

Mr Babulal Sethia, President, Royal Society of Medicine

Biography

Mr Babulal Sethia is a consultant congenital heart surgeon at the Royal Brompton Hospital. After qualifying from St Thomas' Hospital in 1975 he trained in cardiology and general surgery before training in cardiothoracic surgery in Glasgow and London. He became a consultant in cardiothoracic surgery in Birmingham in 1986 and then returned to London in 1999. He has published widely on aspects of congenital heart disease in children and adults. For the past 15 years he has been active in helping to develop cardiac services on a humanitarian basis in Africa, Asia, the Middle East and South America. He is Past-Treasurer of the Society of Cardiothoracic Surgery of Great Britain and Ireland.

He was recently awarded Honorary FRCP and became President of the Royal Society of Medicine in July 2014

Professor Nick Bouras, Emeritus Professor of Psychiatry at the Institute of Psychiatry, King's College London

Biography

Professor Bouras is an Emeritus Professor at King's College London, Institute of Psychiatry, Psychology and Neurosciences. He is also the Programme Director at Maudsley International and Coordinator of the Daedalus Trust and Chairman of the Research and Development Group.

SESSION ONE: STRESS AND INDIVIDUAL LEADERSHIP

Introduction to key note speaker

Lord Robert Skidelsky, Emeritus Professor of Political Economy, University of Warwick

Biography

Robert Skidelsky is Emeritus Professor of Political Economy at Warwick University. His three-volume biography of John Maynard Keynes (1983, 1992, 2000) won five prizes and his book on the financial crisis – *Keynes: The Return of the Master* – was published in September 2010. He was made a member of the House of Lords in 1991 (he sits on the cross-benches) and elected a fellow of the British Academy in 1994. *How much is enough? The Love of Money and the Case for the Good Life*, co-written with his son Edward, was published in July 2012.

Behavioural biases and public policy

Andy Haldane, Chief Economist, Bank of England and Executive Director, Monetary Analysis and Statistics

Biography

Andrew G Haldane is the Chief Economist at the Bank of England and Executive Director, Monetary Analysis and Statistics. He is a member of the Bank's Monetary Policy Committee. He also has responsibility for research and statistics across the Bank. In 2014, TIME magazine voted him one of the 100 most influential people in the world. Andrew has written extensively on domestic and international monetary and financial policy issues. He is co-founder of 'Pro Bono Economics', a charity which brokers economists into charitable projects.

**Dr Ian Bushnell, Chair of the Division of Occupational Psychology,
British Psychological Society and Senior Lecturer in Psychology, University of
Glasgow**

Biography

Dr Bushnell is a Chartered Psychologist and Senior Lecturer in Psychology at the University of Glasgow working on topics such as psychopathy and leadership; ontogenetic factors in leadership; human deception and medical decision-making under stress.

The biology of workplace stress

**Dr John Coates, Research Fellow in Neuroscience and Finance, University of
Cambridge**

Biography

John Coates, Research Fellow at the University of Cambridge, previously traded derivatives for Goldman Sachs and ran a trading desk for Deutsche Bank. He now researches the biology of risk taking and stress. His book, *The Hour Between Dog and Wolf*, was short listed for the Financial Times/Goldman Sachs Business Book of the Year, and the UK Wellcome Trust Science Prize. It was also chosen book of the month by the British Army. His research on risk taking has attracted interest from business, medicine, the military, as well as elite sports teams.

Sub clinical narcissism: The psychology of leadership derailment

Professor Adrian Furnham, Professor of Psychology, Clinical, Educational & Health Psychology, Division of Psychology & Language Sciences, University College London

Biography

Adrian Furnham was educated at the London School of Economics where he obtained a distinction in an MSc Econ and at Oxford University where he completed a doctorate (D.Phil) in 1981. He has subsequently earned a D.Sc (1991) and D.Litt (1995) degree. Previously a lecturer in Psychology at Pembroke College, Oxford, he has been Professor of Psychology at University College London since 1992. He has lectured widely abroad and held scholarships and visiting professorships at, amongst others, the University of New South Wales, the University of the West Indies, the University of Hong Kong and the University of KwaZulu-Natal. He has also been a Visiting Professor of Management at Henley Management College. He has recently been made Adjunct Professor of Management at the Norwegian School of Management (2009) and Honorary Professor at the University of KwaZulu-Natal (2014).

He has written over 1000 scientific papers and 70 books. He is on the editorial board of a number of international journals, as well as the past elected President of the International Society for the Study of Individual Differences. He is also a founder director of Applied Behavioural Research Associates (ABRA), a psychological consultancy. Like Noel Coward, he believes work is more fun than fun and considers himself to be a well-adjusted workaholic. He rides a bicycle to work (as he has always done) very early in the morning and does not have a mobile phone. Adrian enjoys writing popular articles, travelling to exotic countries, consulting on real-life problems, arguing at dinner parties and going to the theatre. He hopes never to retire.

Abstract

This talk looks at three topics: First, the literature on the requirements of good leadership. Second, it looks at the characteristics usually associated with successful leaders. However the main part of the talk will concentrate on leadership derailment: the causes, manifestations and cures for leaders who fail.

