

# Senior Leadership Programme

- CMI Level 7



CMI Awards

**FINALIST**

Outstanding Training  
Provider of the Year 2022



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- CMI Level 7



## Duration

Four teaching days

## Validating Body

CMI

## Overview

In today's fast-changing business environment, the need for highly skilled leaders is more critical than ever. To succeed, executives must have a well-rounded skill set that not only advances their own careers but also builds resilient, high-performing organisations.

The CMI Level 7 - Senior Leadership Executive Programme offers a transformative experience, providing you with the leadership, strategy, and communication skills essential for ensuring your organisation's long-term success.

The programme brings together leaders from various sectors to develop a deeper understanding of the dynamics within their teams, share best practices, and assess and enhance their personal leadership approach.

You won't be taught basic managerial skills! You will explore a range of different leadership styles, building on skills you already have through reflecting on and analysing your own approach working on your emotional and political intelligence.

This engaging programme will allow participants to develop a sound understanding of applicable leadership models to work more effectively with complex leadership challenges and relational dynamics, their practical application through real-world examples, case studies, activities and discussion.

Extending beyond the individual, the programme explores the importance of culture, collaboration and high-performing teams. Collectively, this will provide the foundation for strategic thinking and planning, enabling participants to apply their learning to their own role and the broader organisation.

The programme combines the expertise of industry practitioners with academia into a unique learning experience, designed to equip you with enhanced leadership skills. Providing a platform to learn, reflect and grow, this programme offers you the opportunity to invest in your continued professional development.

You will have the flexibility to choose your preferred start date for each programme, allowing you to seamlessly fit your learning commitments around your existing personal and professional responsibilities. Additionally, you will have the exclusive opportunity to connect with a dynamic network of like-minded peers and expert faculty.

## Who is this course for

Are you a senior leader seeking to amplify your personal impact? Do you want to boost organisational performance and expand your professional network?

If so, the CMI Level 7 Senior Leadership Programme might be the ideal opportunity for you.

This intensive four-day accelerated programme is designed to support senior leaders in expanding their leadership capabilities, building strong support networks, and fostering effective high performing teams.

The programme is open to professionals operating at senior or director level within their organisation, whether in central government, the wider public sector, or in private and not-for-profit sectors.

How you'll benefit:

- Address real-world leadership and organisational challenges
- Refine your personal leadership style and improve organisational effectiveness
- Sharpen your skills on strategy development and execution
- Challenge your thinking and gain fresh insights
- Collaborate with senior leaders from various sectors
- Put your leadership skills into action through experiential learning

\*Please note that some of the materials and objectives may be subject to change depending on discussions, activities and needs of the cohort upon reflection of delegate responses to the pre-programme questionnaires.

## Learning Outcomes

On completion of this programme, delegates will:

- Have a clear understanding of the senior leaders' role in overall leadership and effective management of their team and organisation,
- Apply evidence based insights to inspire, influence and build high performing and effective teams,
- Effectively facilitate, build, communicate, and measure organisational strategies,
- Evaluate and influence your organisation's culture,
- Lead organisational change and transformation with agility.

## Qualification

### The CMI Level 7 Certificate in Strategic Management and Leadership

#### Assessment

The CMI Level 7 Certificate in Strategic Management and Leadership is designed for directors and senior managers who have the authority and personal inspiration to translate organisational strategy into effective performance.

This qualification requires senior and aspiring senior leaders to build on their skills in strategic management and leadership and to focus on the requirements of inter-organisational strategy. You will be required to take the theory, thought leadership and research discussed on the programme, and implement it in your professional life by focusing on your own leadership development, and positively challenging organisational strategy.

You will be required to complete two 3,500 – 4,000-word written assignments that require taught theory to be applied to the organisational context:

- Unit 704: Developing Organisational Strategy
- Unit 714: Personal and Professional Development for Strategic Leaders

#### Support

As part of your course fee, you are given unlimited access to post-classroom tutorials. These are organised monthly and run by CMI-qualified tutors to help guide learners through the assignment writing phase.

