

Vital Vision

Creative thinking in the
marketing approach and
customer proposition



Executive summary

What is the highest hurdle for any sales person - Access to the right people at the right time?

Not just access, but also the **TRUST** of the right people at the right time.

We all know that in business, as in our personal lives, we do business with people whom we trust. In large contracts this truth is unshakeable. We must trust the other party to deliver what they say they will; when they say they will; and in the manner that they say they will - whether an extension on our home, or the largest network infrastructure upon which the NHS has ever embarked.

Vital Vision enables BT senior managers to build that trust with senior government officials over weeks, rather than years.

Vital Vision delivers full, frank, open and relaxed debate about current political and organisational issues across all sectors of government. The clients invited onto the program are carefully chosen. We have politely refused approaches to attend by some clients.

A typical “Vital Visionary” is a forward thinking chief executive officer (CEO) or someone who is seen as on the “fast track” to CEO. They must be the kind of person who will shape the views of others and contribute their intellect unstintingly. This is key because this ensures that the impact of Vital Vision reaches far beyond those that actually attend. The participants design vital Vision so their contribution is a necessity – this is not a passive experience.

The relationship impact is clearly documented here, with various examples from clients involved in the program and from BT senior managers responsible for those relationships. The revenue link is also clearly measured and demonstrated along with some unforeseen bonuses delivered by Vital Vision.

No other company runs anything similar to the Vital Vision programme, it is both clearly innovative and demonstrably successful.

Contents

Executive summary	02
Introduction and background	03
Purpose/Benefits	04
Delivering on the promise	05
Wht is this different	06
Additional benefits	08
Summary	09
Appendices	10

Introduction and background

Vital Vision is a senior level client relationship programme run by BT Government (BTG), building the credibility and reputation of BT's ICT brand. Vital Vision explores how current business thinking can be applied to government, based around such themes as engaging the citizen, agile government and enabling efficiency.

Participants are some of the UK's most influential public sector leaders (see appendix 2). Delegates are asked to commit to Vital Vision for one year, which involves two, week-long visits to the US, with several one day events in the UK (a typical annual calendar is in appendix 3, with more detail of the agendas in appendices 4 & 5).

The participant is inducted as a "Vital Visionary" by a personal in-depth interview where we determine the key issues with which they are grappling. This information is amalgamated to ensure that the content of the program is designed to be as relevant as possible for the group.

We also explore the individual's personality profile, learning profile and emotional intelligence to help us to determine the best method for delivery.

After this initial induction year we run an alumni program of one-day events throughout the year. This ensures that we remain engaged and continue to leverage these relationships on an ongoing basis.

The programme encompasses visits to BT's partner business schools in the US, as well as workshops and briefings in the UK to create a strong relationship between BT senior managers and senior clients. The "hot-house" environment successfully recreates a collegiate atmosphere of "work hard - play hard", encouraging delegates to bond more quickly and to a deeper level than is experienced in usual business, or even hospitality situations.

All of this is achieved through legitimately exploring our client's business issues to great depth in an open and trusting environment. This is core to the value of Vital Vision. Typically that trust takes a very long time to build through standard business meetings.

The programme supports BT Government's long-term activities in building "relationships that count" within the inner circle of senior civil servants – a circle many competitors find difficult to penetrate. The programme provides a platform for BTG's sales activities with the largest contract opportunities across the UK.

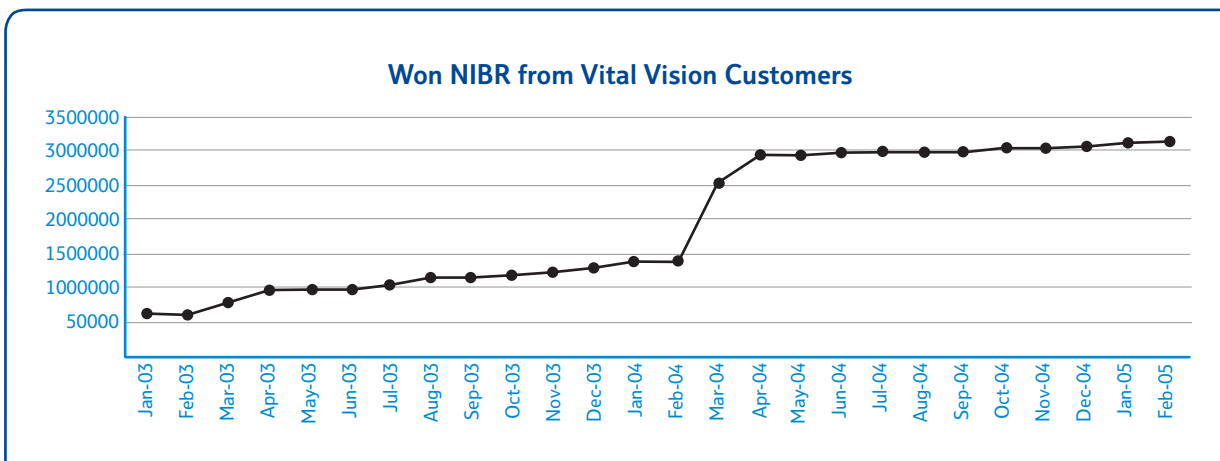
"An excellently-organised and thought-through event. The signature of excellence is intelligent forethought. The quality of input from MIT and Harvard was excellent. There is no question that BT's reputation will rocket in the estimation of all those who attended, and beyond."

