

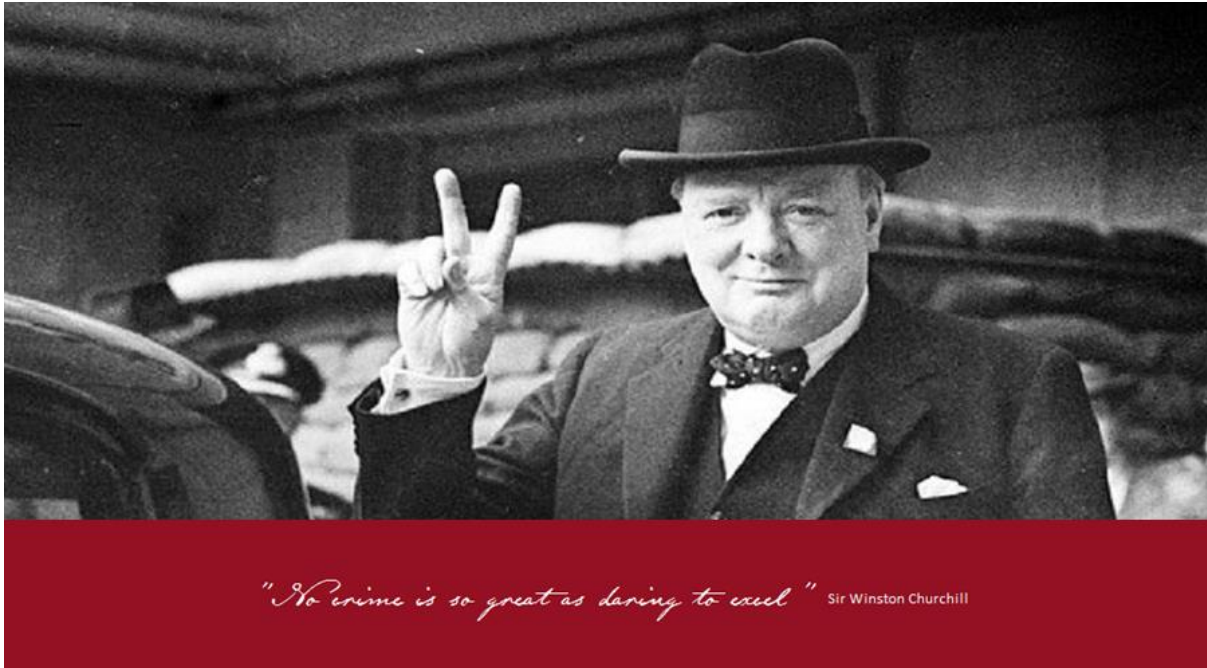


blenheim partners

no limitations

Executive Search & Board Advisory

AS A LEADER CAN YOU MAKE THE TOUGH DECISIONS?



Sir Winston Churchill, in World War Two, was forced to make many difficult decisions.

British Intelligence, had secretly cracked the Nazi Enigma code, a programme the British called "Ultra", which allowed them to listen in on much of the secret Nazi communication.

On November 12, 1940, British Intelligence interrupted Nazi messages outlining Operation Moonlight Sonata, a heavy air bombing raid for the night of November 14/15, 1940 on the city of Coventry, England.

The information is passed to Sir Winston Churchill. Imagine if it was you. You are given the information with only days to act. You know anything you do will alert the Nazis that you had been forewarned of the impending raid and resulting death and destruction, through breaking their Enigma code. The Nazis will then most probably change the code system that will eliminate any future information being retrieved.

It was a very difficult set of circumstances. As a leader, what would you do?

blenheim partners

Some possible options for you:

- Increase air defence around Coventry or over the Channel, and evacuate as much of the city as possible even though it will most likely alert the Nazis;
- Allow the air raid to take place, thereby protecting the secret that you have broken the Nazi code. Thousands of people will be killed in the bombing; or,
- Evacuate key people for the war effort and hope that Nazi agents do not detect the evacuation and report it to the Nazi high command.

So what would you do as the leader?

Sir Winston Churchill made the difficult decision not to warn the city of Coventry about the impending air raid. He believed that the panic that might ensue could cause more casualties than the actual bombing. Churchill felt "Ultra" had to be protected at all costs. The ability to read the Nazi codes had largely saved England during the Battle of Britain over the summer of 1940 and was crucial to the British and Allies.

On the night November 14/15 the air raid happened just as the "Ultra" messages had indicated. The city's gas mains and railroad connections were destroyed. Twelve aircraft industry factories were badly damaged. Five hundred and fifty four people were killed and four thousand eight hundred and sixty-five people were wounded. However, "Ultra" had been protected and the allies continued to benefit throughout the rest of the war by being able to decode Nazi communications.

Gregory Robinson, Managing Partner, "The disastrous actions of Dunkirk had been only six months earlier, the Battle of Britain was almost lost and that night over Coventry, four-hundred-and-forty-nine Nazi bombers descended and returned to base, safely leaving a tangled mass of humanity. Britain was in its darkest hours. There are arguments that Churchill may have not known about this and actually thought the target was London and stayed there deliberately, so as not to run away from danger. However, there is a belief that he was informed and his decision was to sacrifice the few to save the many. No matter whether it is fact or fiction, the theory puts forward a set of circumstances that would require a very difficult decision and great leadership.

What would you do as the leader?"

Blenheim Partners specialise in:

- Executive Search;
- Non-Executive Director Search;
- Board Strategy and Structure Consulting;
- External Succession Planning; and
- Executive Re-Engagement / Transition.

Founded in 2012, our team have acted as specialist adviser to many of the world's leading corporations on Board and Executive performance, capability and succession planning.

Our consultants have worked with clients from all sectors and a broad range of geographies. They include over 80 of the ASX 100, 10% of the FTSE 100, Private Equity, Multinational, Private Family and Mutually Owned Companies.

Our work includes assignments that are both local and international in scope.

Our team consists of senior Search Consultants, Human Resource Directors,

Psychologists, Coaches and exceptionally experienced Researchers.

Blenheim Partners is continually investing in knowledge and understanding as exemplified by our Thought Leadership "The Challenges of Attaining Growth", Industry Papers and monthly Market Intelligence reports.

Our philosophy is to develop deep and committed relationships with a select number of clients and help them deliver a superior performance by optimising the composition of their Board and Executive team.

Our culture is built on pride, professionalism, esprit de corps and client service.

Confidentiality

This report and the information contained in it are confidential and proprietary information belonging to Blenheim Partners. The report contains confidential and proprietary information based on data from public and private sources, including Blenheim Partners' proprietary database of information. The recipient will not use or disclose, or permit the use or disclosure of, this Report by any other person or for any other purpose. The information contained in this report is preliminary in nature and subject to verification by Blenheim Partners. Blenheim Partners does not guarantee its accuracy or completeness.



blenheim partners

no limitations

Executive Search & Board Advisory

Contact us

Sydney p +61 2 9253 0950

Melbourne p +61 3 9653 9510

w www.blenheimpartners.com