



Former NATO Secretary General puts the focus on leadership in the 21st Century

Challenges facing leaders today examined in series of new reports published today by international experts and debated in front of an audience at the Churchill War Rooms

London, 13th October 2015: The greatest challenges facing global leaders and the skills needed for effective leadership in the modern world are examined in a series of new reports published today by a network of international experts.

The reports span geopolitics, business and finance, the sciences, society and faith. This work is part of the global leadership programme inspired by the legacy of Winston Churchill.

The reports will be debated at a prestigious event chaired by *Times* columnist **Rachel Sylvester** in the Churchill War Rooms on 13 October 2015.

Subjects covered in the reports include:

- whether democracy is under threat and what should be done about it;
- shifting economic and political power: from west to east and from state towards non-state actors;
- the increasing proliferation of “unthinkable” events that have profound implications for governments and what actions and systems are required to identify such threats before they emerge; and
- the essential qualities inherent in good leadership and how they can be developed in those who show the potential to lead.

The panel debate includes:

- **Lord George Robertson**, Former NATO Secretary General
- **Sir David King** - Foreign Secretary's Special Representative for Climate Change;
- **Ruth Kelly** – Pro Vice Chancellor, St Mary's University & former Education Secretary;
- **Professor Michael Clarke** - Director General of the Royal United Services Institute; and
- **Olly Rees and Fatima Islam** - Next generation leaders who participated in the programme at panel level.

Contact: churchill2015@lexcomm.co.uk

Lord George Robertson said:

“Global leaders today face a complex web of problems and challenges including environmental change; war and terror; mass migration; disruptive new technologies; and less deferential populations. These, and more, are all explored in the papers published today.

“The Churchill 21st century leadership programme has two core aims: to identify and build a better understanding of the greatest challenges facing the world today; and to equip future generations with the skills required for modern leadership. By such means we will, in Churchill’s words, ‘make this muddled world a better place’.”

The reports, listed below, will be available to read in full from 13th October via:

www.churchillcentral.com/News/Churchill-2015/Global-Leadership-Programmep-Panel-Reports.html

Notes to editors

Time of launch: 07.45 for prompt 08.00 start (coffee and croissants on arrival), Q&A from 08.30 with main panel ending at 09.00. For those able to stay on, there will be a Next Generation Leaders panel debate and Q&A from 09.15-10.15.

Place: Churchill War Rooms, King Charles Street, SW1A 2AQ

RSVP: Space is limited so please reply promptly to ensure attendance and include interview requests within the response. Email churchill2015@lexcomm.co.uk

The Next Generation Leaders panel (09.15-10.15) will be chaired by BBC Radio 4 Editor **Manveen Rana** and include up to ten panellists – names to follow.

Contact: churchill2015@lexcomm.co.uk

LIST OF REPORTS TO BE PUBLISHED**The Military Instrument in the 21st Century**

Royal College of Defence Studies, Sir Tom Phillips, General Sir Richard Barrons and others

- This report highlights the changing security threats in the 21st century. It warns that Western European societies have reduced their armed forces to such an extent that they now stand in a state of almost complete demobilisation. The report suggests the need for significant military power has not vanished and cautions that an effective military instrument can only be achieved with credible forces backed by equally credible resolve.

Statesmanship in a Scientific Age

Churchill College and Centre for Science Policy Cambridge, Dame Athene Donald, Dr Robert Doubleday and others

- This report explores the role of science and technology in the dynamics of the economy and society, in a time when scientific discovery is rapid, innovative and disruptive. It looks at how politicians and decision makers, notably in the civil service, should harness the potential of science to solve complex policy problems, and looks at issues around the teaching of science and technology in schools.

Instability and Conflict in the 21st Century

King's College London, Professor Sir Lawrence Freedman, King's Think Tank next generation leaders and others

- This report examines five core themes relating to the question of what are the most pressing global challenges facing statesmen and women today. They cover the future of nation states; 21st century propaganda; the challenge of securing peace; issues posed by the rise of Big Data; and the task of creating Smart Government.

The Future of Democracy in the Digital Age

Ditchley Foundation, Sir John Holmes, Lord Peter Hennessy and others

- This paper warns that democracy is under threat and must be fought for if it is to be maintained as the foremost system of political organisation. The paper explores the potential offered by new digital technologies and looks at how new participative mechanisms can be used to complement the traditional representative model.

Leadership in Conflict and War: The Transatlantic Intelligence Relationship

Royal United Services Institute, Professor Michael Clarke, John D Negroponte and others

- This paper examines the transatlantic intelligence relationship between the UK and the US. It looks at the history and development of that relationship and the enduring importance of that information sharing alliance.

