



‘Unlocking Growth Potential’ Programme

The Leadership & Management Programme

About the programme:

The University of Nottingham is an institution built on a significant heritage of excellent in research and teaching, with values that embrace ambition, engagement, partnership, civic responsibility and longevity. Over the past few years, the University has developed programmes aimed at enhancing the leadership capabilities, knowledge and confidence of business owners/entrepreneurs within the local region.

Unlocking Growth Potential is part-funded by the European Regional Development Fund 2014-2020 and is part of the Enabling Innovation Programme. This programme is classed as State Aid to participating businesses, the value of which is £3,875, but is delivered completely free of charge to participants. For more information about the programme, please visit www.enablinginnovation.org.uk.

The Unlocking Growth Potential programme provides experienced CMBD executive coaches and trainers who will work with, train and coach eligible business owners/managers to support their professional and personal development. As part of the programme, the six-day, leadership and management training and development programme will support and develop the skills required to unlock the growth potential in your business and be supported by coaching to develop and implement your growth plans. The programme also includes half-day induction and close sessions and will be hosted at the University of Nottingham.

Designed for:

The Management and Leadership programme offers a journey of exploration into leadership practice, direction, financial management and performance management. As delegates are likely to be owner managers or members of the senior management team, attendance on the programme requires delegates to have the experience and prior knowledge required to get the best out of the programme and the interaction that they will experience with the peer group.

The University has worked with The Centre for Management Development Ltd (CMBD) to develop and deliver the programme content. CMBD are a full Chartered Management Institute (CMI) centre and have a wealth of experience in coaching and high-level leadership and management training.

The programme brings together a diverse range of people from differing sectors and creates the opportunity for knowledge transfer to take place among the delegates, creating peer groups that can thrive and grow well after the finish of the formal programme.

The Programme content:

The programme consists of a half-day induction followed by 6 days of workshop training and concludes with a half-day presentation of growth plans and actions to be taken as a result of attending the programme. The programme combines training and coaching to help delegates to achieve their growth plans and aspirations and is supported by a substantial on-line learning resource.

Indicative module content is outlined below for each of the six days of the programme.

Session One – Leadership, Management & Team Dynamics

This opening session looks at the importance of the leader in providing the personal energy, commitment and self-belief to achieve their goals and the importance of developing and aligning both people and the team:

- What are the fundamental differences between leadership and management (Drucker, Adair, Blanchard & Johnson, Turnbull, Ulrich et al)?
- The management/leadership continuum (Tannenbaum & Schmidt).
- The impact of personal energy, commitment and self-belief on leadership style and results
- The contrasts between transactional and transformational leadership
- Trait theory, situational leadership, functional leadership and style theory (Macgregor, Blake & Moulton, Adair, Burns, Bass et al).
- Team Autonomy and how to achieve the correct balance (Gulowsen).
- The characteristics of high performing teams and how to create them.
- The influence of the group on individuals (The Hawthorne Experiments et al).
- Belbin team roles and other models as assessment tools.
- Group formation, structure and communication issues

Session Two – Strategy & Business Planning

This session is about reviewing strategic aims and objectives, developing a business plan, analysing progress towards achievement and the process for evaluating alternatives. Delegates will be able to:

- Identify the current strategic aims and objectives
- Undertake an evaluation of the component parts of a strategic plan
- Analyse the factors affecting the strategic plan
- Produce a plan for different audiences and use the plan as a living roadmap towards your goals
- Apply a range of strategic analysis tools to audit progress towards strategic aims and objectives
- Analyse, interpret and produce a structured evaluation of the organisational strategic position
- Use elements of Design Thinking to create a customer centred strategic focus, leading to the application of SMART objectives

Session Three – Financial Planning & Control

In this session delegates will learn what financial information they need to be in control of each area of their business, and understand how their day to day decisions affect their bottom line. Focussing on the critical few things every business owner and manager needs to know you'll discover:

- How day to day decisions affect the bottom line
- The importance of financial information in controlling each area of the business
- How to understand your profit and loss, balance sheet and cash flow forecast
- What financial information you need to control your financial performance
- Which financial factors to consider in making decisions
- How to identify which of your products/services are most profitable and what to do about those which aren't
- How to produce and use a budget to get the financial results you want

Session Four – Motivation, Planning & Problem solving

A two-part session covering motivation, meaning and goals in the morning session, followed by negotiation processes and techniques during the second part of the day. Delegates will cover:

Morning session

- Drives, motives and motivation determine goals, decisions and influence? Discuss.
- Motivation content and process theory.
- Baseline motivation theories and concepts (Maslow, McGregor & Herzberg).
- Is it more complicated? Expectancy and Equity theory (Adams, Vroom).
- Incentive schemes, good or bad?

Afternoon session

- Planning techniques and processes
- The Planning cycle
- Problem solving techniques
- Planning and problem solving exercise

Session Five – Communication, Personal Effectiveness & Time Management

There are few leadership and management skills that rank above the ability to communicate clearly and ensure that the strategic direction of the business is aligned with the day to day activities and goals. Effective leaders and managers are also in control of their time, being pro-active rather than re-active:

- Knowledge Management techniques and practice (Dixon, Davenport & Prusak).
- Communication as a management and leadership tool.
- Interpersonal communication components and barriers (Kotter, Mintzberg).
- Barriers to effective organisational communication and how to overcome them.
- Transactional Analysis (Berne).
- Re-active versus pro-active management and leadership.
- Personal development and skill audit.
- Identifying opportunities for self-development.
- Creating a self-development strategy and plan.
- Time management techniques and skills

Session Six – Developing Organisational, Team and Individual capability

- Conclusion of practical project exercise from day 5.
- The role of the manager and leader in developing team and individual capability.
- Coaching, mentoring and training techniques.
- Questioning skills and techniques – peeling away the layers? (Role play exercises with video feedback).
- Individual and team development and the role of the appraisal in achieving organisational objectives.
- The GROW model of coaching.