

Silhouette

NEWS FROM PROFILE SECURITY SERVICES LIMITED



Where do leaders come from?



By Colonel Bob Stewart

There are some people who have innate leadership qualities from birth. Why this happens is a mystery but it does. I have met such individuals throughout my life. Some lucky folk just have natural confidence which they can utilize to influence others around them whatever is happening. This is sometimes apparent at a very young age.

For my sins I have six children. Over the years, as I have watched them playing with friends, it is obvious that some kids are more assertive and confident than others. They may also



be more positive and up-front with adults. Often they are the ones who are also keen to try something first. I suspect these children are natural leaders – at least for their age.

Whether leadership traits in children continue into adulthood is by no means guaranteed but in my experience they often do. Confident children normally become self-assured adults. So the question must be whether less outgoing youngsters can be converted into good leaders by the appropriate training?

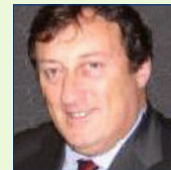
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Issue Highlights...

- Guest writer: Col. Bob Stewart
- Security Excellence Winner
- Herts Data Centre opens
- Hull team hailed
- Quality Audit

plus 30 years of Profile!

MD's message



Many of you may be struggling by now to remember what your new year's resolution was. I know I do.

Easier perhaps is to make not one resolution for the year, but one for every day of the year. Each stands a better chance of being remembered and more hope of being achieved.

There are people far better qualified than me to proffer motivational advice. I'm delighted to let Colonel Bob Stewart take the spotlight in this New Year's Edition of *Silhouette*. If you're thinking about resolutions and setting goals, few men have the experience and ability to inspire like Colonel Bob.

I urge you all to take a leaf out of his book and set yourself challenging goals for the year ahead.

Most of our readers will have heard by now about our success at the 2009 Security Excellence Awards. Congratulations again to Val Baldwin for picking up the Contract Security Manager of the Year Award. It's the kind of success we should all strive to emulate in our own way – whether you need to make it a resolution or not.

Martin McGowan Scanlon

Managing Director

Read on for all the news and plans we have for 2010.

Please keep your views, news and stories coming in. Simply email them all to The Ed at News.Letter@profilesecurity.co.uk

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Leadership

I am no natural leader. As a boy I was very timid. My younger brother, Andrew, who later grew up to command 201 Squadron Royal Air Force, was far more self-assured than me. Indeed, when we were at school, I remember that often he would fight my battles. Throughout my schooldays I knew in my heart that I was much more a follower than any kind of leader.

I had always wanted to be an RAF officer like my father. But at the age of 13 we discovered I was slightly red-green colour blind which meant I could not train as aircrew. My father made light of it, suggesting that I could always join the Army as they would take anyone! I decided it had to be the Army.

Tact

Two years later, at the age of 15, I failed an Army Scholarship to the Royal Military Academy Sandhurst. The army schools liaison officer who later came to see me at my school told me why. Apparently I had scored highly on honesty but tact, or the lack of it, had sunk me in the crucial interview.

'Your father's was an RAF officer wasn't he?'

'Yes Sir.'

Why then did you want to join the Army?'

'I didn't.'

'What do you mean?'

'I wanted to join the RAF, then the Navy. But I'm colour blind and so I didn't stand a chance with them. My father said I could always join the Army as they'll take anyone.'

I tried again for the Army in my A level year. This time I was accepted and so,

in early September 1967, I stood on the steps of the Grand Entrance at Sandhurst as I joined up as an officer cadet. It was just before my 18th birthday and I was terrified. Clearly that showed to Dad who had driven me there.

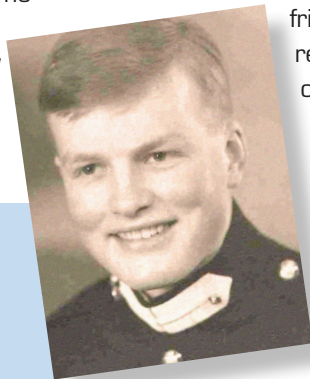
Advice

'Robert, don't forget, even the Queen gets stomach aches, and always look downwards before you look upwards,' said my father encouragingly.