SESSION TWO: STRESS, CORPORATE LEADERSHIP AND HUBRIS

**Sir Bob Reid, Former Chairman and Chief Executive, Shell UK,
Former Chairman, British Rail and London Electricity. Currently ICE Futures Europe**

Biography

Sir Bob Reid is Chairman ICE Futures and ICE Clear Europe. He is a Director of Intercontinental Exchange Inc, Diligenta Limited, Jubilant Energy and EEA Helicopter Operations. He is Chairman of the Foundation for Young Musicians, Learning Through Landscapes and Edinburgh Business School.

Dysfunctional leadership in corporations

Professor Dennis Tourish, Professor of Leadership and Organisation Studies, School of Management, Royal Holloway University of London

Biography

Dennis Tourish is Professor of Leadership and Organization Studies at Royal Holloway, University of London, where he is also Deputy Head of the School of Management. He is a Fellow of the Lancaster Leadership Trust, a Fellow of the Leadership Trust Foundation and co-editor of the academic journal 'Leadership.' Professor Tourish has a long standing interest in dysfunctional leadership, including hubris. His most recent book is '*The Dark Side of Transformational Leadership*', published in 2013. He has been interviewed on many TV and radio news programmes about his research, including BBC News, Sky News and BBC World. Among his many interests is leadership practices within organizations known as cults and he has argued that leadership in some high pressure corporate environments has borrowed many practices from such contexts.

Abstract

Arguably, being a CEO in a typical corporation today is the nearest thing most people can become to being king of their own country. This talk will explore how concentrating power in the hands of a few people in this way develops hubris and other dysfunctional leadership practices. What happens is no different to what occurs when power is accorded a few people in any other context, including within countries. He will look at the main theory of leadership that has gained traction in the business world – that of transformational leadership – to show that how this is implemented ensures that business leaders tend to get too little critical feedback on their decision making and often develop hubris. Arguably, too many corporate leaders become like rock stars surrounded by a sycophantic entourage. Looking at the recent banking crisis and the previous crisis within Enron, he will suggest that some conventional leadership practices produce dysfunctional leaders, ineffective organizations and disempowered employees.

The aim is to enable participants to more clearly identify danger signs in corporate leadership before rather than after they produce breakdown, with the objective that we can develop better theories of leadership, more informed leadership practices and more sustainable organizations.

Mental traps associated with hubris

**Professor Jo Silvester, Professor of Organisational Psychology, Cass Business School,
City University London**

Biography

Jo Silvester is Professor of Organisational Psychology at Cass Business School. For the past decade her research has focused on political effectiveness and predictors of politician performance. Jo worked with the Conservative Party in 2001 to create the first competency-based selection process for prospective parliamentary candidates. She conducted a similar project with the Liberal Democrat Party in 2008, redesigning the party's candidate approvals process and implementing 360-review for parliamentary candidates in the 2010 general election. Jo has also undertaken cross-party research on development for politicians, sponsored by the ESRC, the Department of Communities and Local Government and the Local Government Association. Her current work involves an international study of how new MPs make the transition of into Parliament and a longitudinal study of predictors of political performance in office. Jo has been Associate Editor for the Journal of Occupational and Organizational Psychology and the International Journal of Selection and Assessment. Her research has featured in The Financial Times, The Sunday Times, The Economist, The Daily Telegraph, The Times, The Guardian, People Management, The Independent, Woman's Hour, Science Now, BBC Politics Show and the Science Programme. www.cass.city.ac.uk/experts/J.Silvester.

Abstract

This presentation examines hubris from the perspective of leadership in business and politics. While power may well corrupt, it also brings many advantages. As such this talk considers both positive and negative consequences of having power for power holders and followers. We also explore the mental traps that power-holders can fall into when making decisions and how these can be avoided. Finally we consider how followers often collude in labelling the behaviour of powerful others as hubristic and reflect on the implications for political and business leaders.

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SESSION THREE: THE ROLE OF THE MEDIA

**Panel discussion with media representatives on charisma v competence
Stefan Stern, Writer on Business, Politics and Management; FT Columnist**

Biography

Stefan Stern is a Financial Times columnist and writer for several publications including The Guardian and Management Today magazine. He is a Visiting Professor in management practice at Cass Business School, City University, London.

The winner effect: The neuropsychology of power

Professor Ian Robertson, Founding Director of Trinity College Institute of Neuroscience and holds Chair in Psychology, Trinity College

Biography

Ian Robertson took up the Chair in Psychology at Trinity College Dublin having been a Fellow at Hughes Hall, Cambridge and a senior scientist at the MRC Cognition and Brain Sciences Unit in Cambridge. He has visiting professorships at UCL, University of Toronto Baycrest Centre and was a Visiting Professor at Columbia University New York. He was the founding director of Trinity College Institute of Neuroscience.

His neuropsychological research has focused on how the environment and experience modifies brain function and his most recent popular science book *The Winner Effect: How Power Affects Your Brain* (Bloomsbury) explores the neuropsychological effects of power. His blog is www.ianrobertson.org and twitter feed @ihrobertson.

