward...

This month's edition of Horizons is a start to a new academic year and upcoming editions. By providing us with updates, news, and achievements, you'll help us achieve our goal of being an informative hub for what HCL members are doing. It will be a 'one stop shop' for all things Henley Centre for Leadership.

We look forward to highlighting the strengths of our members and recognizing achievements in different forms. We refrained from focusing too much on research this edition, but look forward to regular research related contributions.

### Here's what you can expect from us:

1. Emails each month requesting news of achievements and activities
2. Personal requests for input based on your research and expertise
3. Interesting updates that are – most importantly – a bit of fun!

Have a safe, happy, and fun academic year. Whatever that means for you!

## Submit a story

The editors welcome articles and news items of interest from faculty, students and staff, on any topic related to Henley Centre for Leadership for publication in this newsletter.

News items should be emailed to:

Alex Baker  
[a.j.baker@henley.ac.uk](mailto:a.j.baker@henley.ac.uk)

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For further information, visit:

[hly.ac/leadership-centre](http://hly.ac/leadership-centre)



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