

building Leaders



Leaders sometimes wish they had
a crystal ball to see the future.
Of course, that would be too easy.

of the future

Leaders have to anticipate, forecast and create the future, with a clear vision that will remain true, relevant, and purposeful. But how can they ensure this vision is carried on when they are no longer at the helm?

The current ISO leadership has worked very hard to evolve the culture of the organization into having a forward-thinking, agile and pro-active organization and mindset. They have also projected ISO into a future that will make our organization relevant in a forever changing world whilst remaining true to its origins. A way to achieve this is to rely on identifying, developing and engaging with the leaders of tomorrow, from within – enter the ISO Leadership Programme (ILP).

As the first programme of its kind at ISO, *our six nominees want to deliver on expectations*. In the following pages, you can find out more about the programme – from their perspective.



Nationality: British

Education: Bachelor in Human Sciences (a mix of anthropology, sociology, genetics and evolution)

Years at ISO: 2 years and a few months

Position: Head, Communication and Content Strategies

What does leadership mean to you?

Leadership is about inspiration. It is about helping people to believe in, and feel enthusiastic about, a certain direction or goal, and their role within it.

Who has been your biggest coach or mentor?

I think I would have to say my piano teacher when I was growing up. For him, life is a beautiful adventure. He taught me that the limits we often live by (the "I'm not naturally good at that" limits) are usually our own creations. He also taught me that being one's own severe self-critic doesn't always lead to success.

What do you think makes a good team?

A good team means enjoying spending time together and really wanting to help each other out. If there is mutual respect and no one holds grudges, then things should work out.

Leadership is
about inspiration.

What does leadership mean to you?

Good leaders speak up when others won't or can't. Good leaders have integrity, credibility and aren't afraid to admit their mistakes. They have the confidence to try new things, and the confidence to stop them or adapt them if needed.

Who has been your biggest coach or mentor?

A combination of people at different stages of my life:

- The older sibling who would take me by the hand and not let go, even through those awkward "leave-me-alone-I-know-what-I'm-doing" moments
- The teacher who saw a spark and who patiently, very patiently, took the time and energy to turn the grade from a C to an A
- The boss who left me alone to do what I needed to do, and who was fond of saying: "When they're running you out of town, make it look like you're leading the parade!"

What do you think makes a good team?

Being a leader is hugely rewarding but can take its toll on other equally important parts of life. It's important to keep it all in perspective.



Nationality: Spanish

Education: Bachelor (Hons) in English

Years at ISO: 3 years

Position: Technical Group Manager for Energy, Health, Data Applications, Services and Management Systems

All you need is self-belief.



Nationality: British and American

Education: Graduate of the University of Wales, UK

Years at ISO: Just over 3 years

Position: Technical Group Manager for Information Technology, Construction, Transport, Logistics and Security

What does leadership mean to you?

In my youth, when I thought about leaders such as the great heroes of history, famous politicians, writers and philosophers, I believed that you had to be born with that unique charisma. All you need though is self-belief – the courage to realize your dream despite any initial failures and determination.

Who has been your biggest coach or mentor?

My last manager was an excellent mentor and friend. I learned so much from her, not only about managing a complex unit, but, most importantly, about the importance of believing in yourself and always putting a dose of humour in your life, particularly in difficult situations.

What do you think makes a good team?

Respecting each other and knowing how your individual skills complement the group are key. Oh, and a bit of fun always helps!



Nationality: French

Education: Master's in Chemistry

Years at ISO: Just shy of 3 years

Position: Head of Publishing

What does leadership mean to you?

Leadership is to an organization what water is to life. It flows throughout the organization, supporting all its activities. Without it, everything stops. Leadership should be equally authentic, resilient and selfless.

Who has been your biggest coach or mentor?

Professor Tony Moffat, former Chief Scientist of the Royal Pharmaceutical Society of Great Britain. I was very lucky to work closely with him early on in my career for several years. One piece of advice I always use and remember is: if you've made a mistake, own up straight away, and fix it.

What do you think makes a good team?

It should be composed of people with as diverse a background as possible and all committed to a clear goal. Giving the freedom to a team to achieve goals is also very important. It makes for the richest of exchanges, and ultimately results in the best outcome.

I tend to value
personality over skills.

What does leadership mean to you ?

I like to think of leadership as discovering new things, being creative. Stepping forward and leading others into unknown territory.

Who has been your biggest coach or mentor ?

I can't really identify one particular individual: I treasure everything I see, read and hear and then distil it into my own philosophy. Therefore, anybody can potentially be my mentor, even (especially) my six-year-old daughter.

What do you think makes a good team ?

I tend to value personality over skills. People with great skills but difficult personalities are not going to work well in a team. You also want to keep some aspect of playfulness in your daily work, even when dealing with serious issues.

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Nationality: Italian
Education: Master's in Business Management
Years at ISO: 13
Position: Team Leader, Web and Graphic Design



Luigi Principi

No one is a natural
born leader!

What does leadership mean to you ?

No one is a natural born leader! We're all leaders in our own comfort zone... the trick is to get out of it, grow and help others start their journey!