## Chartership (CMI Chartered Manager)



Those learners that successfully complete and are awarded the Level 7 Certificate in Strategic Management & Leadership are eligible for 'Fast Track' to Chartered Manager status. This route builds on the completion of your eligible CMI qualification and provides a fast-track assessment process taking into account your prior learning with CMI. (Note - There is a separate cost for this and the application and payment are made directly to CMI) - For further information visit - **CMI Chartered Manager**.

Gaining Chartered Manager status involves completing a holistic assessment that is underpinned by the **CMI Professional Standard** for Management and Leadership. It provides you with a fantastic opportunity to reflect on your recent workplace achievements and how you effectively apply your management and leadership skills.

## Agenda

### **Session One: Self as Leader**

Key themes include:

- Consider emerging leadership theories including Inclusive leadership, Eco-leadership and Distributed Leadership frameworks,
- Self-awareness, authenticity and emotional intelligence,
- Key challenges and opportunities for leaders in the strategic environment,
- Understanding the role of personality and difference in high performing teams,
- The role of personal and professional development in strategic leadership capability
- Maximising your contribution to the team
- Reflective practice

### **Session Two: Building and leading high performing teams**

Key themes include:

- Interpreting, influencing, and working through organisational values and culture
- The key components of high performing teams
- Developing psychological safe environment
- Conflict and difficult conversations
- Influence, communication and collaboration in digital age
- Productivity and performance through inclusivity
- Coaching and mentoring
- Physical and mental wellbeing.
- Reflective practice

### **Session Three: Business Planning and Building a Strategy**

Key themes include:

- Horizon scanning and engaging with the complex external environment,
- Adapting and responding as a leader to external factors in a fast pace technological, digital and uncertain environment
- Environmental, Social, Governance considerations for developing and evaluating strategy,
- Design and systems thinking, and business improvement planning,
- Problem solving and decision-making frameworks,
- Facilitating and leading strategy in your context,
- Strategy in the face of complexity (The Stacey Matrix)
- Strategic workforce planning
- Implementing and evaluating strategy with a range of significant metrics.
- Reflective practice

## Agenda

### **Session Four: Strategies and models for leading change**

Key themes include:

- Psychological and practical considerations for change leadership,
- Change management models and theories,
- Developing a change management plan for your organisation,
- Storytelling, and communicating change effectively,
- Engaging and aligning stakeholders,
- Measuring change success
- CMI qualification
- Reflective practice

### **Session Five: Reflecting on your purpose as a leader**

- Personal Action Planning (PAP)

## Tutors

### **David Smith-Collins**

David is an inspirational Executive Coach and Leadership Mentor with two decades of experience in people development. He is a Law Graduate (LLB), a Chartered Fellow of the CIPD and he holds an MA in Coaching and Mentoring, a post graduate diploma in Criminology and an MA in Organisational Management and Economics.

David has worked with colleagues at all levels in organisations in sectors including petrochemicals, telecoms, IT, banking and finance, construction, aviation, higher education, ministry, transportation, security, military and customer service. He has a motivational and supportive coaching style.

With more than 30 years in policing, his career has involved strategic planning, performance delivery, security management, risk management and disaster recovery. He is an accomplished strategist. David has extensive experience of operating at a strategic level in public, private and third sector organisations, both in the UK and internationally, bringing a broad spectrum of knowledge, awareness and expertise across a wide range of subjects and disciplines.

## Tutors

### Justin Collinge

Justin runs an award-winning training consultancy based in South Devon. He's had a varied journey up to now, having been a school teacher (12 yrs), full-time pastor of a church (10 yrs), Crew Commander in the fire brigade (15 yrs) & business leader (15 yrs). He is the author of two books & has started 4 businesses, with the last one bought just recently by EY. His consultancy is focused on Leadership Development & Culture change. He's partnered with businesses across several sectors, including media (e.g. Sky, The Discovery Channel), hospitality & entertainment (e.g. Wagamama, Merlin Entertainments), retail (e.g. The White Company, Harrods), & energy (e.g. nPower, EDF Energy).

### 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.

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.

### Charlie Lambert

Charlie brings over 35 years of military leadership experience; first as a practitioner in combat operations, followed by specialisations in leadership assessment, individual and team training and development, and its practical application at Board level delivering change programmes. A former President of the Army Officer Selection Board (AOSB), and College Commander at the Royal Military Academy Sandhurst, he delivered a root and branch review of the AOSB process making recommendations for timely evolution, which are currently being implemented.