Barry Quirk, Chief Executive, London Borough of Lewisham

Purpose/Benefits

The programme is designed to improve BT's credibility as a business leader by leveraging existing BT / business school relationships. The team involved reinforces BT's position at the forefront of Networked IT services and business thinking.

The business won that can be tracked back to client participation in Vital Vision is covered in detail in appendix 1. This is summarised in the table below.



The typical open-market cost of running a similar event, with the quality of speakers and visits, is in the region of £25k per person (excluding travel and expenses.) Leveraging partner relationships and maintaining stringent cost control, BT incurs approximately £3k per person. Given the Public Sector rules on acceptance of hospitality and the reputation and benefits of the programme, clients pay their own flights and accommodation costs. The cost to the client is on average £2.5k per person, a significant sum in public sector terms, demonstrating the client's commitment to BT and to Vital Vision.

The benefits to BT include: -

- Increasing the perception of BT as the kind of company that will work with the public sector to use ICT to address **business** issues
- To open debates about business issues from the CEO perspective
- Improving the credibility of BT as an innovative ICT supplier
- Improvement in win rate on over £1bn of business (contract value) annual
- Influencing the thinking of the chief executives to shape their agenda
- The generation of £7m worth of PR including Channel 4 news and the national press along with radio and internet coverage.

“A fantastic experience. Thank you BT. I will go back energised and excited. I hope to contribute to and attend future programmes. Excellent!”

Gillian Morgan, Chief Executive, The NHS Confederation

Delivering on the promise

Please see appendix 1 for details on an account-by-account basis. The following are a few quotes from General Managers displaying the value on a sector-by-sector basis.

Revenue

“The structure of the program has ensured that we have been able to use Vital Vision to gain unparalleled access to key people to move our reputation forward. Vital Vision has undoubtedly smoothed the way for open and straightforward discussions with influential clients; having built a trusting relationship through the relaxed, but business focused, approach of the program. This undoubtedly relates back to our client revenue. Indeed Vital Vision is held in such high esteem that Sir Nigel Crisp has specifically shown interest in the program with a view to including it in the NHS Leadership development process.”

Steve Wells, General Manager - BT Health

Senior Level Access

“Vital Vision has enabled unparallel access to the senior echelons of our accounts. The program has easily accessed people whose doors would otherwise have been difficult to prise open. The strength of the program is that it is not a single event, but an ongoing program enabling us to develop deep, personal and ongoing relationships with our clients based on a common understanding of business issues and shared reference points. The fact that BT delegates and clients interact in the same learning environment ensures that the clients see the BT delegates as equals that can help them to address their business issues.”

Sally Wilcox, General Manager – Central Government, Justice & Police

Publicity and Public Relations

“Vital Vision has been a superb vehicle to get our key messages across to the Government market. Over 100 of the most influential senior people within Government have been through the programme and remain in contact through the ongoing events and through the personal relationships that have been formed during that time. All of these people have been through the best that the Government’s own senior management development programmes can offer, yet they still tell us and their peers that Vital Vision has set new heights for engagement, relevance and usefulness. Many of the delegates have said this and more in printed articles, whilst the majority have recommended the programme to their rising stars and to their peers. Whenever they are asked for their views on Vital Vision, they unquestioningly give it their full endorsement. The formal and informal PR that this programme generates is highly valuable and I have yet to see any other programme or event aimed at senior decision makers and influencers that comes close to producing the same results.”