Who has been your biggest coach or mentor ?

My childhood was spent travelling around the globe with my family, following my dad's job assignments from one country to the next. This probably helped me to not be afraid of change and prepped me for cultural awareness. Mentoring at the roots in some ways...

What do you think makes a good team ?

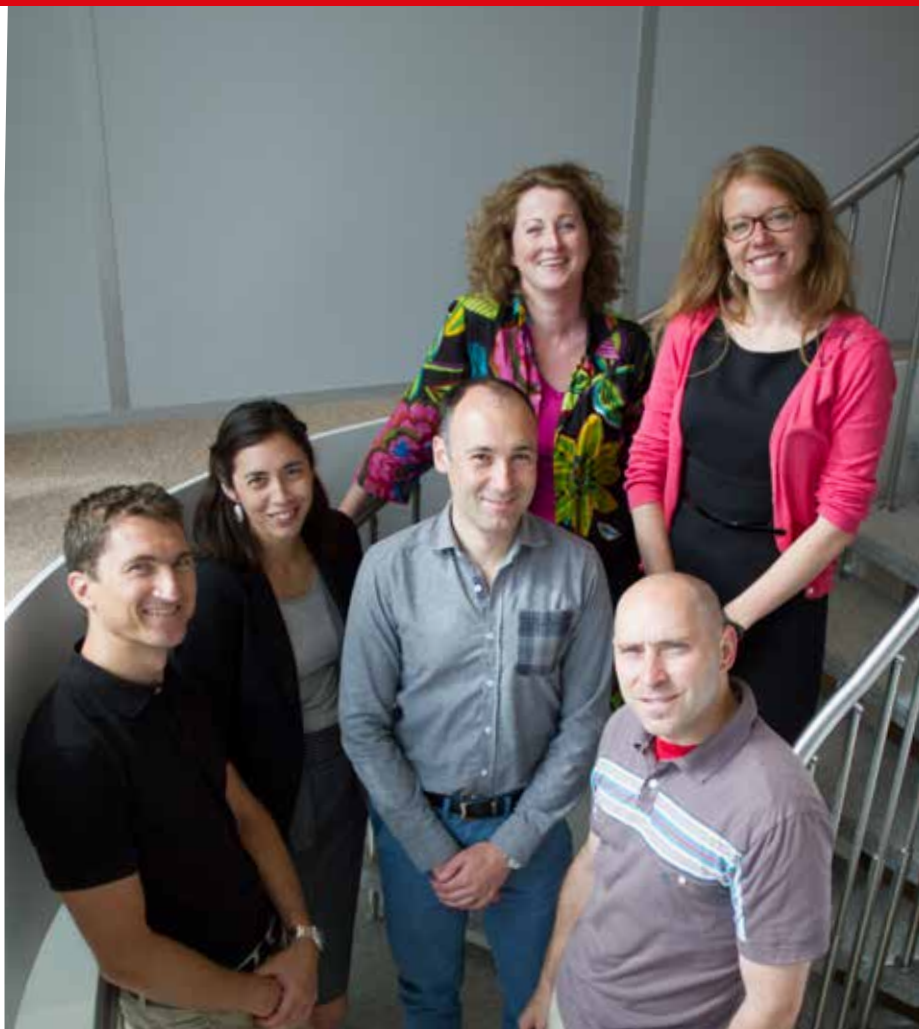
Autonomy, diversity, trust and excellence... not to mention having a lot of fun together!



Stéphane Châtelet

Nationality: French
Education: Master's in Computer Science and Software Engineering
Years at ISO: 7 years and counting
Position: Head of Application Services

Our project is all about reaching out to the next generation of standardizers in order to make sure ISO remains relevant in tomorrow's world.



Young people programme

We wanted to know more about the topics that are relevant to young people today, the factors that motivate young professionals to get involved in the development of global solutions, and how this generation would like to collaborate. In order to explore these questions, we have created online communities focusing on hot topics (road safety and climate change) and asked young professionals with experience in the area to discuss the solutions needed. Then we watched and observed... as well as asking lots of questions along the way!

Team testimonial

“Participation in this project offered a unique challenge at ISO/CS as it involved taking on something new, undefined, and quite far removed from the regular tasks of the job. With the freedom to determine our own direction and a mandate to think outside the box, brainstorming as a group is definitely the road to success and the ‘more criticism, the better’. It was a tough assignment to come up with a project plan! But so far, this has been a rewarding experience as it has offered a rare opportunity to create something new and innovative that can inspire others, to collaborate with colleagues from other departments and to develop an idea from the ground up as a team of equals.”

Leaders: Katie Bird & José Alcorta

Team: Belinda Cleeland,
Andrew Dryden, Blandine Garcia,
Laurent Charlet

Communication channels

On any given day, ISO/CS communicates with more than 15 000 different people. By examining our current communication practices, soliciting feedback from the community, and benchmarking ourselves against peer organizations, we arrive at a set of sound strategies.

The ultimate goals are to make sure we are sending meaningful information to the right audience in a coordinated and coherent fashion, and developing ways to encourage feedback, collaboration and cooperation.

