



FOUNDER Dr Paul Aitken

Dr Paul Aitken, DBA, M.Sc., Dip. C. G., A. Dip. C., C. Psychologist

Doctor of Business Administration (Values-Led Executive Leadership Team Development); MSc (Applied Psychology in Business); Diploma in Careers Guidance; Advanced Postgraduate Diploma in Management Consultancy, UK British Psychological Society - Chartered Psychologist (Special Group in Coaching Psychology) and Certificate in Executive Coaching.

Founder of Mastering Leadership Agility (UK) Ltd,
MLA (Singapore) Pte Ltd, and
LeaderBirds.com UK Ltd

- ✿ Mentor, trainer and educator of C-Suite executives and managers focused on creating 'sustainable' commercial and public value in multicultural settings
- ✿ Leadership roles in a FTSE 100 Company (HR – L&D), Business Schools, Training-Consultancy and Careers Service businesses
- ✿ Visiting Teaching Fellow at University of Birmingham (UK), Singapore Institute of Management, and Bond University (Australia) Business Schools
- ✿ Leadership Development thought leader; creator of a proprietary, useable at any age and in any circumstance, cross-cultural, 'personal values-guided' 12 leadership 'agility' practices learning methodology and diagnostic technology
- ✿ International guest speaker, with appearances, for example, on New Zealand national business media as an advisor to Government on nationwide CEO leadership development
- ✿ First author of 'Developing Change Leaders: the principles and practices of change leadership development' (Elsevier Publishing)
- ✿ Founder of Mastering Leadership Agility (UK) Ltd and MLA (Singapore) Pte Ltd; introducing change leadership, using natural world insights and multi-sensory learning, to adults and young people, with the goal of creating a better world together.

Personal Reference for National Parks Board Denise Church (former CEO of New Zealand Ministry for the Environment).

Mastering Leadership Agility Ltd (MLA) is a global, leadership 'agility' education, training, career management, coaching and consultancy company. Focused on discovering and building leadership talent from an early age and in any part of society, our unique 12 leadership 'agility' practices learning methodology simultaneously enhances agility, entrepreneurship and citizenship. We help leadership learners (individuals, teams and whole enterprises) clarify, execute and sustain their purpose-values, mission and strategic goals. Bespoke advisory/consultancy projects include more effective recruitment-selection (assessment and development centres) for leadership roles, enhanced change leadership learning for raising productivity and securing growth, and infusing change management-transformation programmes with agile leadership to improve adaptive culture for success.

A former Senior HR consultant, responsible for senior management-professional Selection, Talent Development and Culture Transformation, and current international mentor and consultant, Paul has worked with over 100 organisations on programmes involving 20,000+ managers, professionals and employees. Paul has facilitated leadership agility practices learning for Owner-Entrepreneurs, CEO's, Directors, mid and early career managers from over 50 countries, including those attending Business Schools at Singapore Institute of Management, University of Birmingham (UK), Bond University, Australia; Academy of Finance, Vietnam; Perm State Research University, Russian Federation; National University of Ireland and Lancaster University (UK).

Organisational Leadership Roles:

Founder of Mastering Leadership Agility (UK) Ltd & MLA (Singapore) Pte Ltd (2011-current)

Deputy Director of The Leadership Trust (UK) responsible for evidence-based executive leadership programme marketing, development and delivery (2010-11)

Director (R&D) – Concordia International Ltd, a New Zealand L&D company specialising in enabling leaders to engage with their employees through deeper cultural assessment and dialogue during difficult business transitions (2008-9)

Curriculum Leader and L&D coordinator for 'Leadership & Change', Henley Management College, now Henley Business School at the University of Reading (2006-2008)

Lead L&D Adviser to the CEO of the New Zealand Public Service 'Management Development Centre' (2000-2005):