Contact: churchill2015@lexcomm.co.uk

Climate Change Risk and Response

The Met Office, Sir David King, Dame Julia Slingo and others

- This paper offers a selection of excerpts chosen by Sir David King and Dame Julia Slingo from the report 'Climate Change: A Risk Assessment'. The report warns that there are stubborn roadblocks and vested interests in the way of progress towards combatting climate change, which require the deployment of equally powerful forces in favour of change: the power of human ingenuity, the power of technology, and the power of leadership.

21st Century Power: Dislocation, Diffusion and Decay

LSE IDEAS, Professor Michael Cox, Sir David Manning and others

- This report looks at shifting economic and political power: from west to east and from state towards non-state actors; and at the decay of the efficacy of traditional instruments of power. It argues that these shifts require a renewal of the UK's diplomatic assets and capabilities; support for the generation of soft power assets including overseas broadcasting services; and a recognition and democratisation of digital power.

Leadership, Vision and Development

UNDP Global Centre for Public Service Excellence, Max Everest-Phillips and others

- This report examines the importance of vision in effective leadership, looking at international examples of where the leaders of nation states have sought – but sometimes failed – to inspire their populations. At a time of social fragmentation and the changes in popular identity, it stresses the importance of vision in building 'imagined communities' that hold nations together.

Livestock – Climate Change's Forgotten Sector

Chatham House, Rob Bailey, Antony Froggatt and others

- This report argues that consumption of meat and dairy produce is a major driver of climate change and so shifting global demand for meat and dairy produce is central to achieving climate goals. However, there is a striking paucity of efforts to reduce consumption of meat and dairy products. The data presented in this paper reveal a major awareness gap about livestock's contribution to climate change. Climate change is not currently a primary consideration in food choices. But some of the greatest potential for behaviour change appears to lie in emerging economies.

Faith and Religion in the 21st Century

St Mary's University, Von Hugel Institute, Cambridge Inter-Faith Programme, Theos, Faith in Leadership, Francis Campbell, Professor David Ford and others

- This report considers the challenges that faith issues present to foreign ministries, diplomats and politicians and considers the importance of religion in contemporary global politics. The

report recommends, among other proposals, that states develop ‘inclusive secularism’ by fostering positive relationships with religions.

Business and Finance

Tomorrow’s Company, Harriet Green, Mark Goyder and others

- This paper draws on a set of conversations with people from a wide variety of backgrounds, different types of businesses and across generations to highlight some of the challenges facing leaders and to pose some questions that leaders might ask of themselves as part of their own leadership journey.

Next Generation Leadership: Paving The Road to Leadership

Ali Jones in consultation with the NGL panel

- This report examines the issue of equipping young people with leadership skills. It recommends that the teaching of leadership qualities should be embedded in the UK curriculum and made integral to OFSTED assessments.

Thinking the Unthinkable: A New Imperative for Leadership in the Digital Age

Nik Gowing and Chris Langdon, and CIMA

- This report examines the increasing proliferation of “unthinkable” events that have profound implications for governments and large corporate bodies: conflict in the East of Europe; the collapse of major financial institutions; unprecedented movements of people across continents. It examines what actions and systems are required to identify such threats before they emerge, and the skills required in leaders to cope with them when they do.

Practical Leadership: Capabilities and Behaviours to Adapt and Thrive in the 21st Century

Møller Centre Churchill College Cambridge – Ane Maersk Mc-Kinney Ugglå, Gillian Secrett and others

- This report examines the question of leadership – the essential qualities inherent in good leadership and how they can be developed in those who show the potential to lead. The report argues that in order to create responsible and effective leaders for the future we must consider what we might do in society as a whole to establish a strong foundation.

Work and Wellbeing in the 21st Century

Manchester University and BT Group, Professor Sir Cary Cooper, Dr Paul Litchfield, and others

- This report looks at the question of work and wellbeing, which has moved centre stage in recent years as those concerned with the development of a meaningful and sustainable society have become increasingly dissatisfied with purely financial measures of progress. The report studies how that shift has been mirrored in the workplace where business leaders are seeking a purpose for their organisations over and above maximising return on

capital and realising that achieving such a position in itself helps to deliver commercial success.

Culture, the Arts, and Soft Power

Barbican Centre, British Council, and Creative Industries Federation, Sir Nicholas Kenyon, Sir Roger Gifford and others

- This paper sets out the findings of the Churchill 2015 Global Leaders Programme Panel on the subject of Culture, the Arts and Soft Power. It makes recommendations for policymakers and the arts sector on how best to support the UK's international priorities through the use and understanding of the effects and impact of soft power.

Transformative Leadership in the Service of the Public

Institute for Security and Resilience Studies at University College London, Lord John Reid, Bernard Jenkin MP and others

- This report was last to be commissioned and will be published in due course.