His words are probably the best leadership lesson I have ever had; never be over-impressed by anyone and always look after those for whom you have responsibility as your first priority.

At the Royal Military Academy Sandhurst, I concentrated very hard on just surviving the first few months of intensive training which I found hard and exhausting. I felt sure that the Army would rumble that I wasn't good enough. But I was still there after two terms

when several of my friends had quit, been returned to their units or thrown out.



A very young Bob Stewart: as a Sandhurst Cadet in 1967

Tipping point

Then something strange began to happen. The longer I survived at Sandhurst, the more my confidence grew. When given testing or demanding leadership command tasks to complete, I wasn't great but didn't seem to do too badly. The tipping point came for me when Colour Sergeant Roger Coleman, my instructor, told me that one day I 'might' make a good officer. Although he didn't realise it at the time his encouraging words had a dramatic effect on my self-confidence.

Sandhurst took me in as a shy, timid boy and during two years of training

produced a much more confident specimen. On 24th July 1969 I passed out from the Royal Military Academy sixth in its overall order of merit. But deep down I didn't really believe it and still knew that I had a long way to go.

When I joined the 1st Battalion the Cheshire Regiment in Bahrain, I felt all the other platoon commanders were far better than me. Yet I ploughed on, learning my trade as I progressed upwards from second lieutenant. Lots of training and associated experiences with soldiers made leading easier.

Training

Eight years later, I returned to Sandhurst as a captain instructor. As part of my job I had to note who was and who wasn't a natural leader. But I soon realised that both so-called born leaders, as well as those who had to work at it, improved their performances considerably with training and encouragement. With that I was convinced that everyone, no matter how senior, could benefit by learning or revising leadership skills.

Like me I suspect many people must have also experienced that heart-stopping moment when presented with some totally new and unexpected challenge. What you do next and how you do it matter greatly. Above all, blind panic is obviously wrong and hugely counter-productive. Keeping calm is crucial. If the boss looks terrified and unsettled then that feeling spreads like wildfire.

Critical decisions

Leadership principles are universal. They are no different whether you happen to be in the army or business. Of course people working for Profile Security Services don't usually have to make life and death decisions but the same is true for military leaders – most of the time. However sometimes that isn't true.

During 1999 I recall my parent digital satellite radio company headquarters insisted on sending two engineers into

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Macedonia to carry out field trials. Personally I thought this was not particularly wise. I said so but it wasn't my decision. At the time conditions there were hardly benign – especially on the roads. In the event, one of the engineers was killed when his vehicle slid off a mountain in the wintry conditions. I know the executive who insisted the trials went ahead was severely affected and could not stop blaming himself.

Given its operational history, the British Army should know a thing or two

about leadership. It has been involved in military campaigns and life or death decisions long enough. Some people retain a stereotypical image of the Army which they imagine to be filled with incompetent officers, screaming sergeant majors, brutal corporals, soldiers painting coal white and the rest. That is far from reality today.

I believe the Army has a fairly enlightened view of leadership. The modern Army officer is normally the total reverse of the unthinking, unintelligent, uncaring upper class nitwit as so often portrayed inaccurately in comedy films and

television programmes. Neither are modern non commissioned officers mindless, bullying, stupid robots too often sent up in the same way. Army leaders wouldn't last five minutes if they were like that today.

Taking charge

Leaders make things happen. The reason why people are placed in charge is so that they can make choices which work and make circumstances better. If military or business leaders were to simply follow orders without question and execute a plan according to a set formula, the job could be done by any Tom, Dick or Harry who passes by. What separates officers and non commissioned officers from soldiers is the fact that both are deliberately positioned to fix problems and organise – and not necessarily in strict accordance with rules or regulations.

