

# Director Development Programme - Advanced Leadership for Directors



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## Duration

Two teaching days

## Validating Body

University of Chester

## Overview

The Advanced Leadership for Directors course is built around current practice in leadership and management. People will be provided with the opportunity to develop and expand their understanding of contemporary leadership practices, reflecting on how these can be developed in an emerging digital and global economy.

Participants can expect to engage in a range of group and individual workshop activities where role play, scenario setting, thought leadership activity and instructional learning will take place.

The taught elements of the course will include an overview of the following areas, to provide scope in the application of the tools and thinking together with core competencies and theoretical perspectives:

- Self-awareness in leadership
- Developing an inquisitive mind set
- Managing performance and measuring progress
- Influencing a positive culture in the workplace
- Managing diverse inter-dependent teams
- Developing resilience in the workforce
- Thought leadership
- Team coaching

This is one of five modules, which together make up the full Directors Development Programme. The module can be taken on its own or as part of the full programme. By attending this course, you will gain invaluable insights from industry experts into new ways of working, innovative concepts and the latest theories that can be applied instantly on returning to your own organisation.

## Who is this course for

This programme has been designed for managers, directors and senior stakeholders with a minimum of three years' senior management experience.

### Benefits

This course is for you if you want to:

- Increase confidence in applying strategic leadership and management skills and competencies
- Learn to build, develop and inspire resilience in the workforce
- Increase confidence to challenge and influence board level decisions and company direction
- Learn strategies for shaping and influencing change and transformation

## Learning Outcomes

On completion of this programme, learners will:

- Gain an awareness of 21st century leadership practice and its relevance to the role of the director and the board
- Understand the importance of developing an inquisitive mind set and leading organisational change and knowledge development
- Understand how to inspire, influence and build high-performing teams and measure their progress
- Have an ability to Influence a positive culture in the workplace through effective, responsible, and sustainable board leadership
- Have developed the required skills and increased awareness for what is expected to successfully manage teams that operate in the emerging digital and global economy
- Develop an ability to build, develop and inspire resilience into the workforce
- Possess the skills to apply a range of tools to engineer business improvements to benefit their organisation
- Have the ability to practically embed leadership and management development in the workplace in the context of business improvement
- Develop the skills to act as a silent leader – guiding and influencing others to act so that a team building approach is adopted

## Accreditation

### The Postgraduate Certificate

Following completion of the Directors Development Programme 'Advanced Leadership for Directors' Module, learners can opt to continue their studies with a Postgraduate Certificate in Strategic Leadership for Directors, validated by the University of Chester. This is a level 7 postgraduate qualification which sits between a degree and a masters.

Those opting to take the qualification will complete this Module as part of the full Directors Development Programme. On completion of all five Modules, learners can work towards achieving the PG Cert in Strategic Leadership for Directors (60 credits).

The remaining modules are as follows:

- Director Development Programme – Role of the Director and the Board
- Director Development Programme - Finance for Non-Finance Directors
- Director Development Programme - Advanced Strategic Planning for Directors
- Director Development Programme - Strategic Marketing for Non-Marketing Directors

This is also an excellent route into a full masters, contributing 60 credits towards the 180 necessary for a masters. Students can pursue the full MBA with the University of Chester, following the PG Cert, should they so wish.

### Support and Guidance

Students are provided with:

- Guidance from an experienced academic assessor
- Literature available through the University of Chester e-library
- A partner specific Moodle page which is populated with course information, video content and useful resources
- Regular group workshops pertaining to various study skills

### The Assignments

Students will complete 3 assignments. Each is assessed through a work-based critically reflective essay or report. As it is work-based learning and the assessments can all be applied to the business situation/workplace, this then gives both the student and the wider organisation a chance to learn and adapt business practice.

## Agenda

### **Session One: Understanding and Defining Leadership**

Key themes include:

- What is Leadership?
- Self-awareness and empathy
- Avoiding bias in decision-making
- Creating "Flow"
- Leadership vs Management
- Leadership Styles
- Leadership Levels

### **Session Two: Strategic Leadership**

Key themes include:

- Leaders defining purpose
- Thinking and acting strategically
- The role of the Board and Directors
- The strategic leader
- Leading in the 21st Century
- Where leaders spend their time

### **Session Three: Leading Organisational Change**

Key themes include:

- Making time to lead
- The power of culture
- Equality, Diversity and Inclusion
- Drivers for change
- Being the disruptors not the disrupted
- Leading change

### **Session Four: Leading and Motivating Teams**

Key themes include:

- What motivates Teams
- Engaging Communication
- Right people doing the right things
- Developing and empowering others
- Leadership Mindset
- Behaviours in the workplace
- Giving feedback
- Team motivational theory

# Agenda

## **Session Five: Leading High Performing Teams**

Key themes include:

- A team game - Viking Attack
- Leading through adversity
- Wellbeing
- Emotional Intelligence and Leadership
- Requirements for success
- High Performing Teams Model
- Strengths based leadership
- The GROW model

## **Session Six: Impact of Culture on Projects and Improvement**

Key themes include:

- Culture and Project Management
- Project Management tools
- Continuous Improvement Cultures
- Lean
- Six Sigma
- The voices . . .
- A leader's outlook on improvement