- ✿ Lead Action Learning facilitator, lecturer (leadership and personal change/development topics) and personal development mentoring of executives on a series of 5-day leadership courses for emerging New Zealand Public Service chief executives & senior managers. *The combination of Chief Executives drawn from 42 government departments, international leadership speakers, and national political commentators/analysts as executive leadership learning facilitators, combined with compulsory 'capstone' strategic leadership project delivery, positions this leadership development programme as best of breed for the Public Sector worldwide*

- ✿ Learning facilitation and personal mentoring of executives on a series of New Zealand Public Service executive leadership talent identification centres. *Direct involvement of past and present senior politicians and national political journalists in the mentoring process makes this event globally unique*

Director (Business Development), Winsborough Allen, a business psychology consulting company based in New Zealand, working mainly on leadership selection and development projects in the private and public sectors (1996-2000)

Head of Selection and Development Services, Severn Trent Water Ltd (UK FTSE 100 company with 12,000 employees), responsible for all appointments from senior professional to Director level and the training/transitioning of managers/professionals/staff from a public to a private sector culture, including the management of the Graduate fast-track development programme (1992-1995)

Senior OD Consultant, Somerset County Council, including adviser to the Chief Executive on sensitive Director 'performance' related issues (1989-1991)

Deputy Area Manager, Somerset Careers Service (Taunton & West Somerset), responsible for co-managing 20 careers guidance professionals working with youth/adults (1986-1988)

Professional Leadership Roles:

MSc 'Leadership in the Interconnected World' Co-Founder for Perm State Research University (commencing September 2016)

Leadership Agility Practices module creator for the National University of Ireland - MSc Strategy and Innovation, MSc Management - Birmingham Business School; Bond University and Birmingham University - Singapore Institute of Management Global Executive MBA's.

Programme Director for UK Civil Service Permanent Secretary and Director General 'performance challenge dialogue' skills development workshop series (2009)

Programme Director for Leaders UK – a 2 year part-time cross-sector senior executive development programme in association with Birmingham University and Ashridge Business School, including an optional MSc in Public Service Management (2008-2009)

Consulting Assignment Examples:

- ✿ Leadership mentor for Owner-Entrepreneur of highly successful global software technology company (2016 and continuing)
- ✿ Leadership agility practices training for Branch Managers at Trade Tools Pty Australia (2015) and Christian Dior Regional Managers - Singapore (2017)
- ✿ Change leadership training for LUK OIL project managers and students of international business, Perm, Russian Federation (March 2014)
- ✿ Facilitator of Nigerian government manager development programme at SEC (accredited by the

UK Chartered Management Institute, (December 2013 - June 2014)

- ✿ Re-organisation (leadership culture) implementation consultancy for Her Majesty's Revenue & Customs Security & Information Directorate (2013)
- ✿ Up-skilling HR/LD/OD professionals in change leadership agility at NFU Mutual UK (2012)
- ✿ Advanced Leadership Agility (MLA) Module for the Birmingham University – Singapore Institute of Management Global EMBA (from 2012, on-going)
- ✿ Developing Leadership Agility (MLA) Elective for the Bond University, Australia Global EMBA (from 2012, on-going)
- ✿ MLA Leadership module for the National University of Ireland MSc in Strategy and Innovation (2010-15)
- ✿ Bond University – Gold Coast Business Links Master-class with Soheil Abedian of Sunland Group (CEO architect-property developer and philanthropist) and Professor Ken Parry on the purpose of leadership (2012)
- ✿ Birmingham Community Healthcare NHS Trust; supporting the up-skilling of senior managers and HR in change leadership agility (2012)
- ✿ Facilitation skills training for HR professionals as part of a strategic change programme at Bord Gais Energy, Ireland (2012)
- ✿ MLA experiential leadership development simulation for the Henley Business School Knowledge Management Forum; in collaboration with Ford, Nokia-Siemens, MWH and other corporate members (2012)
- ✿ Master-class for Queensland business owners/managers, hosted by the Australian Institute of Management (2012)
- ✿ MLA coaching/facilitation of UK Central Government Business, Innovation and Skills (Estates) change management and procurement rationalisation programme (2011)
- ✿ Academy of Finance (Vietnam) in association with the University of Gloucestershire – MBA Leadership Development and Change (2011)
- ✿ Executive leadership development for business transitioning at Herefordshire County Council, Agriculture and Horticulture Development Board and Birmingham Community Healthcare NHS Trust Board and senior management team
- ✿ Evaluating the impact of UK large-scale public sector leadership programmes
- ✿ 'How to predict, implement and embed change' master-classes for the top 100 senior civil servants in New Zealand
- ✿ 'Leading people in tough times' master-class for Herefordshire Council – NHS leadership academy

