

THE CENTRE  
FOR ARMY  
LEADERSHIP



**NEWSLETTER**

**JULY 2020**



**ARMY**  
BE THE BEST



Forward

News from the  
CAL

Webinars

Book Reviews

Leading Through  
Crisis

Development  
Products

# Contents

- [Foreword](#)
- [Director Leadership Biography](#)
- [News from the CAL](#)
- [Webinars](#)
  - [Upcoming events](#)
  - [View our back catalogue](#)
- [Book Reviews](#)
- [Leading Through Crisis](#)
- [Leadership Development Products](#)
- [Educational Opportunities](#)
- [Leadership Activists](#)
- [Useful Links](#)





Forward

News from the  
CAL

Webinars

Book Reviews

Leading Through  
Crisis

Development  
Products

# Foreword

## Maj Gen D Capps CBE



**I assumed the appointment of Comdt RMAS and D Leadership at the end of March from Paul Nanson who is the toughest of acts to follow!** Like all of you, the pandemic has had a profound effect on our plans. With Field Army activity paused and training at RMAS truncated, I was recalled to my previous role as GOC Regional Command to release my successor to focus solely on supporting the Civil Authorities with COVID-19.

In this re-established and reimagined Comdt role I continue to champion coherent Army Leadership Doctrine and guidance but critically will now deliver, with a small HQ team, “Army prioritised and directed Defence Engagement (DE) and Key Leader Engagement (KLE) overseas by leveraging the reach and reputation of RMAS”. Within this, the Centre for Army Leadership (CAL) has a key function and role, as do our General Staff. My unifying purpose is to “institutionalise the Army’s whole-life leadership excellence and underpin the UK’s global reach, reputation, and prosperity agenda”.

To provide some of the human resources necessary to give weight to this intent, we are establishing another company’s worth of Sandhurst instructors. ‘Marne Company’ will achieve initial operating capacity in the Autumn of 2020 and will be an exciting and challenging option for Sandhurst staff to complete their tour at the Academy in a wider external-focussed overseas role, delivering DE through leadership.

Clearly we are in unprecedented times, but it would be hard to imagine a more difficult environment in which to develop a capability that is fundamentally outward facing, about people and relationships, and is looking to cohere, expand and exploit the Sandhurst brand with British Army leadership at its core. Looking positively, the British Army is in the vanguard of national recovery and basic soldier and officer training has now resumed.

We are all learning how to work, and be, better ‘remote’ leaders and communicators, looking critically at how we can best harness our key outputs and fuse the various tools and means at our disposal to get after them. Resilience in leaders is a key theme, particularly when the boundaries between work and downtime are blurred or non-existent. You will read of the fantastic work the CAL has done to support the COVID response with its guidance on Leading Through Crisis.

I hope you enjoy this edition and, as ever, we very much welcome your engagement and feedback.





Forward

News from the  
CAL

Webinars

Book Reviews

Leading Through  
Crisis

Development  
Products

## Maj Gen D Capps CBE

### Director Leadership

Major General Duncan Capps joined the Royal Corps of Transport (later The Royal Logistic Corps (RLC)) in 1985 initially serving in the UK and Germany, on operations in Cyprus, Northern Ireland and Bosnia and as Platoon Commander at RMA Sandhurst.

Post Staff College jobs included: Defence Logistic Organisation; command of NATO's Mobile Force (Europe) Supply Squadron; BRITFOR Chief of Staff in Afghanistan in 2002; and an exchange tour in Australia, where he led logistic planning for the 2004 Tsunami disaster relief, the East Timor drawdown and the Melbourne Commonwealth Games. He returned to the UK as a Lieutenant Colonel and established the PJHQ Joint Mounting Cell.