Mike Blackburn, General Manager - Education and Local Government

Brand Credibility “The Scotland and Wales team have been using the vital vision program since its inception to enhance BT’s reputation as a partner in the development of ICT enabled business processes. We have used Vital Vision to help to develop our relationship and credibility with, for example, three key clients who between them account for 30% of the Scottish revenue in ICT. The feedback from Vital Vision has undoubtedly enhanced our credibility with senior Executives within the client base specifically in relation to BT’s breadth and reach within the ICT arena.”

Tom Kelly, General Manager – Scotland & Wales

Why is this different?

When this idea was proposed to John Anderson as Director of BT Government, there was no proof that this would work. The fact that it was supported is an accolade to his far-sighted approach to engaging with clients. As with all new ideas, there was nothing to look to as a guideline for measurement of success. The program has now been measured in terms of the amount of business influenced and won and has indeed proven to be a run-away success far exceeding the original expectations.

Vital Vision is now such a success that we have senior clients approaching us to request attendance and our competitors are trying to initiate similar programs themselves. Continuing the development of the programme, we know that we need to remain leaders in this area. The network of academics, practitioners, clients and bespoke research that we commission facilitates this market lead.

The participants are constantly telling us how to improve the program and offer their help in doing so. It is key that we are seen to adopt the ideas that our clients give us as this underpins the collegiate feeling of Vital Vision.

This network bond is a differentiator that is hard for our competitors to copy. The seniority of Vital Vision participants are by nature “time poor”, so are unlikely to invest their time in another, as yet unproven, network as long as Vital Vision continues to deliver beyond their expectations.

The connection of Vital Vision to the client is maintained by keeping “overheads” minimal. Currently, one full-time employee with the full support of the account teams delivers vital Vision. The account teams are involved fully in the development of the program and the delivery of workshops to the client organisations to again ensure that Vital Vision has impact far beyond those Vital Visionaries that attend the program.

These workshops, along with other follow up activities, were driven by the need for Vital Visionaries to be able to enact some of the ideas that they have experienced on Vital Vision. They introduce the Vital Visionary’s direct reports to some of the same inspiration as their CEO will have experienced and follows them through to delivery. Vital Vision’s focus therefore remains relentlessly on delivery of tangible results for both BT and our clients.

Before Vital Vision was launched, the closest approximation of this type of activity was the hosting of visits from UK clients to US headquarters, or in the case on one consultancy to a university on a bi-annual basis. There is still nothing in the market place which takes this unique blend of several universities, government and company visits and combines that with a year long commitment from clients rather than a “one off” event.



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P:\CV\letters\2003\Anderson

12 November 2003

Mr John Anderson
Director BT Government pp 5L
1 Sovereign Street
Leeds
West Yorkshire LS1 4BT

Dear John

BT Vital Vision

Having just come back from the Vital Vision programme in San Francisco, I wanted to write and set out my thoughts on the programme.

First of all, I would like to express my appreciation for the extremely warm hospitality and very professional management of the programme by your team throughout the process.

Secondly, I found the content of the programme of the highest quality and, to give a point of comparison, I have attended most of the models of executive development available within the police service and civil service and I can honestly say that the week in San Francisco was more focused and of a higher quality than any of them. It was at least on a par with the Top Management Programme of the Civil Service which I did three years ago. As an opportunity for a Chief Constable to learn alongside a series of colleagues from other public sector organisations and your colleagues from BT I thought it was a very high quality example of what can be achieved.

I will be copying this letter to Sir Keith Povey, HM Chief Inspector of Constabulary, because I think the programme deserves some recognition as a potential significant contribution to the range of opportunities available to Chief Constables which have hitherto been far too few and of frequently dubious quality.

In conclusion I think the programme is a very good showcase for BT and a strong sign of your commitment to developing public services.

Yours sincerely

“I think such gatherings are always very useful to provide new insights. These can come from inside your own head because the space the lectures give you is helpful. Or, as we have had, real insights into the varying types of partnerships that really let in some new thoughts about how we manage different relationships. It has been useful for me and I would come again. There are some good people on the course. Interaction has been very good, with most of the lecturers extremely good.

“There’s a uniqueness about the public sector and the range of problems it faces which you really need a public sector-oriented group of people on a course like this to really get to grips with. So that for me has been the big revelation – the public sector is just not as simple as the private sector.”

Andrew Pinder, the Government’s e-Envoy

Vital Vision has also spawned “Envision”, aimed at one specific client to help them to implement their far-reaching change management initiatives.

