

# HR Forum III

## Transitioning to Leadership

Swindon | 17 May 2011

Hosted by RWE Npower Renewables



### About the RenewableUK HR Forum

Full-time direct employment in the wind energy sector has increased by 91% between 2007 and 2010. This rapid growth in employment stands in contrast to the overall UK employment level, which has shrunk during the same period by 3.4%. Looking ahead, continued positive growth of the industry is anticipated and the entry of tens of thousands of new recruits is expected.

For HR professionals this is an exciting and challenging place to be; people-related issues are critical factors in securing the future success of our businesses. As an industry we cannot afford for skills and recruitment shortages to become a bottleneck for the continued growth of companies. The crucial need to secure the current and future supply of skilled, talented and motivated staff means that HR professionals will play pivotal roles in the sustained development of our sector as a whole.

The RenewableUK HR Forum is an important part of the family of skills and education initiatives that we engage with for the benefit of industry. The overall objective of the RenewableUK HR Forum is to enable members to draw on others' experiences, and help each other to evade the pitfalls of reinventing the HR wheel.

### About RenewableUK

RenewableUK is the trade and professional body for the UK wind and marine renewables industries. Formed in 1978, and with more than 650 corporate members, RenewableUK is the leading renewable energy trade association in the UK.

In 2004, RenewableUK expanded its mission to champion wave and tidal energy and use the Association's experience to develop these technologies.

Our primary purpose is to promote the use of wind, wave and tidal power in and around the UK. We act as a central point for information for our membership and we work to promote wind energy and marine renewables to government, industry, the media and the public. Our work on skills, education and employment issues has led to new qualifications for entrants to the sector and the development of an online jobs and careers portal found at [www.renewable-uk.com](http://www.renewable-uk.com).

### Thank You

RenewableUK would like to thank RWE npower renewables for generously hosting this event at their headquarters in Swindon.

# RenewableUK HR Forum Event III

## Transitioning to Leadership

### Welcome

RenewableUK welcomes delegates to the third of its HR Forum Events and hopes that the day focusing on 'Transitioning to Leadership' will be of value to building the long-term success of your businesses, and the renewable energy sector as a whole. Human Resource Professionals have a key role to play in building the leadership capacity amongst managers and staff.

The Peter Principle, which states that 'in a hierarchy every employee tends to rise to his or her level of incompetence,' is surely one of the great truisms of HR Management. This is especially relevant when applied to the promotion of excellent 'operators' in people management, and leadership positions for which they are often ill-equipped and ill-prepared.

In any organisation, it is vital that processes such as selection, assessment, training and development, talent management and coaching are synchronised and planned well in advance of decisions on leadership appointments. It is perhaps even more important in;

- organisations with a high technical content, where the 'best' operators may not have had the opportunity to develop key leadership skills and;
- smaller, fast-growing organisations where rapid internal promotion and stretching assignments are common, whilst people processes and support mechanisms are often less well-developed.

The renewables industry contains many organisations which fall into one or both of the above categories, with the result that the process of transitioning to leadership is one of the key challenges faced by HR departments.

The RenewableUK HR Forum Steering Committee have designed this event to leave you equipped with new tools and insights, from expert speakers and network members, into effective approaches towards building up leadership capacity in a rapidly evolving business environment.

**Gary Robinson**

**RenewableUK HR Forum Chairman**

# Programme Overview

17 May 2011

## Registration

9.00 Tea, Coffee and Refreshments

## Session I **Setting the scene**

- 9.30 Welcome & Business Perspectives on Leadership  
*Julia Lynch-Williams, Managing Director, RWE npower renewables*
- 9.40 Objectives and format of the day  
*Gary Robinson, Chair, RenewableUK HR Forum*
- 9.45 Making the Transition From Expert to Leader  
*Elaine Wilson, Principal Consultant, ASK Europe Plc*

## Session II **Meet the Experts**

Expert guest speakers present in their specialist area on the subject of 'transitioning to leadership'.