General Capps took command of 7 Transport Regiment & Bielefeld Station in 2006, performed public duties in



London, supported operations in Iraq and Afghanistan and deployed to Cyprus with the UN. He was subsequently DCOS 1st (UK) Armoured Division then commanded 104 Logistic Support Brigade. In this appointment he led Op ESCALIN (UK fuel resilience), supported the London Olympics and deployed to Afghanistan in December 2012 as Commander Joint Force Support for which he was awarded an operational CBE.

Posted to PJHQ on return from Afghanistan, General Capps was responsible for completing UK redeployment and supported operations to counter extremism in the Middle East and Ebola in West Africa.

After attending the Royal College of Defence Studies, he was Head Defence Supply Chain Operations and Movements (DSCOM) in Defence Equipment & Support.

From June 2017, as GOC Regional Command, he provided local authority firm base support to the Army in the UK, Nepal and Brunei, established in-year delegated infrastructure delivery, led civil engagement, the Army's Cadet Forces and supported national resilience.

He became Commandant RMA Sandhurst and Director Leadership (Army) in March 2020.



Forward

News from the  
CAL

Webinars

Book Reviews

Leading Through  
Crisis

Development  
Products

## News from the CAL

Since the last Newsletter the CAL has been extremely busy. We have now moved from ARITC to the newly formed 2\* Comd, HQ RMAS, under General Capps.

Lockdown has provided us the opportunity to think, to develop our conceptual output and to design new products and ways of working, things we don't always find time to do during normal routine.

Members of the CAL have supported the NHS in the development of their leader and leadership training in response to COVID-19. Supporting the GSC, a Mentoring programme for NHS leaders has been established and may extend to other government departments in the future - a fantastic initiative for the Army. Thank you to all those who have signed up to be mentors.

### Projects

The CAL has a number of exciting projects in flight. The Army Leadership Doctrine is undergoing a refresh to ensure it remains relevant for today's Army Leaders. Focus groups have been held with cross-rank, cross-capbadge representation to capture the views of our serving men and women.

### The CAL book

The CAL, supported by researchers from across the Army, are in the process of authoring a book on British Army leadership to be published by Penguin Random House in Spring/Summer 2021.

The CAL is also very fortunate to have a team from the Army Advanced Development Programme looking into how the Army can better develop its leaders, with a particular focus on our NCO cohort.

Finally, we have been busy producing a variety of new products to support you and your units with leadership development. Many of these can be found later in the newsletter.

### Webinars

One of our greatest successes during the COVID lockdown has been to move our speaker series into the virtual space. Our new webinar series has allowed us to reach a larger and more diverse audience both military and cross sector. This will continue and we have some excellent speakers lined up for you in the coming months.

### The Team

The CAL remains a small but dedicated team of 5 core members, supported by volunteers from across the Army joining us on secondment. Our secondees are a true force multiplier and without them our outputs would simply not be achieved. If you would like to develop your leadership knowledge and work in the CAL for 3-6 months speak to your chain of command and drop us an email.

### Congratulations

We would like to offer our sincere congratulations to CSgt Patrick Carrig YORKS, who was seconded to the CAL from ITC Catterick on his recent promotion. Thoroughly deserved. Congratulations also to OCdt Chris Wood a secondee from Birmingham UOTC and our Digital Media Advisor WO1 Mick Latter on being awarded GOC Home Command commendations.

### Welcomes and farewells

Welcome to CSjt Rob Hamilton joining us for 4 months from IBS Brecon and farewell to Maj Paul McFarland and WO1 Andy Stephen as they move on, shortly to be replaced by Maj Ben Acton and WO1 Chris Nicol. Best of luck!





Forward

News from the  
CAL

Webinars

Book Reviews

Leading Through  
Crisis

Development  
Products

## Upcoming CAL Webinar Events

8 July 2020



### Geoff McDonald Wellness

Geoff is a high energy, deeply respected and influential campaigner working to break the stigma of mental health and put purpose at the heart of business.