I have met and talked with hundreds of business leaders since I left the Army in 1995. Many of them seemed excellent in their respective fields but what always surprised me was just how little time they had spent learning about or practising their leadership skills. Some even said they had had no leadership training whatsoever. In a way that is scandalous. During my own military training, I probably spent about 60 per cent of my time directly learning how to lead.

Responsibility

Obviously a military leader takes superior orders and applies them practically – just as long as such instructions make sense. If they do not, then corrective action is required. In the Army considerable autonomy is given to subordinate leaders. Once individual tasks are allocated, they must take full personal responsibility and are then allowed as much flexibility as possible to achieve them.

In business this is called empowerment or enterprise and, as I understand it, this is precisely the way Profile Security Services expects its people to function.

Meet Bosnia Bob

Colonel Bob Stewart, DSO, was a NATO military commander during the Balkan War. He was nicknamed 'Bosnia Bob' by the press corps with whom he held briefings on an almost daily basis.

After leaving Sandhurst in 1969, his career in the British military included spells as an intelligence officer and company commander in Northern Ireland, an instructor back at Sandhurst, a staff officer at the MOD and as a Lieutenant Colonel to the Chairman of NATO's Military Committee in Brussels.

He was awarded The General Officer Commanding Northern Ireland's Commendation for his action on 6 December 1982 when, as incident commander, he took charge in the aftermath of a terrorist bomb at Ballykelly which killed 17 people.

In 1991, as Commanding Officer of the 1st Battalion the Cheshire Regiment, he was the first British Commander under United Nations command in Bosnia during 1992-93. On his return, he was awarded the Distinguished Service Order before being promoted to Colonel and taking up the appointment of Chief of Policy at



Supreme Headquarters Allied Powers in Europe.

After retiring from the Army in 1995, Bob Stewart became a Senior Consultant with the prestigious Public Relations firm Hill & Knowlton. From 1998 to 2001 he was the Managing Director of WorldSpace UK Ltd, an international digital radio satellite broadcasting company working with stations such as CNN and the BBC World Service. Since then, he has been a freelance consultant, making frequent radio and television appearances, commenting on military affairs, security, crisis management, ethics and negotiation.



Hertfordshire Data Centre logs on

Pictured after the opening of the new Hertfordshire Data Centre (HDC) are Profile's Customer Service Manager Bharat Kataria and Security Officer Yvonne Simpson. The official handover of the 9.5 acre site took place on 2nd October 2009 in the presence of Councillor Kim Langley, Mayor of Welwyn Hatfield Borough Council.

A winning night at the 2009 Security Excellence Awards

Val Baldwin, Profile's Site Manager at P&O in Hull, has been named Contract Security Manager of the Year.

As featured in our Autumn Edition, Profile had high hopes of converting at least one of its nominations into a prize at last October's award ceremony.

The glittering evening was hosted at The London Hilton by Ronnie Corbett. The comic legend was first to congratulate Val and – in his inimitable way – was quick to comment that he was happy to stand in her shadow. The judges, too, were full of praise: "This is a manager who is revered by her team members and 100% committed to the development of quality security process and practice".

Profile Security also collected the runner-up prize in the Security Guarding Company of the Year category. "This award is a great tribute to Val and her team and to the work in general by all at Profile. It's another step forward in the recognition of our progress over the last few years," added Managing Director Martin McGowan Scanlon.

Hull Team Hailed

Team work and leadership being one of the themes we explore in this edition of *Silhouette*, it seemed fitting to highlight another success story.

Profile has provided security services to P&O North Sea Ferries in Hull since April 2005. We were successful in retaining the business three years later. Andy Faichney, Security, Health & Safety Manager at the site takes up the story: "An important part of the decision making process was the service that Profile had previously provided. The time and dedication given to the P&O contract by security officers and their management during the previous contract term went a long way towards them retaining the contract".

