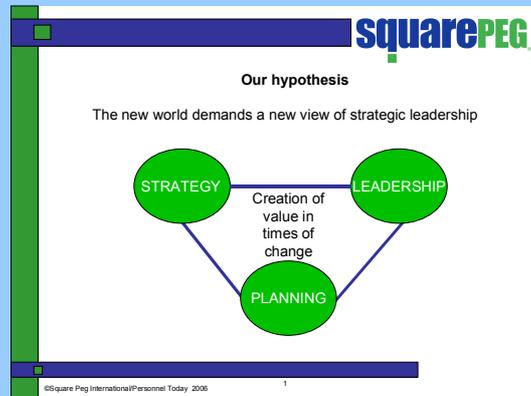




**50% of senior managers can neither plan nor execute...
The Square Peg Annual Conference & Research Launch 2006/7**

Research conducted among nearly 1000 senior leaders by the business consultancy Square Peg and Personnel Today magazine reveals that 50% of senior managers can neither plan nor execute...

The findings were launched at a briefing on 8th November at the Imperial War Museum in London, which focused on the interaction of strategic leadership, planning and the creation of value in times of change. We believe our thought leadership on 'Moving Beyond Planning' will significantly change the way executives look at their strategic leadership and planning process. You can download a copy of the presentation [here](#).



To reflect the multi-faceted nature of this year's research, instead of a single report, we are producing three interlinked pieces focusing on different aspects of the research, namely: planning, alignment and processes. The three pieces, which will be launched over the first quarter of 2007, will provide an in-depth view of the findings and their implications for our clients.

Contact katherine.woolf@squarepeg.com or 07905 805445.

Sex and Turkeys – Cultural Integration in M&As and JVs

In management's rush to 'do the deal', costly mistakes can surface long after final papers have been signed. With forethought common pitfalls can be avoided. Square Peg consultants addressed the Faculty of Business and Law at the University of Kingston in November using analogies of dating, sex, and gifts of turkeys to outline how a common sense approach must reign in any integration process. This highly entertaining presentation effectively conveyed the mechanical issues of integration and the related dynamics expected of any such change. Download related article [here](#).

Contact phoebe.dunn@squarepeg.com or 07881 825648.



Forgetting about the numbers aboard the Oriana



In Doug's stimulating presentation at the Finance Directors' Forum, he reminded delegates to 'Forget about the numbers and get back to work!' He also asked them to consider: "if money is a key influencer in change and finance leaders are key influencers of where money is invested, then why aren't finance leaders leading key aspects of a change implementation?" You can download a copy of the presentation [here](#).

Contact doug.ross@squarepeg.com or 07717 665007.

Diversified growth strategies for entrepreneurs

Square Peg consultants spoke at 'Growing Business Live 2006', the year's leading event for UK entrepreneurs, on the topic of 'Organic growth' and more specifically, 'Diversified growth strategies'. The discussion provoked much interest from an audience consisting of nearly 200 leading entrepreneurs.

For a copy of the presentation contact katherine.woolf@squarepeg.com or 07905 805445.

Hot off the Press

HR leaders: a little less conversation, a little more action please

Square Peg's media sponsor for its 2007 research 'Moving Beyond Planning' is Personnel Today Magazine. Their editorial team recently met with the Square Peg thought leadership team to review the findings of the annual research. The exclusive three-page article published on 7 November: 'A little less conversation, a little more action please' gave important insights into survey respondents' attitudes towards their senior leaders.

Click [here](#) for a link to the Personnel Today article.

Intrapreneurialism

How can the concept of 'entrepreneurialism' as a core business strategy be translated into leadership and management behaviour? Being a true entrepreneur is difficult within the framework of a large and growing organisation that needs to take advantage of synergies, economies of scale and shared risk taking for its success. In short, this risk can not rest with one or a few people only. In the November issue of Growing Business, Square Peg examined the concept of "intrapreneurialism".

Click [here](#) to download a copy of this article.