Signup for Geoff's interactive session [HERE](#)

22 July 2020



### John Blakey Nine Leadership Habits

John's keynote speaker sessions draw upon his experience as a former FTSE100 international managing director, highly successful entrepreneur and executive coach to over 120 CEOs from 22 different countries, as well to Team GB and England sports coaches in rowing, diving, shooting and cricket.

View one of John's previous talks [HERE](#)  
Sign up for this webinar [HERE](#)

The CAL will have a break in the webinar series throughout August. Be sure to track us via social media to sign up for events from September.

What you can expect in the Autumn:

- D Leadership Introductory address
- Inclusive Leadership
- The leadership challenges for a more sustainable future



Forward

News from the  
CAL

Webinars

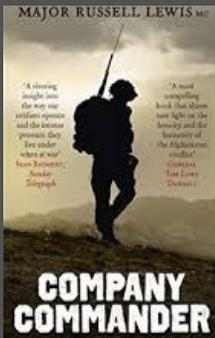
Book Reviews

Leading Through  
Crisis

Development  
Products

## Previous CAL Webinar Events

15 April 2020



**Maj Russ Lewis MC**  
**The Loneliness of Command**

Major Russ Lewis MC is the Author of Company Commander, a first hand account of his time during Op HERRICK 8. He is now an NHS Trust Chief of Staff and a CAL Fellow.

Watch his presentation  
[HERE](#)

29 April 2020



**Gareth Bloomfield**  
**Positive Psychology and Mental Resilience**

Gareth Bloomfield is an organisational psychologist at the Royal Military Academy Sandhurst. In this webinar he discusses the impact of positive psychology and provides tips on developing mental resilience.

Watch it [HERE](#)

13 June 2020



**Capt Graeme Taylor**  
**Developing your Leadership Style**

How well do you know yourself? Graeme focuses on self awareness, understanding your values and developing your own leadership style in 3 short workshops.

A great format for unit delivery, watch it [HERE](#)



Forward

News from the  
CAL

Webinars

Book Reviews

Leading Through  
Crisis

Development  
Products

## Previous CAL Webinar Events

27 May 2020



### Army SM Junior Leadership

WO1 Paton discusses his passion and priority; junior leadership. He explains how rank provides an opportunity to do more for your people, not yourself, and shares advice for leaders at all levels.

Not to be missed, watch [HERE](#)

10 June 2020



### General Sir N Pope Institutional Leadership

General Pope delivers a fascinating talk on his journey from Officer Cadet to Deputy Chief of the General Staff. He gives examples of how his leadership style developed throughout his career and provides an insight into leading at the organisational level.

Watch it [HERE](#)

24 June 2020



### Blair Palmer Lessons on Leadership

Blair has experience as an author, reporter, speaker, coach and commentator. In this webinar she looks at the leadership lessons we should learn from the COVID-19 crisis. What should endure and what has challenged her previous ideals.

Watch it [HERE](#)





Forward

News from the  
CAL

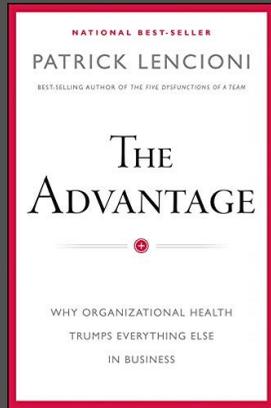
Webinars

Book Reviews

Leading Through  
Crisis

Development  
Products

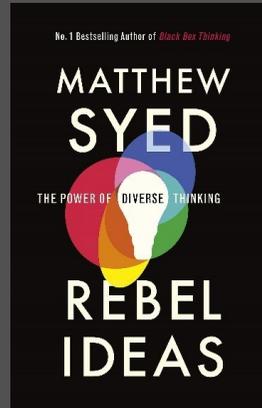
## Book Reviews - click on the book to read the full review



### **The Advantage** **Patrick Lencioni** *Reviewed by Capt Paddy Nicholls R WELSH*

Patrick Lencioni is founder and president of The Table Group, a management consulting firm specializing in organizational health and executive team development. As a consultant and keynote speaker he has worked with thousands of senior executives in organisations ranging from Fortune 500 and mid-size companies to start-ups and non-profits. He has 11 best-selling books.