Abstract

The aim of this presentation is to show how power relationships influence cognitive and emotional function via systematic changes in the brain's approach and avoidance systems, under the influence of alterations in the dispersed networks linked to the neurotransmitters dopamine and noradrenaline respectively. The presentation also reviews individual and gender differences in the quality and quantity of power motivation and how these can be assessed.

Key references

1. Keltner, D., Gruenfeld, D., Anderson, C. 2003. *Power, approach, and inhibition*. Psychological Review 110, 265-84.
2. Robertson, I.H., Mattingley, J.B., Rorden, C., Driver, J. 1998. *Phasic alerting of neglect patients overcomes their spatial deficit in visual awareness*. Nature 395(10), 169-72.
3. Robertson, Ian (2012) *The Winner Effect: How Power Affects Your Brain*. London: Bloomsbury.

SESSION FOUR: GOVERNANCE CONSTRAINTS

Historic 'toe-holders' and time limits

**Lord David Owen, Clinical Neurologist and Psychiatric Registrar, St Thomas's;
Former Minister of Health and Foreign Secretary**

Biography

Lord Owen is a doctor by training and was neurology and psychiatric registrar at St Thomas's Hospital, London, before becoming a Research Fellow. He then entered politics and in Labour Governments served as Navy Minister, Health Minister and Foreign Secretary. He co-founded the Social Democratic Party and was its leader from 1983-1990. From 1992-1995 he served as EU peace negotiator in the former Yugoslavia. He now sits as an independent social democrat in the House of Lords. Lord Owen has long been interested in the inter-relationship between politics and medicine and the key article and books he has written on this subject are '*Hubris Syndrome: An Acquired Personality Disorder?*', Brain 2009, *In Sickness and In Power: Illness in Heads of Government* since 1900 (ebook edition, 2014), *The Hubris Syndrome* (revised edition, 2012) and *Hubris in leadership: A peril of unbridled intuition?*, Leadership 2013. He is Chairman of the Trustees of the Daedalus Trust.

Abstract

Lord Owen calls for time limits on Prime Ministers' tenure of office.

Curbing political leaders' hubristic behaviour has to rely on strengthening national checks and balances. The most important in the UK is vigilance and scrutiny by a Cabinet of fellow MPs.

In the UK resignations of Cabinet ministers can be important checks. To name but four recent ones: Michael Heseltine, Nigel Lawson, Geoffrey Howe and the former Foreign Secretary, Robin Cook, who correctly resigned in 2003 over the invasion of Iraq, having consulted the intelligence reports of MI6.

The UK now has the Fixed Term Parliament Act 2011 and Labour has officially said it will keep the Act even if it wins an outright majority in 2015. New legislation in the form of the Prime Minister (Limitation of Period of Office) Bill is now before the Lords in my name. It says no Prime Minister should stay in office for continuous or an aggregate period longer than the current two five year fixed terms. If this fixed term legislation were ever reduced from five to four years, as I believe it should, the limitation would be 8 years on any Prime Minister. In effect under party political pressures to install a new Prime Minister before an election, it would mean the limit would normally be around nine years plus for a 10 year limitation and seven years plus for an 8 year limitation.

Influential partnerships: A possible role for a modern day court jester

Ms Gillian Hyde, Chief Psychologist, Psychological Consultancy Ltd, Tunbridge Wells

Biography

Gillian has 20 years' experience in the field of business psychology. Previously Manager of Occupational Assessment at The Psychological Corporation, she was involved in the UK development of a number of psychometric ability tests – most notably the Watson-Glaser Critical Thinking Appraisal –Form C.

She has served on the Steering Committee for Test Standards for The British Psychological Society and has co-reviewed a number of personality questionnaires for the '*Review of Personality Assessment Instruments (Level B) for Use in Occupational Settings 2nd edition*', published by The British Psychological Society.

Joining PCL in 1994 as a Director, she was instrumental in the acquisition and development of the UK editions of the Hogan tests and has played a major role in the design and delivery of Hogan conversion courses. Much of her work still draws on her expertise and familiarity with the Hogan instruments. She has particular expertise in the research and development of assessment solutions and has worked on a number of client projects including UBS, VirginMedia, HBOs, Sara Lee, HMRC and BMW.

She is a Chartered Occupational Psychologist with a BSc in Psychology from UCL, an MPhil in Criminology from Cambridge and an MSc in Occupational and Organisational Psychology from Birkbeck College, London. She is also a member of the Association of Business Psychologists.

Specialties: Personality assessment, assessment of derailers, research of tailor-made assessment solutions for client organisations, expert trainer for the Hogan Development Survey, providing in-depth individual assessments and feedback.

Abstract

This presentation discusses the inevitability of extreme, potentially derailing behaviours in leaders and managers. As individuals rise up the career ladder so the opportunities for restraint lessen and colleagues become less likely to advise or criticise. Turning to history and literature we can see examples of influential partnerships – such as the court jester or trusted aide – that have 'spoken truth to power' and provided a vital counterbalancing effect for the leader. The challenge is to find ways to help leaders create influential partnerships in their everyday working lives and to motivate them to perceive the need for such a relationship.