

Director Development Programme - Advanced Strategic Planning for Directors





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Duration

Two teaching days

Validating Body

University of Chester

Overview

Advanced Strategic Planning for Directors provides clarity and support to Directors around their role and responsibilities. In particular, strategic thinking, decision making, planning, and execution. Crucially, the module will give Directors a better understanding of strategic process and a renewed confidence around the formation, development and implementation of company-wide strategies.

This 2-day module will provide delegates with the ability to lead more strategically, highlighting the role of the Director and the Board in the formation, mapping and execution of organisational strategy. Through reference to leading research, current examples of best practice and case studies, this course will explore how to create, develop and deliver strategies that achieve company objectives and deliver real value for the broader organisation.

Through the knowledge and experience of the course leader and your peers, you will be encouraged to consider your own role alongside the Board, discussing relevant issues, challenges and solutions.

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. The programme will give you the essential knowledge, skills and confidence to improve your performance as a Director and, in turn, the performance of the Board.

Who is this course for

Whether you are an experienced long serving, newly appointed or an aspiring Director, this course will give you a fresh and unique insight into challenging but critical processes of effective strategic development and management.

Benefits

This course is for you if you want to...

- Develop critical thinking skills
- Develop and implement an effective organisational strategy
- Understand key elements of effective design, planning, research and stakeholder engagement
- Learn how to assess the strategic landscape, analysing the key strategic considerations
- Increase confidence to challenge and influence board level decisions and company direction
- Develop strategies for shaping and influencing change and transformation

Learning Outcomes

On completion of this programme, you will:

- Clearly understand the board and director's role in strategy development
- Understand strategic business planning concepts and how an effective board and senior leadership team creates, implements and manages organisational strategy
- Be able to design and manage a process for successful strategic organisational change
- Be well equipped to assess the strategic landscape, analysing the key strategic considerations both inside and outside the organisation
- Understand the range of tools and techniques in the delivery of a strategic plan
- Develop skills in strategic business planning and an increased awareness for what should be expected from senior leaders and managers in the business
- Develop the ability to lead more strategically, and to evaluate personal impact on the organisation and in the accomplishment of business benefits

Accreditation

The Postgraduate Certificate

Following completion of the Director Development Programme 'Advanced Strategic Planning 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 Leadership 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: The Board, Directors and Strategy

Key themes include:

- The Role of the Director and Board in Strategy Development
- Understanding the Relationship Between the Board and Strategy
- Unlocking the Potential of the Board and Directors to Develop Effective Strategy
- Establishing, Communicating, Implementing and Monitoring Strategy
- Analysing the Wider Context and Institutional Constraints

Session Two: Introducing Strategy: The Key Principles

Key themes include:

- Purpose, Vision, Objectives and Values Underpinning Strategy Development

Session Three: Analysing Context and Environment

Key themes include:

- Interpreting and Understanding the Internal Environment
- Reviewing Core Competencies
- Scanning and Understanding the External Environment Stakeholders and Competitor Analysis
- Tools and Techniques

Session Four: Identifying Strategic Options

Key themes include:

- Culture and Strategy – coherence
- The Business Lifecycle
- Strategic Considerations
- Sustainable Development Goals
- Make or Buy/Insource or Outsource

Session Five: Evaluation and Selecting Strategic Options

Key themes include:

- Assessing and Measuring Risk and Impact
- Financial Assessment and Impact
- Option Appraisal: Aligning with Vision, Objectives and Values
- Decision Matrix Analysis
- The Ladder of Inference

Agenda

Session Six: Implementing and Monitoring Strategy

Key themes include:

- The Fundamentals of Strategic Management
- Creating Buy-In: Clear Long-Term Vision and Direction
- Monitoring and Measuring Success: Identifying Critical Success Factors and Balanced Scorecard
- Tools and Techniques: Vmost, Balanced Scorecard
- Directors Responsibilities for Monitoring, Evaluating and Reporting
- Managing Deviation and Change

Next Steps:

Director Development Programme – Advanced Leadership for Directors

Director Development Programme – Finance for Non-Finance Directors

Director Development Programme – The Role of the Director and the Board

Director Development Programme – Strategic Marketing for Non-Marketing Directors

C-Suite Leaders Programme

Tutors

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.

