

Bruce Nixon MA (Oxon), Member of the Association of Sustainability Practitioners, the Sustainable Development Network, former Council member of the Association for Management Education and Development, Chartered Fellow of the Chartered Institute of Personnel and Development, Bruce Nixon Associates.

Our purpose:

Helping leaders meet the challenges of 21st Century business by creating better and more successful workplaces that contribute to a fair and sustainable world.

My work: I am a veteran management consultant, author, facilitator, mentor, coach and shadow consultant. With experienced associates, I work in the areas of transformational leadership, bringing about strategic change, diversity and difference, corporate responsibility, global issues, consulting and helping HRD people take a strategic approach. I am described as a pioneering change agent who has promoted a more holistic, ethical and sustainable approach to business leadership. With leaders and colleagues, I have helped initiate many strategic leadership and change initiatives and tried to learn from them. I offer an inspiring, practical approach that helps leaders transform organisations, bring about change in an inclusive way and, at the same, time develop leadership at all levels. I help them create a culture that releases spirit and energy, both making things happen and allowing things to happen. I also work for global transformation through change in awareness and consciousness.

The potential benefits to you, if we work with each other, as partners:

1. You are giving your full leadership potential and continuously developing it.
2. An energised, creative organisation that thrives because it is proactive in meeting the challenges of the world in which it operates and grasps them as opportunities.
3. Committed people, who take responsibility, learn and work together as one, challenging team.
4. An organisation clear about its uniqueness, purpose, values and mission.
5. A sense of direction in a complex, rapidly changing and unpredictable world.
6. The awareness, attitudes and skills to thrive in this world.
7. A culture that supports people and releases their unique talents.

Our aim is to help businesses and people develop their capability to thrive and meet the challenges of the 21st Century. I believe this involves understanding global issues; seeing the opportunities in them; developing well informed leadership at every level; understanding the best thinking about organisations; bringing about change in an inclusive way that involves all stakeholders; leading more balanced and sustainable lives; and, in the long term, contributing to a sustainable, fairer and more stable world. Events over the past few years, like the tragedy of 9/11 and its aftermath, and now Madrid, make the need for this even more apparent.

Our services provide support and challenge in these ways:

- Retreats and workshop for leaders wanting to identify and address their key strategic issues.
- Improving Teamwork especially between women and men, and people who want the full benefit of their unique and diverse contributions.

- Help in bringing about Strategic Change successfully by involving the whole system in creating it
- “Real Time Leadership Development” - developing understanding and skill, in leading Strategic Change, by actually **doing** it.
- Processes for involving the collective intelligence of the organisation in creating strategic change
- Mentoring senior people planning major changes or going through a transition.
- Teaching people mentoring, co-mentoring and consulting.
- Shadow consulting for people in OD, HRD, internal consulting and others who facilitate change.
- Short talks or taster workshops about global issues, change, leadership, transformation that can help get things moving and initiatives started.

Our approach Fundamental to our approach is to start from the client’s needs and work in partnership with them to meet their highest expectations. We create partnership with our clients, not dependency. We believe you are the experts on your organisation; everyone is capable of making a difference; and our main contribution is our expertise in facilitation and supporting people in becoming their higher selves. We make the development of leaders at every level in an organisation, central to our work. We emphasise the importance of creating an empowering culture and the need to create good processes for involving everyone in creating change in the organisation. Our approach, called “Real Time Development”, based on the Strategic Leadership Model, helps people bring about transformation, develop leadership, tackle key issues and learn all at the same time. Our focus is on appreciating and valuing each other, especially how we are all uniquely different, looking at what is working and enlarging it, rather than focusing on problems and difficulties. We support people in learning to cope well with uncertainty, complexity, constant change and innovation. We also believe in supporting and strengthening our clients’ capabilities, sharing our skills with them and learning from each other.

I work with experienced associates. Examples of our work are given on pages 4-5.

How we like to work We like to build strong, long-term partnership with clients that provides both support and challenge for their leadership and creativity and ours. In our experience, short-term fixes do not work and a developing relationship is crucial. We do not believe in a class room or contrived approach. Instead, we learn from the reality of bringing about change in your organisation and learning from the experience as it unfolds. I bring an external perspective, wide experience of business and, some say, wisdom. We like to work with people holistically and think with them about their organisation as an open, living, whole system.

What Clients Say:

“ A breath of fresh air.”