- 10.15 The Invisible Talent Landscape of the Knowledge Economy  
*Geoff Trickey, Managing Director, PCL*
- 10.30 Developing Others  
*Gillian Brown, Director, Full Circle*
- 10.45 Agile Leadership  
*Tim Harle, Agile Leadership Specialist*
- 11.00 Instructions regarding workshops

## Session III **Workshop Sessions: Leadership Management in the context of the Renewables Industry**

Three workshops on each of the HR topics presented in session II will be run simultaneously. A system of rotation will ensure that all delegates benefit from actively participating in all three.

- 11.15 Workshop 1 (A, B, C)
- 12.00 Break
- 12.15 Workshop 2 (A, B, C)
- 13.00 Lunch
- 13.30 Workshop 3 (A, B, C)

## Session III **Conclusions on how to make the transition to leadership**

- 14.15 Closing plenary with speakers, chair and open Q&A to the floor
- 15.00 Close

# Snapshot of Topics

## **Making the Transition from Expert to Leader**

The overall theme for the day is 'Transitioning to Leadership'. The event brings together like-minded HR Professionals in tackling the heart of the leadership challenge; working with middle management in order to aid their transition into true leaders when they have come into their roles through a technical competence route.

## **The Invisible Talent Landscape of the Knowledge Economy**

The HR Forum has requested that this session focuses on the subject of diagnostics; assessing current capability and future potential. The session will look into what makes a good leader, identifying key traits and how to build leadership skills. There will be a focus on how to use psychometrics and other tools to select for leadership.

## **Developing Others**

This session is going to examine the subject of coaching for high performance. The ability to engage and lead a cohesive team to achieve a common goal whilst utilising the strengths of each individual is critical to the success of any organisation. Coaching a team to give clarity, purpose and the skills and motivation to achieve much more improves morale, productivity and performance. This session will examine how you can develop your teams and your organisation by using coaching as an effective management and leadership tool to enhance and develop a high performing team and organisational culture.

## **Agile Leadership**

Athletic agility differs between sprinters and shot putters. We will explore different leadership needs depending on the position of a business relating to the phase of its growth as a company, its market and its people. Practical examples from specialists in differing sectors illustrate the need for agile approaches from managers in rapidly evolving environments such as that currently experienced by renewable energy businesses.

# Speaker Biographies



**Julia Lynch-Williams**  
**Managing Director, RWE npower renewables**

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## **A warm welcome from RWE Npower Renewables**

Julia has gained over 20 years of experience in the energy business, including a period in Exxon and 14 years in what was National Power and is now RWE npower. She has covered a wide spectrum of disciplines including energy and energy services retailing, M&A and trading and risk management.

She is currently Managing Director of RWE npower renewables, a wholly owned subsidiary of RWE Innogy GmbH, which is part of the RWE Group and one of the fastest growing renewable energy businesses in the world.

She has held a number of senior executive positions throughout her career across the power sector, including Product Director and Director of Energy Services, Retail. Julia was involved in many of the retail acquisitions and integrations in the UK retail business and also set up the new energy services business in 2008, bringing together disparate parts of the business, acquiring a specialist gas engineering company and organically growing a new residential gas boiler servicing and repair business (Hometeam) to create a single division.

Julia has a degree in electrical and electronic engineering.



**Elaine Wilson**  
**Principal Consultant, ASK**

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### **Making the Transition From Expert to Leader**

Elaine is Principal Consultant at ASK Europe Plc a niche consultancy focusing on Leadership Development, Executive Coaching and Organisational Development. She is an experienced management development specialist with over 17 years experience in management and consultancy roles.

Elaine spent the first half of her career working in the UK Finance sector in a variety of HR roles eventually specialising in management assessment. Elaine has extensive experience in the design and delivery of behavioural change interventions and organisational change programmes for blue chip companies.

Elaine is a fellow of the Chartered Institute of Personnel and Development and a member of the European Coaching and Mentoring Council.



**Gillian Brown**  
**Full Circle Development**

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**Developing Others**

Gillian is an acclaimed transformational coach with a client list of leaders spanning energy, law, property, banking, construction, IT, retail and government. Her coaching and leadership development work is recognised as innovative and empowering, evoking awareness and actions that lead to success. She has supported the growth of hundreds of organisations, working in partnership to identify key areas of organisational development.