- ✿ 'Developing Change Leaders' master-classes in New Zealand for Alcatel-Lucent, Aviation Security and Civil Aviation Authority senior executives
- ✿ Henley Learning Partnership 'master-class' – 'Executive's values, leadership culture and strategy implementation' for private sector senior executives
- ✿ Learning facilitator for The Sunningdale Leadership Programme at The National School of Government (open & tailored)
- ✿ 'Leader as Change Coach' facilitation and coaching on the Henley Advanced Management Programme
- ✿ Leadership 'master-class' programme design and delivery for the British Dental Association Practice Owners and VELUX plc (Denmark)
- ✿ Leadership development facilitation and coaching for HMRC, MOJ and MOD
- ✿ Curriculum design, materials development and teaching co-ordination/delivery for Henley's new Leadership and Change full-time MBA Module
- ✿ Personal Development coach and Action Learning facilitation for the UK Land Registry 'Future Leaders' programme, in association with the National School of Government
- ✿ Board facilitation for Bradford City Council Education Contract Services, using leadership culture diagnosis
- ✿ Executive team selection and coaching for a West Country social care entrepreneur
- ✿ Diploma in Management Studies teaching (Leadership and Change) at Bridgwater College for West Country Fire & Rescue Service senior managers
- ✿ Leadership and workplace culture diagnosis for a West Country Police Force
- ✿ 'Leadership Culture' diagnosis research and practice tutorial for Turku (Finland) MBA students and EFEKTOR (Finland) management programme
- ✿ Leadership coaching for fast track lawyers at Linklaters
- ✿ Creating the cultural conditions and team process for global Research and Development leadership in a global pharmaceutical company (Holland)
- ✿ Assessing the impact of a newly promoted business strategy on the level of transformational leadership behaviour demonstrated throughout a recently privatised New Zealand government agency
- ✿ Leadership culture diagnosis as part of an annual review of executive team performance and team development at a NHS Acute Trust leadership retreat
- ✿ Leadership culture diagnosis as a strategic input to the annual business planning of a central government technical agency in New Zealand

- ✿ Evaluating the business improvement leadership behaviour and personal values present amongst 120 senior managers across a UK City Council
- ✿ Leadership culture diagnosis as part of a programme of business and team development for a New Zealand healthcare management organisation
- ✿ Leadership culture diagnosis for executive team building following the appointment of a new chief executive in the New Zealand National Library Service
- ✿ Comparing the strength and type of improvement leadership culture between chief executives and senior executives in the New Zealand Public Service
- ✿ Leadership culture diagnosis as an element of producing a workforce plan and executive team 360 feedback process at a UK District Council
- ✿ Facilitating leadership team growth in the strategic HRM business unit of a nationally focussed UK central government department
- ✿ Production of a central government senior management 360 self-assessment for development tool, for the New Zealand Public Service Leadership Development Centre
- ✿ Career management workshops for senior managers/staff at the Commission for Health Audit and Inspection
- ✿ Workshop facilitation, research and analysis of Machinery of Government intangible asset (intellectual capital & knowledge management process) identification, utilization and commercial application, for pan European Central Government and research/science agencies (EU funded project)
- ✿ Facilitated senior management team leadership & strategy development for the New Zealand Ministry of Agriculture & Fisheries Bio-Security Agency and PHARMAC (drug purchasing and regulation body, same as UK National Institute of Clinical Excellence)
- ✿ Facilitation of Action Learning sets (leadership development) for a Pan European Logistics plc
- ✿ Investors in People assessment and senior management team facilitation for the Association of Registered English Language Schools
- ✿ Facilitation of a group of multi-national fast-track international leaders from SEMA (France), a large IT company, in 'Leading people through Change'
- ✿ Team development facilitation of South Oxfordshire Leisure Ltd's senior management team
- ✿ A "Championing Change" - tools and techniques programme for senior managers and team leaders, prior to the merger between Cable & Wireless and ntl
- ✿ Design and facilitation of the International General Manager Assessment Centre for BASS - Intercontinental Hotel Group (Leipzig)