Another mark of the success of Vital Vision is that clients have asked for our help in formulating an “in-company” version of Vital Vision. Indeed the office of the Deputy Prime Minister has asked for our guidance on the development of leadership within the public sector.

Also in the spirit of “One BT”, whenever possible the content of the seminars used in Vital Vision is shared across other divisions. For example when Terry Pearce (from Berkeley University California) visited the UK to address Vital Visionaries, he also held sessions with BT Business and across the whole of BT Major Business, not just BT Government.

The integrity of Vital Vision hinges on the open environment created. When we find things that are of use to other areas of BT, it essential to share those insights. With that in mind one of the contributors to Vital Vision, Danny Ertel (specialising in partnerships), has visited Ben Verwaayen, reflecting the Vital Vision spirit of taking the learning straight to the top internally, as well as externally.

Summary

Vital Vision is a ground breaking approach to major client relationship marketing that will be able to retain its market lead because of unparalleled “connectedness” with the customer and the internal client, the account teams.

Vital Vision has deliberately fostered an elitist reputation for level of content and attendees. We act quickly to adopt ideas from customers and clients, giving full visibility to the originator of the idea.

Vital Vision is a truly inspired program that has delivered on every promise (both internal and external) and continues to keep pushing the bounds of what it and its attendees can achieve. It has delivered against every measurement mechanism that has been thrown at it.

The original backing for Vital Vision was necessarily “gut feel” because there was nothing else like it from which to draw for the business case. When Sony invented the Walkman they didn’t have a watertight business case, when Richard Branson launched Mike Oldfield’s “Tubular Bells” it was an unknown entity. But these people like great entrepreneurs before and since, had a vision and realised that without risk there is no reward.

Appendix 1 Siebel Summary 2005-6

The nominated attendees for 2005/6 represent organisations with a total opportunity value of £1.7bn.