Team testimonial

“Without a doubt, the ILP has injected a renewed sense of enthusiasm, not only in the organization but for all of us on the team. It has been an interesting journey to work with colleagues we don’t usually work with so closely, and who have different responsibilities across the organization. We have shared views and ideas openly. We have been open to receiving candid feedback from our stakeholders and have worked with them to improve the ways in which we communicate. We have used new and innovative ways of collaborating – while constantly challenging the status quo – all on a tight deadline! The professional experience gained over the last few months has been very rich, and rewarding, resulting in a highly practical project aimed for the good of ISO’s international community. But, above all, it has been a team-building exercise whereby the whole is greater than the sum of its parts.”

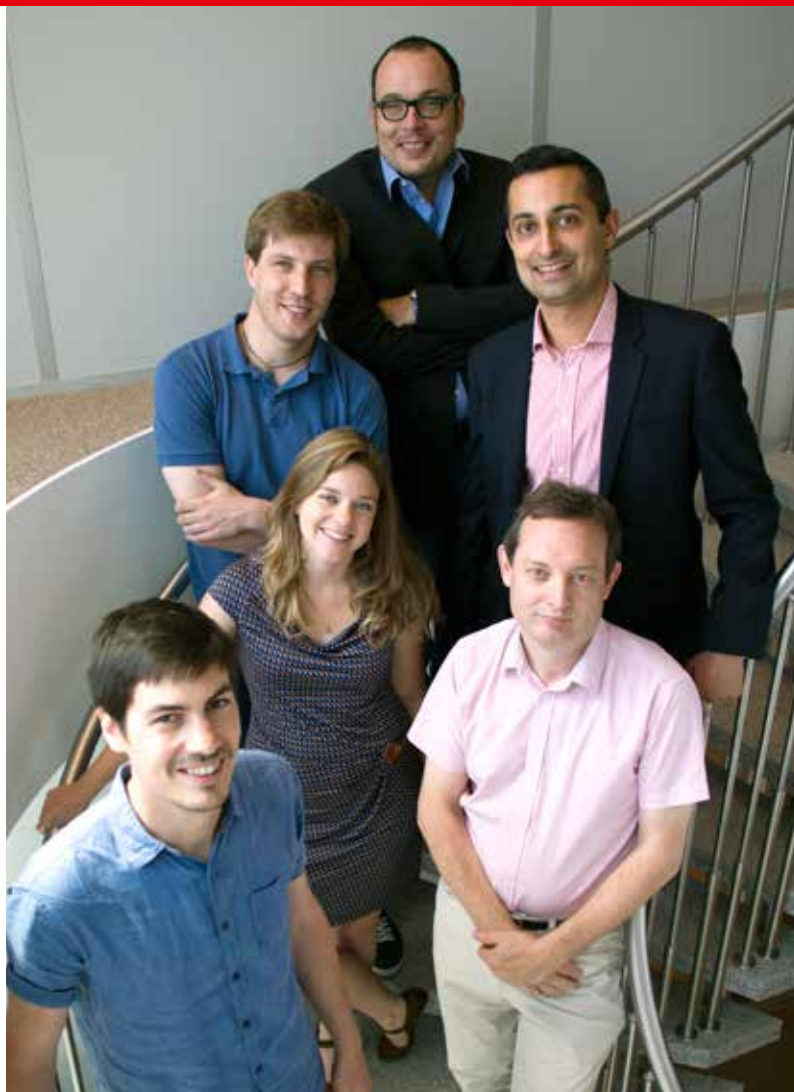
Leaders: Henry Cuschieri & Stéphanie Châtelet

Team: Carole Alther, José Baltar, Liz Gasiorowski, Jeff Poulin, Kirsi Silander



The ISO Academy project was an opportunity for ISO to offer support to all our stakeholders in professional development.

We embarked on creating a model of how the ISO Academy could function: who could be involved, who could benefit, and how all of these actors could interact in the most effective way in the interest of all.



Business development of the ISO Academy

We assessed what had been done previously, and investigated novel methods to deliver quality training systematically and cost-effectively.

The project was to provide as much help as possible to the first Director of the ISO Academy, to whom we wish the very best.

Leaders: Laurent Galichet & Luigi Principi

Team: Laura Matthew, Maria Lazarte, Javier Liñares, Miguel Fernandez-Buhigas, Laurent Tettoni

Team testimonial

"Imagine a place where you learn by doing, from teachers that are also students. That is what it feels like to be part of the ISO Academy ILP project. We all have different skills, experience and ideas to bring to the table. With a team made up of curious, energetic and motivated individuals, the dynamic is just great! Luigi and Laurent are good leaders. We can speak up and know we will be listened to. Sometimes it can be challenging and even frustrating — like when we encounter unexpected hurdles and have to go back to the drawing board. But that's what projects are like. The ILP experience is not only about the finish line, but also the race. It is an incredible opportunity to do something new and different from our usual office routine; 'rediscover' some of our colleagues individually and professionally, and just have a bit of fun! The atmosphere is great, the people fantastic; and the experience, a learning haven."