“It has had a profound and lasting effect on me. In essence it has made me welcome change.”

*“It was working **with** me, not being worked on”*

“You bring a breadth of view, essential at this level”

“You have a wealth of relevant experience and knowledge but you didn’t force it on me”

“Your style is affirmative and put me in touch with my skills and abilities”

“You have a positive view of the world and enabled me to believe in my ability”

“You work with the whole person - four rooms stuff but really valuable”

“Not overpriced and it works when you go back 6 months later”

“Stretches people - outside the norm”

“Credibility because you have been in been in industry”

“Still in contact personally”

“Asking our views”

“We value the work you do”

“You want to do it better and understand us – some, you never hear from again”

“This has been the best experience of my working life”

The Experience I bring: In 1987, I started my own management consulting business, Bruce Nixon Associates. Since then, I have worked as an independent management consultant, for a wide variety of clients, large and small, in private and public sectors. Before that, I worked for some 25 years in People Management, Management Development, OD and Internal Consulting roles for Peek Frean Biscuits, Birds Eye Foods, Alcan in Jamaica and the UK, Reed Paper and Royal and Sun Alliance Insurance. My first job was as a salesman in the May Company, a Los Angeles department store group. Apart from working with clients, I have trained many consultants, led open programmes and given many short talks, seminars and workshops mainly on strategic change, leadership, global change and the role of HRD people. My experience of working nearly six years in Jamaica influenced me profoundly and gave me a deep interest in global issues as well as a love of Jamaica. My interests are wide. In an earlier life, I recruited undergraduates from Universities; taught, and helped make a film on, interviewing skills and recruitment for Managers, especially focusing on University Undergraduates, Graduates, diverse Technological Professions; senior executives and Managers. My partner is North American and I have five children ranging from 18 to 41 and two grandchildren.

Clients past and present: Abbey Life, Borough of Enfield, British Travel Association/English Tourist Board, Bovis Lend Lease Europe, BUPA Health Services, Cable and Wireless, Chartered Institute of Personnel and Development Enterprises, Dacorum Borough Council, Deloittes, Digital Equipment, Ernst and Young, ExxonMobil, Guinness, Hertfordshire Constabulary, ICI, Local Government Training Board, Marconi Avionics, Middlesex University Business School, Northern Ireland Civil Service College, Parker Hannifin, PricewaterhouseCoopers, Prison Service, Probation Service, Royal & Sun Alliance Insurance, Salford University Business School, Sanyo Energy (UK), Sedgwick Insurance Brokers, SmithKline Beecham, Sheffield Hallam University, Stepney Borough Council, Sun Banking Corporation, Sundridge Park Management College, United Society for the Propagation of the Gospel (USPG), Uniplex, University of the West Indies in Jamaica, Westminster Health Care, W H Smith.

Professional contributions: Mentor to, former Executive Member and, until recently, Council Member of the Association for Management Education and Development

(AMED) and its Sustainable Development Network and a Chartered Fellow of the Chartered Institute of Personnel and Development, I have given and organised many events for fellow professionals. Editorial Board of Industrial and Commercial Training.

Continuing Professional Development: Member of the Association of Sustainability Practitioners, the Sustainable Development Network, former Council member of the Association for Management Education and Development. CIPD Diploma Course 1958-9 at Central London Polytechnic. I have continually updated myself through reading key books and articles and attending numerous seminars, workshops, courses and conferences on: Action Learning – Professor Reg Revans and others; Group Work (Tavistock Institute); Organisational Development (Alan Dale of Brunel University; David Casey; Cadwell, Berger, Harrison and Simmons; Chris Bull Associates; Bradford and Lancaster Universities; Management Development (London Graduate Business School, Manchester Business School and Bath, Durham Universities); Co-Counselling and Re-Evaluation Counselling; Diversity and Discrimination (race, gender and all its forms); Gestalt in Organisations; Community Building in Organisations (M. Scott Peck Foundation for Community Encouragement 1994); Future Search, Sandra Janoff and Marvin Weisbord, (1995); NonViolent Communication (Marshal Rosenberg); Open Space Technology (Harrison Owen 1995); Polarity Management (Barry Johnson) Real Time Strategic Change (Vista and Five Oceans 1995); Search Conferences (Nancy Cebula and Bob Rehm, 1996); Spiral Dynamics (London Graduate Business School); current member of the Living Systems Group at the Royal Society of Arts. My own continuing personal development includes psychotherapy, transactional analysis, gestalt, bioenergetics, shamanism, Native American teachings, Hindu teachings, meditation, yoga, travel, my family, colleagues and clients and much reading.