Title	First Name	Surname	Job Title	Customer Name Supplied	Sales Account Code	Opportunity Id	Sales Stage	Opportunity Name
Mr	Chris	Fox	President	ACPO	GC245	1-DRHJVA	Lead Generation	WIN13 CWC
Mr	Paul	White	CEO	Barts & London Teaching Hospital. SRO for North East Inner Care Community in London	G8870	1-CQWHD6	Create Awareness	CALLS WINBACK
	Ian	Watmore	Head of e-Government Unit	Cabinet Office	4924	E5D-1HL	Create Awareness	(SC) Site C Comms Rm
	Martyn	Harrow	Director of Information Services	Cardiff University	G6853	1-E06O38	Create Awareness	OJEC TENDER INFORMATION
	Mark	James	Chief Executive	Carmarthenshire County Council	B1362	1-CD5U9M	Develop Solution	TENDER FOR PHASE 5 OF LLL
	Sedgmore Jones	Lynne Alan	Chief Executive	Centre for Excellence in Leadership				
	Helen	Schofield		Centrex (Home Office)	4073	1-426QLB	Create Awareness	VIDEOCONFERENCING USAGE
	John	Suffolk		CJIT (Home Office)	4073	1-5VX68S	Create Awareness	CONTACT MANAGEMENT SYSTEM for MLE
	Ronnie	Hinds	Head of Corporate Finance	City of Edinburgh Council	B1054	1-57NDWN	Create Awareness	cec PPP2
Rear Admiral	Rees	Ward		DCSA	GD006	1-82SYHR	Create Awareness	Business Intelligence in MOD Corporate Technical Services
	Andrew	Foster	Director of HR	Department of Health	G5001	1-9XLBEP	Create Awareness	BT Carecall London LSP
	Maria	Wallis	Chief Constable, Devon & Cornwall Constabulary	Devon & Cornwall Const	G7017	1-4YEHZJ	Create Awareness	PDA / Mobility data for Senior Officers
	Mike	Walton	Head of ICT, Devon & Cornwall Constabulary		G7017	1-AXR7HJ	Create Awareness	Devon & Cornwall Police Featurenet Resign
	Michael	Stevenson	Director of Strategy and Communications	DFES	DFES1	1-B64QFB	Create Awareness	NCSL – ECM
	Paul	Garvin	Chief Constable	Durham Constabulary	G7024	1-2S61AP	Develop Solution	Data storage
	Valerie	Watts	Assistant Chief Executive	East Dunbartonshire Council	B1082	1-9XH14Z	Create Awareness	GA VMS WIN ACCESS - (1-8YWGSB)
	Steve	Baker	Chief Executive	East Northamptonshire DC	G3484	1-8EH137	Proposal	OJEC TENDER INFORMATION
					G3484	1-BYXN4D	Lead Generation	1:4:1 (CE/CJH)
	Cheryl	Miller	Chief Executive	East Sussex DC	G4906	1-D9WDW0	Lead Generation	GOV 0405 BTNET FLEX – PAUL TURNER (1-C5993M)
	Nick	Westcott	Head of IT Strategy Unit	FCO	4240	1-40ORZ3	Create Awareness	HANSLOPE PK
					4240	1+1FCI+108	Open	BACS 134 renewal*
	Simon	Bramble		FSS	GC027	1-3LA3Y7	Pre-Qualify	Mobile Office
	David	Sissling	CE	Leicestershire, Northamptonshire & Rutland Strategic Health Authority		LNRHA		
	Darra	Singh	Chief Executive	Luton BC	G4526	1-ECDNJR	Create Awareness	Broadband 150 Luton Schools
	Ailsa	Beaton		Metropolitan Police Service	G7044	1-E9T5FF	Create Awareness	OJEC TENDER INFORMATION
	Stephen	Bootey	CEO	Nestor Healthcare Group Plc	BNA00	1-EGV83C	Create Awareness	5 x ISDN2e Lines
	Ed	Lester	CEO	NHS Direct	GH032	1-BIAAOR	Lead Generation	ESSEX OOH (2MEG)
	Ann	Lloyd	Director	NHS Wales	GH987	1-DMFNOX	Create Awareness	OJEC TNEDER INFORMATION
	Tim	Byles	Chief Executive	Norfolk CC	G4508	1-BZKVXU	Create Awareness	Learn@Home
	Andy	Hayman	Chief Constable	Norfolk Police	G7047	1-EGXL63	Create Awareness	Openkast Pilot
	Carolyn	Regan	CEO	North East London Strategic Health Authority	NELHA	EG6-1MH	Refine Solution	BT Open Access
	David	Welbourn	Executive Director of Performance & Chief Information Officer					
	Gavin	Whitefield	Chief Executive	North Lanarkshire Council	B1119	1-D0CYOD	Create Awareness	OJEC TENDER INFORMATION7
	John	O'Brien	Director of Local Government Practice	ODPM	OTDPM	1-EFFAU3	Create Awareness	OJEC TENDER 2
	Hugh	Barrett	Chief Executive	OGC.bs	4332	1-DBSA1M	Lead Generation	Symposium
	Martin	Sykes	Executive Director		4332	1-46LGGF	Open	Mobile Office
	Phillip	Webb	CEO, PITO	PITO	GC350	1-3DDQNQ	Open	Police National One number (national)
	Jacobs	Phil	Director Central Customer, PITO		GC350	1-AJT1C3	Open	C & W Acquisition
	Owen	Williams	Chief Executive	Rossendale DC	G3031	1-99N7B9	Present Solution	GA VMS WIN ACCESS – (1-95MCLM)
	Keith	Yates	Chief Executive	Stirling Council	B1056	1-AONYNO	Pre-Qualify	LES 10 & LES 100
	Mike	More	Chief Executive	Suffolk CC	G4515	1-BZNCM5	Create Awareness	Learn@Home
	Janet	Orchard	Chief Executive	Tameside MBC	G3524	1-ALH162	Develop Solution	Strategic Sourcing (CE/CJH)
	Peter	Neyroud	Chief Constable	Thames Valley Police	G7046	AZS-592	Develop Solution	Additional access services into Force VPN
	Peter	Colclough	CE	Torbay Primary Care Trust				
	Sally	Gorham	CEO	Waltham Forest Primary Care Trust	GH961	EG6-2S9	Lead Generation	LAN
	Alastair	Robertson	Chief Executive	Watford MBC	G4206	1-CKMV7L	Pre-Qualify	Winback from Primus