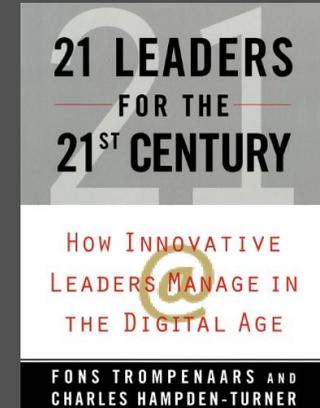
*The Advantage* covers organisational health and gives a “useful handrail [for] creating a vision”.



### **Rebel Ideas** **Matthew Syed** *Reviewed by Lt Col James Cackett RE*

A multiple award-winning journalist for *The Times*, Matthew Syed is a highly-acclaimed speaker and the author of five bestselling books. In his work, he explores a thought-provoking approach to success and high performance, looking at the scientific correlation between mindset and performance and how we cannot develop unless we are prepared to learn from our mistakes.

Backed up with examples and case studies, in *Rebel Ideas* Syed discusses the importance and effectiveness of diverse thinking.



### **21 Leaders for the 21<sup>st</sup> Century** **Fons Trompenaars and Charles Hampden-Turner** *Reviewed by Maj Luke Turrell RA*

Trompenaars Hampden-Turner (THT) is an intercultural management firm, and Fons Trompenaars has over 25 years' experience in working with Fortune 500 leaders and helping them improve their effectiveness.

Though without a military focus, *21 Leaders* offers useful insights to serving soldiers. Using leadership case studies to support its “‘meta-theory’ of effective 21<sup>st</sup> century leadership, it sets out seven major dilemmas which face modern leaders and managers.





Forward

News from the CAL

Webinars

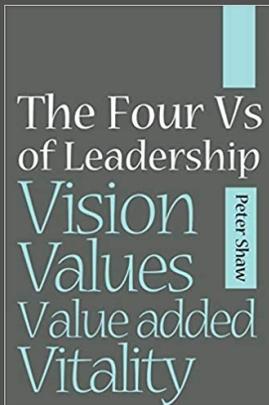
Book Reviews

Leading Through Crisis

Development Products

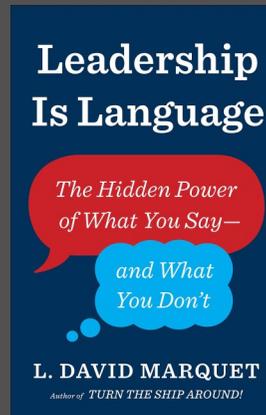
## Book Reviews ....Continued

## Get involved...



### **The Four Vs of Leadership** **Peter Shaw** *Reviewed by SSgt Matt Albrighton AGC (RMP)*

Successful leadership coach Peter Shaw draws on his experience as a coach and senior civil servant to explore his four Vs – Vision, Values, Value-added, and Vitality – and how these components are of vital importance to good leadership. With a focus on coaching, rather than management, *The Four Vs* offers guidance on coaching focussed on the “what works” approach.



### **Leadership is Language** **David Marquet** *Reviewed by Sgt Phil Mitten REME*

L. David Marquet, a top graduate of the US Naval Academy, commanded the nuclear powered fast-attack submarine USS Santa Fe from 1999 to 2001. Since retiring from the USN he has worked with businesses as a leadership consultant and delivers presentations around the world about his acclaimed first book, *Turn the Ship Around: A True Story of Turning Followers into Leaders*.

Interested in becoming a CAL book reviewer? Here's the deal - we list the leadership titles available, you ask to review the one you are interested in, we send you the book, you write a short review (approx. 300-500 words), you keep the book (bonus), we publish the review for the wider Army. Everyone wins!

