

## Star letter

### Visible leadership

Your special report on the future of the office (March 2017) rightly stresses the importance of workplace design for employee productivity, but doesn't touch on its role in supporting the changing needs of business leaders. A two-year study by Steelcase found leaders move faster, are more mobile and have more information than ever before. In turn, these pressures are inspiring a more collaborative style, breaking from the rigid hierarchies of the past. Yet despite these shifts, leadership spaces haven't changed, with most (58 per cent) still based in corner offices, disconnected from the workforce. This impacts their ability to lead effectively, with knock-on effects for engagement, wellbeing and productivity. Leaders would be far better served with spaces where they are accessible. It's time to say goodbye to the corner office and embrace the new connected leader.

**Melanie Redman**

Steelcase



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## IoD in the news



The chancellor's U-turn on his plan to raise national insurance contributions for the self-employed, following a backlash from the media and Conservative backbenchers, was described as "chaotic" by the IoD's head of taxation, Stephen Herring. There was good reason to level the playing field for

employees and self-employed. Herring said, but it would have been better to wait for the government's review of modern employment. His comments featured on the BBC, the *Daily Express* and *The Scotsman*.

Rolls-Royce faced mounting pressure over a near-£1m bonus for its CEO despite a turbulent financial year. Head of corporate governance, Oliver Parry, stressed that pay should be linked to performance. His comments made headlines in the *Evening Standard*, *Bloomberg*, the *i*, *The Times* and *Daily Telegraph*. Parry also responded to Sports Direct's announcement that it would allow a worker representative to attend board meetings. In a letter to the *Guardian*, he said the company had become the "poster child" for governance failings and more fundamental change was needed to "rein in" Mike Ashley's dominance.

## What you're tweeting us

@workwithajm Thank you @SarahBrownUK @DirectorIoD for an inspiring and honest interview talking embedded values that hold girls back #rewritingthecode

@sarahatTRAC Lunch reading @DirectorIoD magazine always a treat. Loving @Lysanne1 intro on #GenerationX. I hope we can change things from inside out!

## Instagram

Be sure to follow us on Instagram. Here are three of our favourite snaps from last month...

@directormagazine



### Women's world

A favourite International Women's Day 2017 snap – our [director.co.uk](http://director.co.uk) web takeover showing some of the brilliant women we have interviewed



### Inspiring debate

Packed event at Wayra UK for the IoD 99 International Women's Day event - passionate talks on women, business and entrepreneurship



### Look good, feel good, do good

We love stumbling on new British business. Last month's find was WIDEYE ethical health and beauty products, which are used at The Gallivant

## On finding your voice

I enjoyed reading your Sarah Brown cover interview (March 2017). As a female business presenter and public speaking coach I think it is incredibly important for women to seize all opportunities to speak in public. Only by using our voices can we create more opportunities and challenge the embedded values that hold so many women back. Most speaking opportunities are in leadership roles but we need to find our voices from the very start of our careers. Ultimately I want to see women achieving career promotions based not only on experience, but on potential too.

**Nadine Dereza**

Business presenter and public speaking coach

## Angel delight

In response to "Virtual board" (March 2017), the short answer is yes, Navina Bartlett should look for an angel investor. Clearly her business's growth is being held back by a lack of funds and the inability to provide clients with the flexible, on-demand service they desire. An angel investor will be able to cover the relatively modest investment required, without taking huge equity, as a VC firm might. She should look for someone in the food industry who will quickly see that quality is her USP and risking this would be disastrous for the entire business – and their investment.

**Raj Dhonota**

Raj Dhonota Ltd



## CONGRATULATIONS

To **Nick Pope** who won a three-night stay at Mövenpick Hotel Mansour Eddahbi Marrakech. For your chance to win a two-night stay and dinner at The Franklin in Knightsbridge, turn to page 38.

## TELL US WHAT YOU THINK

To contribute to the letters page, or to comment on anything in *Director*, email [director-ed@iod.com](mailto:director-ed@iod.com) or write to The Editor, Director, 116 Pall Mall, London SW1Y 5ED

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