Expected Close Date	Contract Value (K)	Main Product Name	Probability	Main Product	Date of First Bill	Created Date	Created By	Con Term (Mths)
	20	CALLS	20	31-May-05	Winback	22-Oct-04	HOWLETT	12
27-Jan-05	100	CALLS	10	27-Dec-04	Winback	31-Aug-04	RITCHIMA	12
10-Dec-04	127.26	(NO SUBSTITUTE PRODUCT)	30	25-Feb-05	New Business	8-Feb-04	MASTERD2	0
16-Feb-05	10	CUSTOM SOLUTION	5			4-Nov-04	JONESJA3	12
18-Jan-05	165	LAN/SAN EXTENSION SERVICE – SHDS	20	28-Feb-05	New Business	9-Aug-04	HUTCHI93	12
31-Dec-04	100	VIDEO-CONFERENCING	20	31-Jan-05	New Business	27-Feb-03	OBUKOFCQ	36
31-Dec-04	10	CONTACT CENTRAL	10	28-Feb-05	New Business	24-Jul-03	OBUKOFCQ	12
26-Jun-05	800	MPLS – EQUIP	20	29-Jul-05	Growth	4-Jun-03	MULHOLM	60
	0		0			12-Dec-03	DAVIESC1	12
	3000	SYNTEGRA	20	30-Sep-05	New Business	38077.57242	ANDERSI2	
25-Feb-05	85	MANAGED BLACKBERRY	20	31-Mar-05	New Business	37756.66883	EVANSL7	
20-Dec-04	160	FEATURENET 1000	40	15-Feb-05	Defence	38132.45885	CHILCOMS	
28-Feb-05	100	COLLABORATIVE SOLUTIONS	20	30-Mar-05	New Business	38145.53909	ANDERSM2	
30-Jun-05	300	EMC DATA STORAGE PRODUCTS	30	31-Aug-05	New Business	37574.48615	HERRINPG	
28-Oct-04	0.31	STANDARD LINES	20	25-Nov-04	Defence	38077.4866	GOCANMB	
31-Dec-04	359.2	CCTV	70	28-Jan-05	Growth	37993.51154	JONESJA3	
31-Dec-04	6	CUSTOM SOLUTION	10	31-Mar-05	New Business	38187.56792	HOLMESC4	
1-Mar-05	100	INTERNET ACCESS – BTNET FLEX	20	31-Mar-05	New Business	38258.64758	ROBER253	
29-Dec-04				25-Feb-03			PATELP	
30-Sep-04	104	PC – INTERNATL DIGITAL	30		Winback	3-Aug-01	PATELP	12
25-Feb-05	475	MOBILE OFFICE	10	18-Mar-05	New Business	37648.5125	CAMPB68	24
1-Apr-05	238.61	BROADBAND BT BUSINESS BROADBAND	0		New Business	23-Nov-04	SWEETIJ2	12
16-Mar-05	120	CCTV	10		New Business	18-Nov-04	MISTRYND	12
15-Dec-04	3.23	ISDN2	80	22-Mar-05	New Business	29-Nov-04	RICHA497	12
24-Dec-04	43.4	HEALTHNET	20	25-Feb-05	New Business	23-Jun-04	EDWAR89	12
	10	MANAGED APPLICATIONS - LICENSED SOFTWARE	5			15-Oct-04	MISTRYND	12
25-Feb-05	50	MOBILE WORKFORCE	10	25-Mar-05	New Business	20-Jul-04	MORGANK7	12
31-Jan-05	25	OUTSOURCING	20		GS-New Business	29-Nov-04	SLINGEPM	3
8-Dec-04	150	STORAGE SOLUTIONS	40	1-Jan-05	New Business	24-Aug-04	JOHNSO72	12
23-Nov-04	10	3RD PARTY CPE	10	5-Jan-05	Growth	14-Sep-04	JONESJA3	12
	0		0			26-Nov-04	MISTRYND	12
5-Jan-05	50	CRM APPLICATIONS & BUSINESS INTELLIGENCE	0		New Business	30-Sep-04	GREGORR2	12
31-Jan-05	242.15	MOBILE OFFICE	10	28-Feb-05	Growth	7-Mar-03	YATESRD3	12
9-Mar-06	60000	INBOUND TS COMMITMENT	20	9-Aug-06	New Business	9-Jan-03	SAMMONAC	120
17-Dec-04	48	CALLS	70	28-Jan-05	Winback	5-May-04	DEVEREM2	12
28-Jan-05	16.37	CALLS & ACCESS	30	4-Feb-05	Defence	25-Feb-04	DAVIDJ4	12
7-Dec-04	58.57	LAN/SAN EXTENSION SERVICE – SHDS	20	6-Jan-05	New Business	12-May-04	KAURLAA	12
25-Feb-05	50	MOBILE OFFICE	10	25-Mar-05	New Business	20-Jul-04	MORGANK7	12
31-Dec-05	50	CUSTOM SOLUTION	10	6-May-06	New Business	6-May-04	HOLMESC4	12
19-Jan-05	50	WIRELESS LAN ACCESS	20	22-Feb-05	New Business	2-Jun-03	SMITHJM5	12
18-May-05	5	CISCO	10	20-Mar-05	New Business	13-Sep-04	JOHNSO72	12
31-Dec-04	100	CALLS	20	28-Jan-05	Winback	20-Aug-04	AAKHANA64	12