Profile's security operation for the entire Hull P&O infrastructure is managed on a day-to-day basis by dedicated site manager Val Baldwin (see separate story – Ed). Together

with her Area Manager, they make regular reviews and update Profile's site-specific assignment instructions. Weekly meetings with Andy provide a forum to discuss security breaches, staff changes, legislative issues and any notices issues by Transec, the Government Authority.

The team's input and its proactive approach have not gone unnoticed. Available at short notice, managers assist and advise, sharing their experience and looking for new ways to adopt new technological solutions.

"Profile provides P&O with invaluable support. Personally, it is a pleasure for me to work with the entire team. I know that I can rely on them 24/7 for help and support".

*Andy Faichney,
Security, Health & Safety Manager, P&O*



Also in the news...



Lightning strikes twice!

Not content with carrying off her Contract Security Manager of the Year title at the 2009 Security Excellence Awards, P&O Hull's Val Baldwin was also our Autumn Quiz Competition winner, making off with our £50 cash prize!



Winning ISO 14001 Audit

Site Manager Steve Lamb and Chief Engineer Alistair Farndale had plenty to celebrate in December.

They were full of praise for their team – including Profile's Ken Cooper and his staff – for their combined achievement. Together they scored a clean sweep with no non-conformities reported by the quality auditor.

Working together for the previous four months preparing for their inspection, the site is now certified to ISO 14001. First published in 1996, the standard recognises organizations that wish to implement, maintain and improve their environmental management systems and conform to their own stated environment goals.

Winning answers...

The winning answers you had to identify were as follows: 1b, 2c, 3a, 4c, 5c, 6a, 7b, 8c, 9a, 10b, 11b, 12c, 13a, 14c, 15c, 16b, 17c, 18b, 19c, 20b, 21a, 22b, 23b, 24a, 25b, 26a, 27c, 28b, 29a.

The number puzzle solution should have looked like this:

	10	
2	8	4
5	3	1
9	6	11
	7	

The last newsletter and its quiz are archived on the Profile website.

Entries are open and another £50 is up for grabs on the back page of this issue!

Make it your Mag!

Silhouette would like to hear from all its readers. It doesn't matter if you're in senior management or manning the front line, your views and anecdotes are worth sharing. Send your news stories, announcements and suggestions to The Ed, *Silhouette* Newsletter, Profile Security Services Limited, 374 Wandsworth Road, London SW8 4TD or by email to The Ed at News.Letter@profilesecurity.co.uk.

2010 marks **30** years of Profile!

A history lesson for some, a trip down memory lane for others, here by way of celebration are some of our key milestones – from the firm's flying start to today's thriving enterprise...

1980	1982	1986	1989	1991	1995	1998	2001	2005	2008	TODAY
<p>With the oil industry expanding rapidly, more account wins through the decade include Occidental, Shell, Marathon Oil, plus a plethora of oil service companies.</p> <p>Andrew Prendergast, Profile's founder and Chairman to this day, wins a contract with BP in Aberdeen. The deal lasts 14 years, up until the closure of the facility. Profile moves into one of the helicopter companies' offices.</p>			<p>The London office opens. Profile is incorporated as a private limited company.</p> <p>Profile is invited to bid for oil field contracts off the Cumbria coast for British Gas. We win the contract and open an office in Fleetwood before moving to Warrington.</p>				<p>Leeds office opens. Turnover tops £10million.</p> <p>Profile is awarded SIA Approved Contractor status. Managing Director Martin McGowan Scanlon and Finance Director Dharmesh Parekh are appointed to the board.</p>			
					<p>Turnover reaches £4.5million.</p> <p>Profile's first National Help Centre opens near Milton Keynes.</p> <p>Expansion in the Midlands: we open an office in Birmingham.</p>				<p>Turnover exceeds £20million.</p>	

Profile continues to pride itself on developing long-term business partnerships with more than 250 clients, offering tailored security solutions to organisations large and small in both the public and private sectors.