Prior to Full Circle Development, Gillian was Coaching Director for New U Coaching, she also worked for 10 years within Human Resources, specialising in training, organisational development and coaching. Gillian has been instrumental in creating coaching cultures within a number of organisations from concept and consulting through completion and sustainability. She has designed, led and implemented methods and development to evolve coaching as the natural and dominant management style, with a clear focus on increasing performance, contribution and motivation.

Over the past 12 months Gillian has appeared in The Scotsman, The Herald, The Scotsman Magazine, The Daily Telegraph, The Sunday Times, Personnel Today, and HR Network Magazine. In addition to being a regular on BBC Radio Scotland's Fred McCauley's show as the resident Life Coach, Gillian was a contributor to the BBC Radio Scotland motivation month.

Gillian is a panel member of the Evolutionary Institute and is a member of the International Coach Federation and the Association for Coaches.





**Geoff Trickey BSc MSc CPsychol AFBPsS FRSA**  
**Managing Director, PCL**

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### **Leadership Diagnostics**

Geoff has been a passionate advocate of applied psychology over an unusually varied professional life that has spanned the usual divisions between educational, clinical and occupational psychology. This includes professional training, management consultancy, research, clinical and educational casework, occupational psychology, psychometric research and development and test publishing. Through roles as Honorary Research Fellow at University College London, European Manager for The Psychological Corporation (San Antonio, USA), followed by a long association with Bob and Joyce Hogan at Hogan Assessment Systems (Tulsa, USA), he has been privileged to work with an exceptionally influential pool of talent and laid the basis for an informed global perspective on psychological practices. Geoff set up PCL in 1992 and has overseen its continuous growth to establish its current global presence. He now devotes much of his time to research-based consultancy and innovative internet-based product development.

Geoff is a Chartered Psychologist with a BSc in Psychology and an MSc in Educational Psychology from UCL. He is a Fellow of the Royal Society of Arts and an Associate Fellow of the British Psychological Society.



**Tim Harle**  
**Agile Leadership Specialist**

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### **Agile Leadership**

Tim Harle is an Associate Consultant at Bristol Business School, where he is Director of the innovative Executive Short Courses, Leading through Complexity and New Thinking in Management. He is a Guest Lecturer at IEDC Bled School of Management, Slovenia and spoke at the 2010 European Academy of Management conference in Rome.

His breadth of perspective comes from working in SMEs, with government ministers, and as a FTSE100 senior executive. Tim led a utility's strategic change programme, transforming it from the worst performer in its sector to the best.

Tim trained as a geologist: his long standing interest in the sustainability of organisations was triggered by working in former coal-mining communities. His article for MBA students, The Prairie and the Rainforest: Ecologies for Sustaining Organisational Change, combines insights on organisations as ecosystems with psychological perspectives on security and exploration.

Tim has contributed to several books on leadership. His work was chosen by the International Leadership Association for inclusion in its 2011 book, Leadership for Transformation, which brings together the best contemporary leadership thinking from around the world.

A graduate of Cambridge University, Tim undertook advanced management studies at INSEAD Fontainebleau.

### Thank you for attending

Thank you for attending the RenewableUK HR Forum III. We hope that you found the day of interest and look forward to shaping the future of the Forum with your input.

The HR Forum Steering Committee is due for reconstitution and new volunteers are sought to nominate themselves to stand for selection. If this is of interest please indicate your interest to Fruzsina.

### Further information

Presentations from the event will be circulated to delegates who attended the day and key information about all activities of the RenewableUK HR Forum can be found online at: [www.renewable-uk.com](http://www.renewable-uk.com).

Please visit the RenewableUK website and explore:

- How you can post vacancies through our job-listing pages
- How you can participate in this years HayGroup Renewable Energy Reward Survey
- How you can book your stand at the RenewableUK Annual Conference
- Educational resources
- Careers resources
- Labour market research

### Key Contact

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