The perils of outsourcing... and how to avoid them

What do you face when outsourcing or offshoring? Square Peg takes a closer look at the key issues and how to get it right in the September issue of Growing Business with the article 'The perils of outsourcing... and how to avoid them'.

Click [here](#) to download a copy of this article.

Contact katherine.woolf@squarepeg.com or 07905 805445.

Square Peg – adding value in the right place at the right time

These are highlights of some of the clients we have supported over the past few months.

- We supported a multi-national manufacturing organisation with strategic and cultural alignment across operations in 13 European and African countries.
- We provided strategy advice to one of the UK's fastest growing producers of luxury food.
- We are supporting the development and implementation of mid-term strategy for a major charitable foundation.
- We provided our insight on successful leadership development to one of the UK's highest profile wealth management businesses.

Contact phoebe.dunn@squarepeg.com or 07881 825648.

2006 BlackBerry 'European Woman in Technology award'

Congratulations to Square Peg client Tania Howarth, CIO Coca-Cola Europe, who was named Best Woman in Technology (Pan European) 2006 at the recent BlackBerry Women in Technology Awards.



Pictured is Tania, receiving her award from Howard Harrison and the BBC's Kate Silverton.

In recognising her achievements, the BlackBerry Women in Technology Awards judges highlighted Tania's leadership of significant technology enabled change – covering the whole of the European product launch process and her introduction of technology to ensure all employees can work remotely. The award was presented by Howard Harrison, Director of Knomo, who commented 'This award was created to recognise the contribution of individuals in Europe and Tania Howarth has certainly achieved great things'.

A Christmas reading list of light stuff for the serious reader

Many of you enjoyed the last reading list we produced, so here's another.

Freakonomics: A Rogue Economist Explores the Hidden Side of Everything by Steven D. Levitt & Stephen J. Dubner (Penguin Books) - a light look at the interconnectedness of everything, informed by statistics and economics. What do estate agents and the Ku Klux Klan have in common? Why do drug dealers live with their mothers? How can your name affect how well you do in life? It's fun, irreverent and described by The Economist as "Dazzling... a delight".

Ethicability: How to Decide What's Right and Find the Courage to Do It by Roger Steare (Roger Steare Consulting Limited) - this book helps leaders to decide what is right and then find the courage to do it. It is based on a model that combines 3,000 years of moral philosophy with the latest scientific research into human psychology and behaviour. At a time when corporate scandal, an increasing number of workplace rules and stifling governance confront us at every turn in our business this book will be an interesting read for many of our clients who find themselves in a moral maze.

Christmas Reading List (cont'd)

Inevitable Surprises: Thinking Ahead in a Time of Turbulence by Peter Schwartz (Free Press) - covers everything from floods in India to Bush to what ageing hippies are doing. The author was a scenario planner for Shell and then Al Gore. Great for anyone in any industry thinking about how the future might surprise them. Described as "A strategic guide to the near future".

Good to great by Jim Collins (Random House Business Books) - Five years ago Jim Collins asked the question, "Can a good company become a great company, and if so, how?" Collins concludes that it is possible, but finds that there are no silver bullets to greatness. Collins and his team of researchers began their quest by sorting through a list of 1,435 companies, looking for those that made substantial improvements in their performance over time. They finally settled on 11 - including Gillette, Walgreens and Wells Fargo - and discovered common traits that challenged many of the conventional notions of corporate success. At the heart of those rare and truly great companies was a corporate culture that rigorously found and promoted disciplined people to think and act in a disciplined manner.

The Leadership Moment by Mike Useem (Random House USA Inc.) - This study of leadership in action focuses on nine real-life accounts of leaders who faced a moment of crisis and what they did to succeed or fail. Gives an insight into critical moments of decision-making in the corporate and political world - how, with the benefit of hindsight, potentially disastrous decisions were made at the time, some worked well, some failed. Written in an entertaining manner.

Please let us know if you come across any other inspiring reads and we will include them in future newsletters. Contact katherine.woolf@squarepeg.com or 07905 805445.

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