Appendix 2

Example Participants

Title	Organisation
Managing Director	London Borough of Hammersmith & Fulham
Deputy Director	SCRO (Scottish Criminal Record Office)
Chief Executive	East Northamptonshire DC
Chief Executive	OGC.bs
Commandant	The Royal Military College of Science
IS Director and CIO	Department of Works & Pensions
Director of Education & Cultural Services	Lincolnshire Local Education Authority
Director of Finance and Procurement	NHS Information Authority
Director Customer Services	Scottish Water
Chief Executive	Norfolk CC
Network Strategy Director	Highways Agency
Director - MTI	Office of the e-Envoy
Chief Executive Officer	Solihull Primary Care Trust
Director	National College for School Leadership (NCSL) & Director of The National Remodelling Team (NRT)
Chief Executive Officer	Kettering Borough Council
Head of Business Design	Inland Revenue
Head of Enterprise and Industrial Affairs	Scottish Executive Dept
Chief Executive Officer	South Lanarkshire Council
Head Broadband and Internet Policy Team	Department of Trade & Industry
Chief Executive Officer	Advantage West Midlands
Chief Executive Officer	Wakefield Metropolitan District Council (ex Middlesbrough Council)
Director of HR	Department of Health
President	ACPO
Director	21st C Government
Chief Executive Officer	London Leadership Centre
Chief Constable	Durham Constabulary
Head of Finance & Central Services	Scottish Executive
Director General	Audit Commission for Wales
Director of Finance & Strategy	Driver and Vehicle Licensing Agency
Director of Information Services	Cardiff University
Chief Constable	Norfolk Police
Head of Corporate Finance	City of Edinburgh Council
Chief Executive Officer	Huddersfield PCT
Chief Executive Officer	London Development Centre for Mental Health
Director of Operations	HM Land Registry
Director	The National Remodelling Team (NRT)
CEO	NHS Direct
Director	NHS Wales
Chief Executive Officer	Becta

Title	Organisation
Chief Executive	Centre for Excellence in Leadership
Chief Executive Officer	West Midlands South Strategic Health Authority
Director	Scottish Forum for Modern Government
Vice Principal, Robert Gordon University	The Robert Gordon University
Chief Executive Officer	Scottish Enterprise
Chief Executive Officer	Hillingdon Trust
Chief Executive	East Sussex DC
Chief Executive Officer	Nottingham City Council
Chief Executive Officer	NHS Confederation
Chief Constable	Thames Valley Police
Director of Local Government Practice	ODPM
Finance Director	Greater Manchester Strategic Health Authority
Director, Technologies in Health Group	NHS Modernisation Agency
Clinical IS Development Lead	National Cancer Research Network
Director of Strategy and Planning	Department of Works & Pensions
Technical Services Director	Maritime and coastguard agency
Director Central Customer	PITO
E Envoy	Office of the e-Envoy
Director General, Strategy & Logistics Development	Defence Logistics Organisation
CEO	North East London Strategic Health Authority
Chief Executive	Watford MBC
IS, IT Director	Department of Works & Pensions
Director Strategy & Technical Development	Headquarters Defence Communication Services Agency
Director of Marketing Communications	Inland Revenue
Chief Constable	West Midlands Police
Director of Programmes & Performance	Department of Health
Chief Executive Officer	East London & City Mental Health
Director of Strategy and Communications	DfES
Director General Information	MoD
Chief Executive Officer	NHS Information Authority
Head of Public Service Reform	Office of Public Service Reform
Deputy Chief Constable	Thames Valley Police
Director of eGovernment	Education and Local Government
Chief Constable	Greater Manchester Police
Director of Housing	Edinburgh City Council
DEC(AWB)	Royal Navy
Chief Constable, Devon & Cornwall Constabulary	Devon & Cornwall Const
Head of e-Government Unit	Cabinet Office
CEO, PITO	PITO
Head of IT Strategy Unit	Foreign & Commonwealth Office