Team of the Month

Richard Trump, Security Supervisor at one of Profile's major London sites accepted the Team of the Month award for his efforts in detecting and apprehending an intruder. Richard spotted the break-in attempt before the CCTV detection system had been activated and immediately proceeded to intercept with the assistance of his staff. All members of the team were deployed, apprehending the intruder and keeping the Police informed until they could get a unit on site. Left to right: Profile's Bharat Kataria presents a cheque to Richard Trump, Mike Flint and Robert Hopkins.

Profile goes the extra mile

With the winter weather setting in, here's proof that the best security people are those that go 'above and beyond'.

HDC's Security Manager was keen to thank Profile's night shift for clearing the car park footpath and the path leading from their gatehouse to the reception. He was also grateful for Security Officer Iftikhar Shah for his help clearing even more of the fallen snow the next morning.

We're always happy to help!

News from Birmingham

Profile continues to provide additional training and qualifications, writes *Regional Manager Colin Martin*.

Latest to complete their Security Practitioner Awards are Chris Dennis (far left) and Mariusz Przybylski (far right). Mobile Manager George Pye congratulated Chris and Mariusz on their achievement.

George has seen the investment in Officer training increase over his 19 years' service with Profile to a level he would never have dreamt possible. The opportunity for a structured career within the industry – with training and



support throughout – means we will continue to see many more Officers enjoying the challenges and length of service George has enjoyed.

Win a nifty £50!

There's a different format and a different emphasis to this issue's quiz! Write your answers in the spaces provided, fill out your details at the bottom, then post your entry in a sealed envelope by internal mail or by post to: The Ed, Silhouette Newsletter, Profile Security Services Limited, 374 Wandsworth Road, London SW8 4TD.

Entries close at 11.59pm on Monday 15 February – Valentine's Day! The winner will be the first correct entry drawn out of the hat on Monday 1st March. Answers will be published in the next edition of *Silhouette*!

Just 20 questions this time, but all of them a little quirky!

Good luck!

- 1.** Tom's mum had three children. One is called April, one is called May and the other is called what?

- 2.** What is the collective name for a group of clams?

- 3.** Which fictional superhero first appeared as Dick Grayson in comic books?

- 4.** India and Mongolia both share a border with which country?

- 5.** Two bales, two balls, two bats. How many feet?

- 6.** Which word is an instrument of torture, a place to hang your clothes and a way to strain your brains?

- 7.** What kind of wig is not worn but wiggles?

- 8.** Ignoring nationality, which of these movie stars is the odd one out: Sean Penn, Sean Young or Sean Bean?

- 9.** Which comes first in the year: Christmas day or New Year's Day?

- 10.** Which brand of pharmaceuticals declared itself to be an "official sponsor" of Valentine's Day in the year 2000?

- 11.** A farmer has nine sheep. All but seven die. How many does he have left?

- 12.** What colour was the sky in the song "Lucy in the Sky with Diamonds"?

- 13.** What standard of weight is used to measure gemstones?

- 14.** In a race, you overtake the person in second place. What position are you in now?

- 15.** Which make and model of car launched in 1998 came fitted with a vase as standard?

- 16.** Which actor left singer Shania Twain unimpressed in the song "That Don't Impress Me Much"?

- 17.** The butcher's mate is five foot eight. What does he weigh?

- 18.** Which artist is famous for his painting "The Starry Night"?

- 19.** What is a 'Cyclops' missing?

- 20.** And finally, some more lateral thinking...

Malcolm spent three days in hospital. He was neither sick, injured nor dead, but when it was time to leave, he had to be carried out. Why?

Name

Company

Daytime telephone number.....

Eligible for entry:

all members of the Profile Security Services Ltd staff and their associated contacts who are on this newsletter's distribution.