If you are interested in reviewing one of the titles we hold, or would like to propose a different one to review, then please contact the CAL at:

[Army-CentreforArmyLeadership@mod.gov.uk](mailto:Army-CentreforArmyLeadership@mod.gov.uk)





Forward

News from the  
CAL

Webinars

Book Reviews

Leading Through  
Crisis

Development  
Products

## Leading Through Crisis: A Practitioner's Guide

The world is currently in crisis. Our health, economy, politics, industry, employment markets and indeed our social fabric are facing challenges unseen in our lifetime. It has created an environment characterised by fear, uncertainty, unpredictability, and across many sectors, an extraordinary pace of change. People are living and working under intense and sustained pressure. The world is uncharacteristically united in an effort to save both lives and livelihoods. Whilst this context is unprecedented, the characteristics of fear, ambiguity, prolonged pressure and exponential change are familiar to many in the Armed Forces experienced in high-intensity operations. Whilst we do not pretend to have all the answers for the current environment, our foundations are built on operating in familiar 'crisis' situations. It is in this context that this paper offers a British Army perspective on *Leading Through Crisis: A Practitioner's Guide*.

Read the paper [HERE](#)



## Leading Through Crisis A Practitioner's Guide

THE CENTRE  
FOR ARMY  
LEADERSHIP





Forward

News from the  
CAL

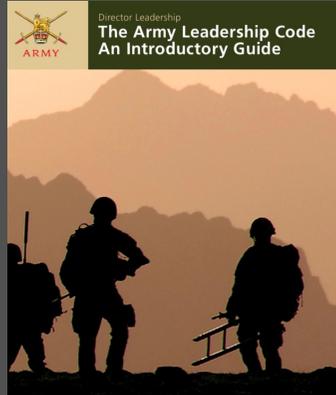
Webinars

Book Reviews

Leading Through  
Crisis

Development  
Products

## Leadership Development Products



### Army Leadership Code

Watch this video presentation to develop your understanding of the Army Leadership Code. WO1 Leadership walks you through the LEADERS model. A great introduction to those not familiar with the Code or a timely remind and revise for those looking to improve their leadership behaviors and how to live the Army's Values and Standards.

A great product for those organising unit Leadership activities, watch [HERE](#).



### Army Leadership Doctrine

SO2 Leadership takes you through an introduction to the Army Leadership Doctrine. Its origins and some of the current challenges faced by our leaders. The presentation also explains key models featured in the Army Leadership Doctrine.

Expand your knowledge of Army Leadership [HERE](#)



### Remote Leadership

**COMING SOON**

How has the current pandemic changed your working environment?

This presentation will focus on the areas of the Army Leadership Doctrine and personal behaviours that require prioritisation when leading remote teams.



Forward

News from the  
CAL

Webinars

Book Reviews

Leading Through  
Crisis

Development  
Products

## Educational Opportunities

The Army supports both personal and professional development. There are a number of initiatives to encourage you to develop yourself through a variety of accreditation and funding options.

### Standard Learning Credits

The Standard Learning Credits (SLC) Scheme provides financial support throughout your career to enhance your educational and vocational achievements in service.

It allows for multiple, small-scale learning purposes and courses that have been approved by your line manager and Education Centre.

You can spend up to £175 per financial year while in service or during your resettlement phase.

You may claim 80% of fees paid to learning providers for certain personal development courses, examinations and support.

Find our more [HERE](#) or by speaking to your local Army Education Centre

### Enhanced Learning Credits

The MOD's Enhanced Learning Credits Scheme (ELC) promotes lifelong learning amongst members of the Armed Forces.

The scheme provides financial support in each of a maximum of three separate financial years for higher level learning of a nationally recognised qualification at Level three or above or, if pursued overseas, an approved international equivalent qualification with an approved learning provider.

