

## Speaker Biography – Justin Hughes

### Overview

- Strategic adviser to senior leadership teams
- Global corporate experience with \$100m P&L
- Former fighter pilot and Executive Officer of the Red Arrows (250 displays)
- Author, *The Business of Excellence* (Bloomsbury, 2016)



### Biography

#### *Expert on building high-performance cultures*

Justin is a renowned speaker on a range of topics relating to high performance including leadership, building high-performance teams (inc virtual), decision-making and cognitive diversity, as well as risk and safety. He has presented in the US, Europe, the Middle and Far East, and China, and has presented alongside Kofi Annan, Lord Sebastian Coe, Daniel Pink, Malcolm Gladwell, Gordon Brown and Sir Richard Branson, among others.

Justin brings an unusual combination of a highly engaging delivery style and clear, actionable insights with first-hand experience of the most demanding operating environments. His passion for high performance evolved from his experience as a fighter pilot and subsequently as Executive Officer on the Red Arrows, flying in over 250 displays worldwide. Justin's BETTUR (Better Understanding of Reality) model is based on personal learning of how you plan, execute and adapt in situations characterised by ambiguity, imperfect information, speed of change and pressure to deliver.

Since leaving the RAF, Justin has worked as a strategic adviser who partners with senior leadership teams to improve organizational effectiveness. Clients have included Microsoft, the United Nations and Mercedes Formula 1, and he is a regular contributor to BP's global Leading in Operations programme.

Justin is also still active as 'an operator.' During the Covid-19 crisis, he worked in a senior line manager role as L3Harris' Director Integrated Airline Services. In one of the hardest hit sectors, Justin managed a major change programme in a fast-moving environment, while also sitting on the global business continuity team. Most recently, he led a successful fundraising round for a biotech startup focused on eliminating fertilizer's estimated 1 billion tonnes of CO<sub>2</sub>e annual contribution to global warming, and is now the CEO.

Author of *The Business of Excellence* (Bloomsbury, 2016), Justin has been profiled in the London Standard, Director Magazine, the Daily Telegraph and the Independent, and interviewed for BBC World 'Talking Business', BBC Breakfast and GB News.

Justin has an MBA with Distinction from London Business School and an MSt with Distinction in International Relations from the University of Cambridge. For the latter, he planned a thesis on pandemics but thought nobody would be interested (!), and instead analysed the threat posed by cryptocurrency to the financial order; he is currently sitting on a return of 1000%; unfortunately he only bought \$30.