



Nigel Scott MBA

Leadership - Strategy - Governance - Coaching

Nigel has worked independently for many years in organisation development consultancy supporting public, private and voluntary organisations. More recently he has held posts as full time CEO of a pre-eminent barristers' chambers in London and subsequently as CEO of a Charity Law Centre in Glasgow working with the homeless, refugees and mental health issues. He began his career as an Army Officer serving in a variety of operational and peacetime posts at company, battalion and brigade level. He was an advisor for Investors in People and spent some time as an assessor for that quality standard. In his work for the Institute of Directors Nigel won, set up and implemented 3 iterations of a 15 month programme of development networks for Directors of businesses across the Highlands and Islands. He has lectured on Strategic Change Management and provided personal development coaching to owner Directors and senior executives in the private, public and third sectors. He provided the commercial input to the ground-breaking "creating cultures of Innovation" project developed by the Institute of Design Innovation at Glasgow School of Art, creating innovation tools for SME's and Charities. He is a seasoned interim manager with hands-on experience of guiding change in SMEs.

Nigel's core areas of expertise

LEADERSHIP

What causes people to engage with and follow someone through thick and thin? This is a question that has always fascinated me. With an initial training and practice in hierarchical leadership as an Army Officer, and an MBA dissertation comparing leadership models in the military and the electronics industry, I have advised and guided countless directors and business owners in the art and science of leadership. My firm belief is that no one approach suits all - both in terms of followers and styles of organisation. And the delivery of compelling leadership becomes ever more nuanced in a world of instant information, fake news, working from home, populism and distrust of those in "power".

Every leadership challenge is situation specific, though several key components for success shine through, including: Passionate communication, good listening, compelling vision, engagement with followers, wise example and constant reconnection to the cause. It is not always easy and can be a lonely furrow to plough. To weather the storms good leaders need to have self belief, persistence, a strong sense of worth, the ability to radiate calm and a gentle assurance.

STRATEGY

"Pick a general direction and implement like hell" - Jack Welsh

It is too easy to make strategic planning overly complex, unnecessarily elaborate, and hugely time consuming. The business schools advise a number of things to consider including: "SWOT", "PESTLE", "Porter's 5 Forces", Resources, Finance etc. but much of what they recommend is inherently already known, and they have simply theorised a process that we do anyway. By drawing it together and printing it out everyone involved is enabled to have the same knowledge. And aside from planned strategy there is emergent strategy "stuff that comes along that we would be silly not to follow up". What we actually do is a combination of both planned and emergent strategy.

My experience is that many organisations cannot "see the wood for the trees". I assist in cutting to the chase, identifying what we really should get on with. Essentially the strategy is devised to move us towards the Vision. Then smaller plans are put in place to address each of the strategic objectives that are set. "No plan survives first contact with the enemy" is a well quoted military maxim, and it equally applies to strategic plans. Flexibility enables changes in direction, in operating, in delivery, as required to further the aims of the organisation - and all in sync with meeting the vision.

The key is in Jack Welsh's quote - implementation. In the manufacturing world they talk about JDI or Just Do It. We need to spend a bit of time deciding where we are going, but then use most of the time in getting there.

If you and your board are suffering from the "strategic log jam" then I can assist you.

GOVERNANCE

In a world of accountability, and increasing competition for financial support, the need for strong and evident good governance has never been more relevant. What used to be considered sufficiently captured in a document - the trust deed or the charity constitution - and was rarely if ever referred to, is now a key element in the successful progress of any charity. The days of "we do good so fund us" are long gone too. Good governance underpins a well run organisation, ensures engaged productive trustees, and instills confidence in external stakeholders.

The five areas of governance boards should consider are:

- Clarity of purpose and values - and trustee understanding of how aims will be achieved
- The creation of clear strategy and direction
- Board behaviours, collective and proactive working
- Applying appropriate controls to direct and oversee progress and performance
- Board understanding of roles, powers, duties, legal and regulatory responsibilities

If you have concerns, or wish to check that you are up to speed with governance in your organisation I can assist with a range of knowledge, questionnaires, templates and presentations.

EXECUTIVE COACHING

Running an organisation of any size requires constant dedication, resilience and personal drive from its leaders. Often in smaller charities it is the Chief Executive who carries this burden. And whilst they usually have the genuine support and appreciation of a board, it can be difficult to open up about challenges. Coaching provides external support, helps maintain focus and drive and gives confidential space to open up about any issues. And it is not simply for concerns or difficult moments. Many successful executives use an external coach to support their career.

Coaching is: "*a collaborative, solution-focused, results-orientated and systematic process in which the coach facilitates the enhancement of work performance, life experience, self-directed learning and personal growth of the coachee*" Association for Coaching 2005, from Grant, 1999

As an Executive Coach qualified through the CIPD I have supported many directors and chief executives in achieving goals and outcomes that, at first sight, seemed unachievable. I firmly believe we have the answers to most of our challenges within ourselves, it just takes a bit of assistance to find the answers. ***If you would like to discuss what coaching might do for you please get in touch.***

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