Appendix 3

Annual Calendar

April 2005	Key Note Event Visit to Harvard & MIT in Boston 24 th -28 th April 2005 – please see separate Agenda
May	Download Day – Internal Dissemination of knowledge to account teams
June	
July	
August	
September	Day Event in London – Creating Delivering and Measuring Customer Value Day Event in London Call to action – Scenario Planning – A Glimpse of the future
October	
November	Key Note Event Visit to Stanford and Berkeley San Francisco 23 rd -28 th October – please see separate Agenda
December	Download Day – Internal Dissemination of knowledge to account teams Day Event in London – The client Focused Organisation
January 2006	
February	Day Event in London – Leadership through the mind of your employees
March	

Appendix 4

Sample Agenda for MIT and Harvard

Sunday	Monday	Tuesday	Wednesday	Thursday
Arrivals at Hotel Friday or Saturday	Breakfast and Introductions	Partnering to develop Robust & Adaptive Government Organisations?	Change is a Risky Dance!	Check out from Hotel
	Engaging the Citizen <ul style="list-style-type: none"> Trust based relationships What does the citizen want? How do we know? How will they behave? Sloan School of Management	<ul style="list-style-type: none"> Lessons in partnering Negotiations everywhere Practical tool Organisational capacity Partnerships and risk management 	<ul style="list-style-type: none"> Why resist the inevitable Why does it fail? Why does it work? What are the problems in facing change in a non-profit organisation? 	Visit to MIT Media labs The visit to the labs will be based on your personal interests, to be defined
Dress Code Smart Casual	Lunch	Lunch	Lunch	Lunch
	Leadership in the Public Sector <ul style="list-style-type: none"> How does it differ from the private sector? How do we motivate without a share price? Creating the momentum? John F Kennedy School of Government Harvard	Preparing the ground for Decision Making <ul style="list-style-type: none"> What is the space for decision making in the public sector? How can that space be shaped? Sloan School of Management	The Digital Divide <ul style="list-style-type: none"> Digital Divide in the US and the UK Innovative infrastructure How do we embrace the future not just “cope” with it? Sloan School of Management	Closure 3pm
Cruise and Dinner	Dinner in Aquarium	Dinner at Hampshire House	Theatre visit.	

Appendix 5

Sample Agenda for Stanford and Berkeley

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
<p>The Huntington Hotel 1075 California Street</p> <p>Social Event – Napa Valley Wine Train</p>	<p>Welcome</p> <p>Leading with Values – a framework for understanding leadership effectiveness</p> <ul style="list-style-type: none"> • Congruence model of leadership • Personal values • Management philosophy • Self-management • The values underlying your management philosophy <p>Berkeley Haas School of Business</p>	<p>The impact of early HR decisions on firm performance</p> <ul style="list-style-type: none"> • The evolution of human resource practices • Organizational designs • Business strategies in emerging companies <p>Stanford University</p>	<p>Company Visits and San Francisco City Government</p>	<p>The Optimisation of Technology Opportunities</p> <ul style="list-style-type: none"> • Develop skills in matching technologies and business objectives • Learn IT optimisation strategies • Opportunity recognition in technology business • IT optimisation tools • Challenges of emerging technologies • Target market choices <p>Berkeley Haas School of Business</p>	<p>Berkeley Haas School of Business</p> <ul style="list-style-type: none"> • We will examine multiple ways in which organizations can get closer to their customers and use the knowledge generated to be more innovative in their products and services • Examine innovation processes at firms like IDEO that innovate regularly and consistently • Identify important tools, structures, and approaches they use to innovation
	<p>Leading and Leveraging Cultural change</p> <ul style="list-style-type: none"> • Psychological underpinnings of organizational culture that influence behaviour • Performance advantages of a strong, strategically appropriate culture • Determination of the culture that each participant creates for his or her employees • Evaluation of opportunities for change <p>Berkeley Haas School of Business</p>	<p>Competing on the Edge Strategy as Structural Chaos</p> <ul style="list-style-type: none"> • Time Pacing Versus Event Pacing • Managing transitions • Managing Rhythms <p>Stanford University</p>		<p>Stanford University Leading Customer Relations</p> <ul style="list-style-type: none"> • How to leverage the “customer information file” as the new corporate assets • How to develop new performance metrics based on “customer lifetime value” and “share of wallet.” • How to compete in “smart,” information-intensive markets. • How to create sustainable competitive advantage through customer-centric strategies <p>Berkeley Haas School of Business</p>	
	Dinner at the Waterfront	Dinner at the Fogarty Winery	Free Time	Graduation Dinner with Dean	Transfers to airport



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