Find our more [HERE](#) or by speaking to your local Army Education Centre

### External Placement (Academic)

Opportunities exist through the Army's External Placement (Academic) programme, for full and part-time post graduate funded university study in the leadership field commencing Sept 2021. The CALs Director of Research, Professor Lloyd Clark, is available to discuss subjects of interest to the CAL and offer advice about how to construct robust proposals .

The closing date for applications is 8 Jul 2020, so act now.

For more information email:  
Army-  
CentreforArmyLeadership@mod.gov.uk





Forward

News from the  
CAL

Webinars

Book Reviews

Leading Through  
Crisis

Development  
Products

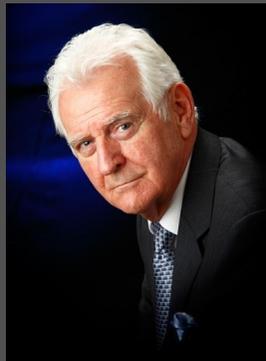
## Get Involved...

Want to get involved with the CAL Leadership Activist Network?

Our volunteer Activists are passionate proponents of Army leadership excellence. By encouraging thinking about the theory and practice of leadership excellence and by connecting leaders from across the Army we improve effectiveness, team cohesion, and individual fulfilment for both leader and team.

If you are interested in getting involved then please contact the CAL at:

[Army-CentreforArmyLeadership@mod.gov.uk](mailto:Army-CentreforArmyLeadership@mod.gov.uk)



## Leadership Activists

The CAL has a cross-rank, cross cap-badge network of Activists who act as ambassadors of the ALD and help spread the discussion of leadership excellence. Activists are offered exclusive opportunities and support to help them in this task.

### Jo Emerson

Joined by around thirty Activists, Jo Emerson, Executive Coach of the Year (2019), hosted a collaborative workshop on how they can develop their personal skills to deliver leadership training within their units. Through presentations, group discussions, and breakout rooms the group covered communication, structuring a workshop, encouraging openness, and other topics under the banner of facilitating a good workshop. This fantastic opportunity highlighted the skills our activists will require and what additional support we, the CAL, can offer to ensure first class leadership development throughout the Army.

**"The team of Activists were an absolute delight to work with and I thoroughly enjoyed my time with them; they are hungry to learn more, do better, and spread the principles of great leadership throughout the Army."**

Jo Emerson

### Frank Dick

After honing his skills in the sporting arena, Frank Dick coached the Great Britain Olympics squad and has worked extensively with the England Rugby team in recent years and has been a leading business and motivational speaker for 25 years.

As well as having spoken previously at the CAL (watch [HERE](#)), Frank has developed 12 online coaching sessions and has kindly shared this course with CAL activists free of charge.

**"The difference between winning and losing is small; it's the consequence that's huge.**

**Focus on your performance and be the winning difference."**

Frank Dick OBE



Forward

News from the CAL

Webinars

Book Reviews

Leading Through Crisis

Development Products

## Study Packs

Are you organising some leadership training for your unit?

We have a variety of off-the-shelf packages and other resources that may help you in your planning.

### What Leaders DO study pack

This study pack is designed to be used as a full or half day activity. It provides a deep dive into Chapter 4 of the Army Leadership Doctrine 'What Leaders Do'

### What Leaders ARE study pack

This study pack is designed to be used as a full or half day activity. It provides a deep dive into Chapter 2 of the Army Leadership Doctrine 'What Leaders Are'

## Online resources

The CAL have a number of other products that may be of interest to develop your understanding of Army Leadership or when planning a development activity.

- [Army Knowledge Exchange Site](#)
- [SharePoint Site](#)
- [Army Website](#)
- [Defence Connect Page](#)



Subscribe to the CAL YouTube Channel



CAL Playing Cards

## Social Media

Follow us on Social Media to keep up to date with the CAL.

Through Social Media you can track and sign up for our events and be the first to view our new products.



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