Jed Hassid

Jed is a business growth expert, experienced in working with board level decision makers to define and implement key business strategies and so drive shareholder value. His main areas of expertise include strategic and business planning, strategic marketing and business performance improvement.

After completing his MBA, he worked as strategic marketing manager within a national professional services firm. He then worked as a strategic marketing consultant for a B2B market research business that involved working across the UK, Europe, the US and Asia-Pacific for a range of multi-national and UK based corporations. For the last 14 years, he has been working with high growth SMEs as they strive to achieve their true potential.

In support of his consulting and coaching work, Jed regularly designs and delivers practical workshops aimed at helping business leaders and managers learn and implement new skills and techniques as well as challenge existing ways of doing business.

He holds a BA (Econ) Hons in Economics and Econometrics and MBA from the University of Manchester and a Diploma in Company Director from the Institute of Directors. He is also an Emergenetics ® certified associate.

Pierson Stratford

Pierson has 15 years' experience as a consultant and facilitator, specialising in leadership, management and coaching. Experienced in the design and delivery of people development, Pierson uses coaching psychology to engage with leaders at all levels, supporting them to; be, have and do more.

Highly experienced in talent development, from managing large graduate programmes to developing directors and senior leaders for global brands at an international level, Pierson adds value by making learning stick, while turning new knowledge into practical skills.

David Clouston

David's experience stems from 33 years in the British Army where he reached a senior level. He led and managed soldiers throughout his career and was particularly involved in the interface between operational and strategic decision making. He has also been responsible for a number of change programmes and has been a Deputy Chief of Staff to a number of large organisations over that time.

He has held several Board positions and is currently a Non Executive Director for Believe Housing as well as a trustee for his regimental charity. He has enjoyed the overlap between the public and private sectors and is a keen advocate on through life professional development. He is a member of the Institute of Directors and currently holds their Certificate and Diploma in Company Direction.

Tutors

He has coached several individuals over the years and is a qualified executive coach with a Post Graduate Certificate from the Henley Business School. In addition he is a keen advocate for mentoring and has mentored for 2 years on the National 30% club which aims to get greater representation on boards by women.

He became a Fellow of the Chartered Management Institute and gained Chartered Manager status in 2020 and amongst other formal qualifications also holds a MBA and MSc in National Security Strategy.

He is passionate about helping others and would cite Integrity and Respect for others as core values.

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.

Alex Firmin

Alex is an experienced and dedicated education consultant and trainer. His core skillset is the design and delivery of engaging personal and professional development programmes. He is adaptable and comfortable working at any level in the organisation, from front line leaders to the Board.

Prior to working in consultancy Alex was an army officer (making it to Major). A natural diplomat, Alex studied Pashto (the language of Southern Afghanistan) and held a leadership role in supporting reconstruction and development, primarily in Helmand Province, Afghanistan. Alex supported the development and delivery of the army's global Security, Leadership and Strategy programme, and later worked to establish the curriculum for Afghanistan's Officer Training Academy, in Kabul.

Alex has built a consultancy business and delivered a diverse portfolio of organisational development projects. He works across all sectors and his clients include the NHS, NATO, Barnardo's, Home Bargains, a variety of Academy Trusts and schools, and many smaller businesses and charities. Alex has worked closely with the Chartered Management Institute, and routinely lectures on MBA and Director Development programmes for the Universities of York, Chester, and East London. Alex maintains a high level of currency and is currently developing programmes focussing on Distributed Leadership, and Managing Neurodivergent Colleagues.

Alex holds three Master's degrees: Educational Innovation, Psychology, and Occupational Psychology. He is married to Katherine and has two children and two Labradors.

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 an Institute of Leadership & Management-qualified and 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. He currently serves as Chair of Audit & Risk on the Boards of Optoma, a €245m Revenue global leader in the production and distribution of Visual Display Products & Solutions, and One Heritage Group PLC, a fully-listed Property Development business. Additionally, he is a NED at Leeds & Yorkshire Housing Association, plus an early-stage technology-led business.