He has led troops on operations in the Middle East, Northern Ireland, the Balkans and Afghanistan. In addition, he has delivered change programmes streamlining MoD business. At Board level, he has experience as a team member and Chair, working with international military, civilian authorities and commercial organisations delivering national policy, individual and organisational training solutions, change and community projects.

Most recently he has set up his own small farming business, and an associated team project promoting environmental land management.



## Tutors

### 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.

### William McKee

Starting out as a civil engineer responsible for large infrastructure projects, William became fascinated with the people side of business. Now a qualified business psychologist, and executive coach, he aims to bring a refreshingly practical approach to culture, people and performance. Over the last 10 years, he has worked with leaders and managers in organisations like British Airways, the Met Office, Bombardier, the NHS and multiple local authorities. He also spent time supporting SMEs and start-ups as well as working in the Middle East with one of the world's largest food producers. As a result, he can relate to a wide range of people and organisational contexts.

Credentials:

- Member of the International Coaching Federation (ICF) and holds the Associate Certified Coach (ACC) credential
- Lecturer with Henley Business School, teaching on its Professional Certificate in Executive Coaching (PCEC) programme
- Holds a Team Coaching Certificate from the Academy of Executive Coaching (AoEC)
- Holds a foundation certificate in Nancy Kline's Time to Think coaching method
- Recently interviewed for the book Coaching with Research in Mind on utilising psychometrics with coaching, as he aims to strike a balance between practical 'rules of thumb' and the latest evidence-based research.

### James Willerton

With more than 10 years of business consulting and professional service experience, James has developed a well-rounded and practical perspective on strategic development and human capital development at all levels and cross-industries both nationally and internationally. With a focus on innovation in strategy development, James is a certified 'exceptional trainer'. He has a diverse background in business management, innovation, strategy development, organisational development, recruitment and operations.

During his role in recruitment, James applied advanced psychometric techniques and personally assessed over 1,000 candidates for client's businesses, as well as his own. Combined with coaching, this has given him an advanced experience of dealing with the human psyche and obtaining optimal results for human capital and organisational development.

James has a very approachable manner, with valuable real-world experience as an employer and a senior consultant to a wide-range of industries and organisations.

## Tutors

### **Dr Victoria Smith-Collins**

Dr Victoria Smith-Collins, Managing Director of Smith-Collins International, is one of our most experienced trainer-facilitators and coaches. Victoria has more than 20 years of academic and corporate experience that spans international markets. She has trained and supervised academic programmes up to MBA level (including delivering lectures, tutorials and dissertation supervision). Victoria has also worked extensively with the Chartered Management Institute, delivering programmes, examining and verifying assessment work.

Victoria specialises in leadership and management development, with a focus on strategic leadership, consumer psychology (the subject of her PhD), organisational development and change management. She has worked internationally for 13 years, for an international training institute and has headed the Learning and Development function at one of the Middle East's largest regional banks.

While at the training institute, Victoria developed a number of professional UK-based programmes (including those from CMI and CIM). She logged more than 1,500 hours of training and facilitation for professionals from the financial services sector and other public and private sector organisations. Before moving to the bank, Victoria took on a senior business development role which primarily involved consulting with key clients (cross-sectors) and partnering with them to understand their development needs and tailor programmes to fulfil those needs.

While at the bank, Victoria also took the role of HR business partner which involved working closely with departments on strategic change management projects. The role involved many hours of coaching at multiple levels, from junior up to senior executives. Trained as a coach through the Institute of Leadership and Management (ILM, UK), Victoria has over 1,500 hours of international coaching experience that crosses industries. Executive coaching is indeed one of her passions and her track-record of results is outstanding.

### **Liam Moran**

Liam is a highly experienced and versatile Learning and Development consultant, trainer and coach. He brings over 25 years multi-industry expertise, both as a leader and manager himself and subsequently as a developer and deliverer of effective blended learning programs for all levels, including C-suite. Liam brings credibility and gravitas to the learning process, building excellent rapport and productive relationships. He is also an experienced interim manager and speaker at conferences and seminars.