- ✿ Designed and facilitated a leadership development programme for the executive team of the New Zealand Health Funding Authority (HFA - Government's health purchasing agency) entitled "Guiding yourself and your people through the Health Service changes"
- ✿ Designed and facilitated a one day session for the HFA using whole of organization conference participation (120 people) to raise the awareness of managing diversity of culture and personal values within health organizations
- ✿ Coach, mentor and careers adviser to senior managers/ professionals up to and including Chief Executive
- ✿ Locum HRM advisor/troubleshooter for PHARMAC (equivalent of the UK NICE) and the HFA senior management teams, both high profile New Zealand health organisations
- ✿ Production with Directors and Senior Managers of role competencies and performance management mechanisms which signal corporate change, for example Somerset County Council Trading Standards re-organisation, Severn Trent Water plc customer services re-structure, and performance management training for senior academic managers at Lincoln University New Zealand
- ✿ Designer, facilitator/trainer on selection, performance management and mentoring training modules for managers in different sectors including Mobil Oil NZ
- ✿ Interview technique, job search skills and career mentoring for executives seeking new roles or return to work both in the UK and NZ; facilitated numerous groups in different organisations in career management, change management and job search techniques and facilitator of team performance analysis, team member feedback and team/individual development needs in a variety of contexts
- ✿ Design of and interviewing/de-briefing on leader/manager selection and assessment processes in NZ including:
 - Director of the NZ Intelligence Service (UK equivalent of Head of M15/6) and GCSB (UK equivalent C.E. of GCHQ), in both cases reporting directly to the Prime Minister.
 - Medical Director of the NZ government drug regulation agency (NICE in the UK)
 - NZ Health Service senior managers/professionals
 - Trust Bank NZ Area Managers
 - Future C.E.'s/senior managers for WANG NZ, The Blue Star Group and The Open Polytechnic of NZ.

Academic & Business Publications:

Academic:

McKenzie, J. and Aitken, P. (2012). Learning to lead the knowledgeable organisation: Developing leadership agility, *Strategic HR Review*, Vol. 11, Issue 6, Emerald.

Aitken, P (2007) Walking the Talk – the nature and role of leadership culture within organisation culture/s, *Journal of General Management*, Vol. 32, No. 4, Summer.

Green, J. and Aitken, P. (2006).Creating a leadership culture for knowledge utilization in Pharma, *Journal of Medical Marketing*, Vol. 6, 2, pp. 94-104.

Aitken, P. (2004). The relationships between Personal Values, Leadership Behaviour and Team Functioning. *Doctor of Business Administration Thesis, Henley Management College/Brunel University*. External examiner: Deanne Den Hartog.

Higgs, M. & Aitken, P. (2003). An exploration of the relationship between emotional intelligence and leadership potential. *Journal of Managerial Psychology*, Vol. 18, No.8.

Aitken, P. & Higgs, M. (2003) Fourth Generation' assessment centers – a case study of a 'learning centre' designed for assessing and building both leader and leadership capability. *Henley Working Paper Series*.

