

Editor Lysanne Currie
Deputy Editor Chris Maxwell
Associate Editor Richard Dunnett
Features Writer Hannah Baker
Chief Sub-Editor Robert Sly
Creative Director Chris Rowe
Designer Alex Grant
Picture Editor Claire Woodall
Editorial Assistant Behiye Hassan
Contributing Editors Christian Koch, Nick Scott
Thanks this month to Nilufer Atik, Peter Bartram, Becky Bates, Jay Brooks, Ali Catterall, Gemma Day, James Jarvis, Matt Herring, Dan Kennedy, Helena Lang, Amit Lennon, Tiff Needell, Alexander Parker, Joe Plimmer, Ben Rooth, Malcolm Small, James Sproule, Iqbal Wahhab, Simon Walker, Brendan Walsh, Steve Yates

ADVERTISING 020 7766 8900
director-ads@iod.com

Interim Publishing Director Vivien Cotterill-Lee
Commercial Sales Director Jo McGraw
Advertising Manager Ben Hammond
Client Sales Manager Fiona O'Mahony
Heads of Commercial Relations Neil McGill, Nicola Morris
Advertising Sales Executive Vicky Foster
Commercial Sales Team Co-ordinator Charlotte Davies

DIRECTOR PUBLICATIONS 020 7766 8960
production@iod.com

Marketing Director Tom Christie-Miller
Production Manager Lisa Robertson
Acting Production Controller Jo Makinen

ABC	
BUSINESS PRESS	
July 2013—June 2014 51,778	
A 12-month subscription	
UK	£34
Europe	£47
The rest of the world	£61
(including post)	

PPA
MEMBER OF THE PERIODICAL PUBLISHERS ASSOCIATION

IOD Director is published by Director Publications Ltd for the Institute of Directors, 116 Pall Mall, London, SW1Y 5ED. Opinions expressed do not necessarily reflect IOD policy. The IOD accepts no responsibility for views expressed by contributors. Advertisements and reader offers are not endorsed by Director or the IOD.

INSTITUTE OF DIRECTORS 020 7839 1233 iod.com
SUBSCRIPTIONS 020 7766 8866 iod.com
MEMBERSHIP 020 7766 8866

 Director cover and text paper supplied by Wyndeham Roche and produced from sustainable fibre and supplied through certified schemes. Both mills have ISO 14001 and EMAS accreditations. Printed by Wyndeham [Roche] Limited, Victoria Business Park, Roche, St Austell, Cornwall, PL26 8LX. Mailed by South West Mailing Ltd. ISSN 0012-3242.

© All rights reserved. Reproduction in whole or part without written permission is strictly prohibited. Colour transparencies, manuscripts or disks submitted to the magazine are sent at owner's risk; neither the company nor its agents accept any responsibility for loss or damage. Unsolicited material should be accompanied by a stamped self-addressed envelope.

Q What's your secret leadership tool?

This month's contributors share their views...

Simon Walker p26
Director general, IOD



One of the most effective leadership tools is an ability to listen. Only through listening to the different perspectives and opinions of others can you arrive at an informed decision. It's easier to persuade people about the merits of your own perspective than it is to ride roughshod over theirs. It's about diplomacy as much as compromise.

 @The_IoD

Robert Senior p36
CEO Worldwide, Saatchi & Saatchi



I'm at my best when I create an enemy in my head, like an inner critic. It could be somebody from the past or somebody who said it couldn't be done. If somebody told me something was impossible, that'd be the thing to catalyse me. This helps focus the mind. Also, when delegating or managing, make sure you have precision of intent.

 @saatchilondon

Karen Mattison p21
Joint CEO, Timewise



Connecting great people to each other. It's thanks to this, that I have been able to build a challenger brand over the last 10 years. Timewise

is an all-encompassing recruitment business, whose main focus is connecting the best flexible talent to business. Connecting people is our lifeblood. What's more, I personally enjoy forging these networks too.

 @KarenMattison

Richard Bowden-Doyle p58
Chairman, Neilson Active Holidays



Other people. I'd like to think that through most of the successful periods of my career, I've been good at putting skilled teams together with my role typically being the grit in the oyster. Other tips on getting the best out of people? Using the underlying orientation of 'yeah, we're doing quite well but we can do better' works well.

 @neilsonholidays

Iqbal Wahhab p25
Founder, Roast, and Director columnist



I openly blame myself in front of colleagues if something goes wrong. I'll say something like, 'I don't know why I didn't spot that earlier' and they will reply saying that it was really them who should have. Telling someone off only relieves anger, whereas shared ownership of a problem makes it less likely to recur.

 @IqbalWahhab

Dr Stephen Castell p42
Chairman, Castell Consulting



Laughter and love are important. Never forget to carve out some time for yourself, plus the time spent in reconnaissance is never wasted either. But above all, I adhere to Castell's team motto: The sharpest sword is forged in the fiercest flame. Welcome the discomfort of argument, the conflict of ideas and destroy shoddy assessments.

 castellconsulting.com