## **Session Seven: Personal Action Planning**

Key themes include:

- Review and reflect on learning
- Develop an Action Plan to improve Leadership in my workplace

## **Next Steps:**

Director Development Programme - Role of the Director and the Board

Director Development Programme - Finance for Non-Finance Directors

Director Development Programme - Advanced Strategic Planning for Directors

Director Development Programme - Strategic Marketing for Non-Marketing Directors

C-Suite Leaders Programme

## Tutors

### **Claire-Marie Boggiano**

Claire-Marie Boggiano is a Chartered Engineer and a Lecturer in Leadership at the University of Salford Business School. She spent the first 10 years of her career in Financial Services, where highlights included leading eBusiness Hothouse Programmes to Silicon Valley, establishing a Corporate Incubator and spinning out a dotcom (rightmove.co.uk).

She exited corporate life to establish her own Consultancy in 2003, Lurig Ltd; which focuses on business change and leadership development. Lurig has worked with blue chip organisations such as Rolls-Royce, AstraZeneca & BASF; public sector clients including the NHS and Greater Manchester Combined Authority; SME's and smaller high growth clients. Claire-Marie provides executive coaching, team facilitation and support to individuals making personal career transitions, including to those starting their entrepreneurial journey. Claire-Marie believes organisations succeed by working with the talents and imagination of all their people.

Claire-Marie is a member of WIN (Women's International Network) and co-founded WIN Manchester. She is an ambassador for FemaleTechFounder, Women on Boards UK and Queen Bee Coaching, which is a Pankhurst Trust Service that provides free leadership coaching to women across Greater Manchester; and is part of GM4Women, a charity that uses Data, Deeds & Determination to make Greater Manchester a better place for Women & Girls. She created and hosts monthly, an online 'Women Leading in Business' guest speaker series for AMBS. In 2021 she received the Inspiring Women 'Manchester Bee' Award. She was Highly Commended for the 'Academic Colleague Above & Beyond Award' as part of the University of Salford Women's Voice Awards 2022.

### **James Fowler**

James lectures in management and strategy at the University of Essex. He was previously an associate Lecturer at the University of York and a regular Officer in the Armed Forces. His mainstream training work covered management and leadership, military analysis of strategy, international relations and cognitive bias. Other related activities included advising on the design and delivery of promotion courses for the Royal Engineers and for some foreign Armed Forces. He also had significant engagement with language teaching in the UK and the Middle East, serving as head of the language wing at the Defence College of Intelligence and Security. James has completed a PGCE in Further Education and an MSc in Educational Practice and Innovation. His published work covers the finance, governance and leadership of organisations in a historical context.

### **James Willerton**

James is a strategy and delivery consultant specialising in Leadership & Management, Coaching & Mentoring and performance.

With a background in business management, James has extensive experience in commercial and operational roles as a leader within an SME environment. Initially working within executive recruitment, he has also supported organisations as a strategic business adviser. Having owned and run his own businesses, James brings a pragmatic and experience-led perspective to address the challenges faced by leaders today.



## Tutors

### **Jeremy Earnshaw**

Jeremy Earnshaw is a current portfolio Chief Financial Officer and a Fellow of the Institute of Chartered Accountants in England & Wales. Jeremy has been operating at Main Board C-Suite Chief Financial Officer level for over 25 years to date, having been one of the youngest PLC CFO's at age 29, leading a full IPO listing on the London Stock Exchange.

Working across multiple sectors including Housing, Healthcare, Pharmaceuticals, Printing, Retail Marketing, and Online E-Commerce, Jeremy is highly experienced on all Main Board and CFO matters, with specialisms in Funding, M & A, Stakeholder Communication and Value Creation. With international experience in Europe, North America and Asia, Jeremy's roles have always encompassed a wide range of responsibilities, including Legal, Governance, Risk, Financial PR and Procurement.

Using the vast experience gained in both growth markets and challenging downturns, Jeremy is also now a qualified, trained Executive Coach & Mentor with his own practice, and currently undertaking a part-time Postgraduate Masters Degree in Coaching & Mentoring at Newcastle University.

Jeremy is also helping other companies with his experience by adding NED roles to his portfolio, and he currently serves as Chair of Audit & Risk on the Board of Optoma, a €245m Revenue global leader in the production and distribution of Visual Display products. Additionally, he is a NED at Leeds & Yorkshire Housing Association, plus two Early-Stage technology-led businesses.

### **Mel Ross**

Mel is passionate about helping private, public and third sector organisations humanise transformation. Humanising transformation leads to accelerated success and a safer, happier, and evolving human systems and earth. Pioneering the concept of Humanising Transformation as a standard within all change and transformation

Mel believes that leaders hold to human centred transformation in the first instance and the mindset, behaviours and competencies required to humanise transformation are specific. This is where the centre of Mel's work and mission focus – on supporting leaders, practitioners at the centre of change and organisational systems adopt the mindset that supports humanity centred practices to foster healthy evolving systems.

The journey to this professional mission has been supported through Mel's own practice in the world of change and transformation, and Mel's role as an entrepreneur, executive leader, and mentor-coach. The theme running through Mel's experience of success is how people focus and prioritise our personal and professional development to better support others.

