



'Unlocking Growth Potential' Programme

The Strategic 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, this six-day, strategic 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 Strategic Management and Leadership programme offers a high-level journey of exploration into strategic leadership practice, organisational direction, financial management and strategic performance management. As delegates are likely to be CEO's, Managing Directors and Senior Executives, attendance on the programme requires delegates to be operating at the most senior level in their organisations and 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.

One of the features of the programme is meeting, working with and discussing strategic level issues with like-minded people at a senior level. The programme brings together a diverse range of people from differing sectors and creates the opportunity for knowledge exchange to take place among the delegates, creating peer groups that can thrive and grow well after the finish of the formal programme.

For more information about the programme content, contact Mike Epton on mike@cmbd.org.uk or 07733 107238

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.

The six topics covered during the workshop programme are:

- Strategic leadership practice
- Organisational direction
- Financial management
- Organisational Change
- Strategic performance management
- Human Resource Planning

Delegates will find the topics covered in each session to be thought-provoking, challenging and of direct relevance to the day to day issues and challenges of being a leader and a manager at a senior and strategic level in their organisation. Interaction with the peer group is also a valuable part of the learning journey. The programme is a unique opportunity to increase skill levels, knowledge, understanding and confidence in a wide range of high level topics that are relevant to strategic leadership and management in the 21st Century.

Topic One – Strategic Leadership Practice – Day 1

This topic is about the links between strategic management and leadership, key strategic leadership principles, theory, cultural issues and organisational strategy. Delegates will be able to:

- Understand the organisation's ethical and value-based approach to leadership
- Understand leadership strategies and the impact on organisational direction
- Analyse the balance needed between the demands of strategic leadership and strategic management
- Evaluate the role of the strategic leader in the creation of the organisation's vision, mission and values, and in the communication of these to others
- Analyse how personal energy, self-belief and commitment impact leadership styles and their application in the strategic environment
- Discuss how ethical leadership engenders empowerment and trust, and identify its impact on organisational practice
- Evaluate transformational leadership and identify its impact on organisational strategy
- Evaluate transactional leadership and identify its impact on organisational strategy
- Analyse a leadership strategy to support organisational direction

Topic Two – Organisational Direction – Day 2

This topic is about reviewing strategic aims and objectives, analysing progress towards achievement and 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
- Apply a range of strategic analysis tools to audit progress towards strategic aims and objectives
- Review and assess the expectations of all stakeholders and their influence on the organisational strategy
- Analyse, interpret and produce a structured evaluation of the organisational strategic position
- Identify and develop a range of alternative strategic options to meet strategic aims and objectives
- Determine and justify the strategic option that meets the revised strategic position

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Topic Three – Financial Planning – Day 3

This topic is about identifying, developing, agreeing and monitoring a financial plan that supports agreed strategic objectives. Delegates will be able to:

- Explain how the strategy of the organisation impacts the financial plan
- Identify the component parts of a financial plan
- Identify issues of risk within a financial plan
- Identify the level of importance of each component of the plan
- Produce a financial plan
- Discuss how the plan supports strategic objectives
- Outline an approach to gain agreement for the financial plan
- Identify an evaluation and review measure for the agreed plan

Topic Four – Organisational Change – Day 4

This topic is about identifying and developing change strategies to meet organisational objectives. Delegates will be able to:

- Explain and use a range of organisational change models and frameworks
- Develop contextual change solutions that link to organisational strategic goals
- Select a change implementation model that supports positive organisational change
- Understand the role of leadership in delivering effective change
- Understand the impact of change on people and be able to develop strategies to minimise adverse effects
- Use a coaching approach to support people to implement and embed change
- Demonstrate the use of analytical tools to monitor the progress and effect of change
- Evaluate the impact of change programmes on the organisation effectiveness
- Present the findings of the change analysis

Topic Five – Strategic Performance Management – Day 5

This topic is about ensuring that the performance of the team contributes to meeting strategic objectives. Delegates will be able to:

- Assess the links between team performance and strategic objectives
- Evaluate tools and techniques available to set team performance targets
- Assess the value of team performance tools to measure future team performance
- Analyse how to determine required performance targets within teams against current performance
- Discuss the need to encourage individual commitment to team performance in achievement of organisational objectives
- Relate the application of delegation, mentoring and coaching to the achievement of organisational objectives
- Evaluate a team performance plan to meet organisational objectives
- Assess the process for monitoring team performance and initiate changes where necessary
- Evaluate team performance against the agreed objectives of the plan
- Evaluate the impact of team performance in contributing to meeting strategic objectives

Topic Six – Human Resource Planning – Day 6

This topic is about the role of human resource planning and the links with strategic objectives. The delegates will be able to:

- Assess the strategic importance of current, future and anticipated HR requirements
- Analyse how HR planning impacts on the strategic plan
- Evaluate the current legal requirements influencing an HR plan
- Describe a process for recruitment and selection of new staff (external candidates) that complies with current legislation and organisational requirements
- Discuss how organisational culture affects recruitment and retention of staff
- Assess work life balance issues and the changing patterns of work practices
- Identify the process to be followed in a grievance situation
- Describe the process of a discipline issue that if unresolved results in dismissal of an employee.
- Explain the role of ACAS, employment tribunals and other external agencies that could be involved in grievance, discipline and dismissal processes