Books and other resources “*Global Forces - a Guide for Enlightened Leaders - what Companies and Individuals can Do*”, November 2000, updated March 2003, Management Books 2000, "***Brilliant - I can't remember the last time that I found a business book to be such a riveting read***" Lin Arigho, MD of Aricot Vert Design, Fleet, Hampshire and winner of Best Boss Award, year 2000, sponsored by Parents at Work and Lloyds TSB, UK. "***A book of our time! If you want to change the way you think, feel and act read this book now. It will make a difference to you, your organisation and the communities to which you contribute – indeed the World. Stimulating, resourceful and accessible.***" Roger Pitfield, Managing Director, NEW ERA Consulting, Milton Keynes.

"Making a Difference —Strategies and Tools for Transforming your organisation", June 2001, revised paperback edition, Management Books 2000, described in People Management as “*a must read for developers*”. Chris Green, CEO Virgin Trains said “*This inspiring and practical book deserves to be read widely by leaders at every level, especially those at the top. Full of wisdom and common sense about how to lead strategic change, so essential in this era of rapid transformation and global competition*”. For both books: mb.2000@virgin.net ; www.mb2000.com and www.amazon.co.uk You can get copies of articles and details of workshops and talks I offer clients direct from me.

Some examples of our work — How we made a difference

Developing Consulting and Helping Skills Colleagues and I provided, over several years, a two week development programme for consultants in two well known international consultancies. One of these claimed it greatly benefited their business: it led to above average repeat business because of their success in building rewarding relationships with clients and doing better work.

Mentoring a Chief Executive in the Public Sector Retiring in four years time, he wanted me to give him support in planning this transition, important for his organisation, also going through a difficult transition, but also for himself. This led to a programme of work with his top team over a period of three years.

Mentoring for senior leadership and succession In two very different organisations, I helped initiate programmes to teach coaching and mentoring.

An open programme for leaders of HRD and Consultants For seven years, we offered this programme to support people wanting to take major leadership initiatives as internal organisation consultants. Diversity was high on our agenda. One alumni started a very successful nationwide leadership development programme for black nurses that gained the support of Government ministers and has continued for many years. In recognition of her outstanding leadership she received an MBE. Another is now HR Director of one of the largest retail business. Another initiated and facilitated, with my help, a highly successful OD programme for a Borough Council. With the active support of her Chief Executive and his directors, several of whom became facilitators, this involved all management from the top down. The goal was to improve service delivery by creating a culture in which people took responsibility and were well supported by leadership. Many people said it was the best initiative of its kind ever undertaken by the organisation. We have taught **consulting and co-mentoring skills** to managers and consultants in-company – helping one consultancy (Deloitte, Haskins and Sells) get more business from existing clients.

Leading Business Transformation We have helped several companies initiate and deliver programmes for directors and senior managers — for example, in the financial sector, IT, local government, retail, a university, a Japanese energy company and building, property and construction. In each case, the basic approach was to develop strategic leadership capability by helping leaders transform the culture, bring about strategic change and learn from so doing. Most of these initiatives have continued for several years – “*no quick fixes*”. Often they were led by directors, managers and HRD people, thereby creating a critical mass with common beliefs about how change in their organisations needed to be led and the culture required to thrive in the late 20th and early 21st centuries. Many changes resulted, including better teamwork, more effective leadership, better ability to lead change, a more liberating and developmental culture that valued difference and diversity, all culminating in better performance. Two similar initiatives, in IT and a University, were less successful because we did not achieve the whole-hearted backing and understanding of the CEO — an important lesson. Another was less successful because we were brought in “to fill a slot”.

Support for a Top Management Team in the Public Sector This top team, men and women, were managing a transition to a new organisation over which they could have little influence. It was essential to maintain a high standard of service, despite the structural changes that would take place. Over a period of three years, a woman colleague and I facilitated half-day team meetings at regular intervals, backed up by one-

to-one support by telephone between the meetings. The goal was to help them provide excellent, united leadership during this period of major change and uncertainty, when their own concerns about their futures and difficulties with each other, especially between the women and men in the team, could have got in the way. They said it helped them enormously, especially to become a supportive team, deal with gender issues, communicate well, respect and benefit from their different talents and viewpoints and thus achieve better performance.

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