Business:

Aitken, P. & Lichtenstein, S. (2015) Business Psychology in Action (Association for Business Psychology): 'Leadership for Sustainability'

Aitken, P & Higgs, M (2010) Developing Change Leaders, Elsevier B-H.

Mastering Leadership Agility – Knowledge Management Forum (Henley Business School – University of Reading) 'Developing Knowledge Driven Leadership Agility' (Learning Simulation Handbook) 2012

New Zealand Public Service - Leadership Development Centre business publications, written following successful bids against major international management consultancies

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- ✿ "People Capability - Strategy and Assessment", a strategic HR business evaluation and planning tool for senior executive teams – 1999
- ✿ "Chief Executive Selection" across the Public Service, process review for the State Services Commission – 1998
- ✿ "Capability Management in the NZ Public Service (a framework for organisational performance)" – 1998
- ✿ "Strategic Human Resource Capability and Competence" – 1997
- ✿ Co -designed and produced an innovative Public Service senior manager 'self-assessment for

development' reporting tool - 1997 (updated 2004)

- ✿ "Senior Manager Competencies (and high potential succession indicators)" - 1996
- ✿ Co -designed and produced an innovative Public Service senior manager 'self-assessment for development' reporting tool - 1997 (updated 2004)
- ✿ "Senior Manager Competencies (and high potential succession indicators)" - 1996

Conference & Media Presentations:

6th Developing Leadership Capacity Conference, July, 2014, Lancaster University Management School: "The Values Challenge for Developing Ethical Leadership: Research and Practice Agenda for Values-Based Leadership."

Mastering Leadership Agility – Knowledge Management Forum (Henley Business School – University of Reading) 'Developing Knowledge Driven Leadership Agility', 2012

The British Quality Foundation Annual Conference (Leadership Special), 'Turning Strategy into Results through Mastering Leadership Agility', 2011

The John Smith Memorial Trust, at The Leadership Trust, "Walking the talk with values driven Leadership', 2010

New Zealand National Radio broadcast (Chris Laidlaw show) on the topic of Developing Change Leaders, November, 2009

European Conference for Management, Leadership and Governance, Winchester, 2007 - "Executive's personal values diversity: A critical dialogue between leaders affecting personal and organisational approaches to business value creation"

British Academy of Management Conference, Belfast, September 2006 – "Intercultural insights into leadership and workplace culture"

Henley Pharma Symposium - Strands of Knowledge, July 2005 – "Knowledge Leadership at Organon Pharmaceuticals"

Leadership Conference at East Staffs District Council, April 2005 – "Leadership, Management and Culture Values at ESBC"

UK Society of Local Authority Chief Executives (SOLACE), New Zealand Public Service Leadership Development Centre & Sunderland City Council (all in 2004) – "Senior Management Teams as Change Leaders, myth or reality?"

1st Annual UK BPS DOP Professional Practice Workshop 2003 – "Team transformational leadership and Team Member's personal values alignment"

New Zealand Rotary, Wellington 2002 – "Leadership and Values"



Oxford University - MSc. Occupational Psychology student conference 2000: "The Selection of International Leaders"

Australian Industrial and Organisational Psychology Conference 1999: "Public Sector Chief Executive Selection enters the territory of assessment psychology"

British Psychological Society, UK Occupational Psychology Conference 1997, co-delivery: "Career Management - a new approach for a multi-national oil company"

New Zealand Institute of Personnel Management Conference 1997, co-delivery: "Strategic Human Resource Capability and Competence - a challenge to HR professionals"

Professional Advisory Roles, Associations & Accreditations:

SAGE Management Learning Journal Reviewer (current)

British Psychological Society (BPS) Chartered Psychologist (1992 – current)

Psychometrics Certification (Personality and Aptitude) including MBTI

Member of the BPS Special Group in Coaching Psychology (2005 - current)

Past Reviewer for Australia-New Zealand Academy of Management (ANZAM) and Perm State Research University International Editorial Council

England Football Association Coach (Preliminary Badge)