

DIRECTOR/SENIOR-LEVEL SKILLS DEVELOPMENT

Fundamental Business Leadership Skills for Directors, Boards,
Senior-leaders & Heir-apparents; to run their business units
legally, ethically and sustainability into the long-term



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About the Enrichyou Business Academy

The Enrichyou Business Academy has been delivering individual director and senior-level development for over 20 years. Like a 'Sandhurst For Leaders', we like to think of our Academy as offering the business equivalent of officer training in the military. To that end, it's not just about knowledge and skills; it is also about developing the character and behaviours associated with good business leadership – delivered in a style that will resource every director and senior-leader for the entirety of their working life.

Our workshops and development programmes are designed to equip Directors, Heir-apparents, Senior Trading-unit Managers and General Managers with vocationally universal skills that can be quickly translated into learned and repeatable behaviours back in the workplace. Our aim is to develop these business leaders to think and behave with integrity and long-term sustainable intent at the core. Our Business Academy programmes are distinct from our inhouse retained service, which is designed to enable businesses to navigate sustainable growth, whilst delivering the levels of agile and organisation-wide leadership development needed to facilitate the next phase or era of business.

Speak to us about which approach is best for your business.

Outcome Guarantee

Every Academy programme comes with a 100% money-back guarantee.

After completing each stage of development, if a delegate is unable to confidently assimilate their learning in your organisation at a level that adds more value than the amount of investment, we will repeat the module free of charge or refund you the equivalent value.

Clients past and present...



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Why Business Academy?

The Enrichyou suite of Business Academy workshops and programmes are designed to instil the highest levels of confidence, competence and skills 'ahead of time' for those in (or approaching) a director/senior-level business leadership role – as well as helping new-to-role directors and executives get to grips with the statutory and ethical expectations required of them in running a sustainable business.

Accessed through our range of 1-day, 3-day and 10-day structured workshops and programmes – or through a more nuanced Executive Coaching approach to development – the focus of Business Academy is to develop leaders to hone their expertise and business skills to assure their tenure; and leave their business or function in a better shape than it was when they started. Business Academy is the ideal development solution for:

- CEO/MDs • Owner/MDs • Senior/Functional Heads
- Director-designates • Business/Functional Heir-apparents
- GMs & Trading Boards

Business Academy trains directors and senior business leaders to run their businesses with commercially sustainable intent, integrity, and with market-leading and customer-focused lenses of products and service that build real value – leaving them 'at choice' to remain independently owned into the long-term. With a focus on personal leadership and sustainable trade, we look to train out short-term thinking and corporate-style behaviours that can lead to over-leveraging the business and mortgaging the future with unsustainable debt.

Unlike traditional business schools, our approach is personal and focused on your business to deliver instant results and repeatable skills. Speak to one of our team to find out more.

“This isn't what they teach you at business school!”

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DIRECTOR/BOARD-LEVEL SKILLS & KNOWLEDGE

1-day Skills Workshops
(x7 individual days)

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Essential Board-level Workshops For Directors & Business Leaders

The Role Of A Director

Director's Legal Duties & Responsibilities

Board Membership, Dynamics & Remit

Business Integrity & Governance

Brand, DNA & Sustainable Trade

Business Trading Performance

Visionary Leadership

Who are these workshops for?

- For directors with gaps in knowledge or lacking confidence in their broader ability to contribute at 'whole trading entity' level
- New-to-role directors or those in their first few years at Board-level, to cement the foundations of knowledge and competence needed to contribute fully and successfully

Purpose, Benefits & Outcomes

- Primary Director/Board-level skills to be taken in series or to fill gaps in knowledge. Cements fundamental performance and competencies

DIRECTOR/SENIOR-LEVEL BUSINESS GROWTH SKILLS

3-day Skills Programmes
(typically taken over 3-months)

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The Three Dimensions Of Business Growth

Enabling Leadership

Unlocking the full capacity and capability of your people for organisation-wide performance, including systemic leadership & collaboration

Innovation & Trade

Developing the trading vision to deliver & manage a 10-year business strategy aligned to market, including innovation, trading life-cycles and leading for success

Change & Project Leadership

Designing the future and shaping a business case for board-level decision making, including definitions, planning and project phases

Who are these programmes for?

- Business/Trading Unit Managers, Senior-leaders & Directors who need to build and navigate a sustainable growth strategy 'ahead of time'
- These programmes can be taken 'in series' or can be used to fill gaps in skills or strategic knowledge & understanding
- Programmes can be delivered 1-to-1 or in a trading team set-up to address any presenting bottle-necks in the business to drive strategy and growth. Ask for details

Purpose, Benefits & Outcomes

- Skills needed to grow the business and prevent stagnation or bottlenecks in progress along a sustainable growth path

DIRECTOR/SENIOR-LEVEL ROLE-FORMATION & DEVELOPMENT

10-day Role-formation Programmes
(typically taken over 12-24 months)

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New-To-Role / Heir-Apparent	Director of a Small Business	Director of a Growing SME	Director of a Large Business
Introduction To Sustainable Business & Trade	Managing Self & Being On-Top-Of-Role	Role Orientation As Director Of A Sustainable Business	The Role of CEO or Group/Divisional MD
Sustainable Business Management	Managing The Day Job & Trading Performance	Managing Annual Budgets & Trading Performance 'as is'	Sustainable Growth - Purpose, Vision & 10-year Strategy
Sustainable Business Leadership	Managing Growth With An Entrepreneurial Mindset	Shaping Future Growth / The 5-year Plan	Sustainable Business Management
<p>Who is this programme for?</p> <ul style="list-style-type: none"> • Heir-apparent / Director-designate intending to move up to a leadership position at some point in the near future, or already in role • Preparing the individual to confidently take up MD-level responsibility • Any size business 	<p>Who is this programme for?</p> <ul style="list-style-type: none"> • Entrepreneurs and Owner/MDs of small businesses looking to develop business systems for growth and trading stability • Typically with annual turnover of less than £1M and with up to 10 employees 	<p>Who is this programme for?</p> <ul style="list-style-type: none"> • Owner/MDs or employed MDs looking towards the next-generation of leadership and business succession (family or otherwise) • Typically with annual turnover of £1M-£20M and with up to 250 employees 	<p>Who is this programme for?</p> <ul style="list-style-type: none"> • Trading-focused Managing Directors or Divisional MDs with internal promotion prospects within a group structure • Typically with annual turnover of £20M-£250M and with up to 2,000 employees
<p>Purpose, Benefits & Outcomes</p> <ul style="list-style-type: none"> • A foundation year of education-based development to orientate a senior-leader to take up a director-level role at some point in the future. 	<p>Purpose, Benefits & Outcomes</p> <ul style="list-style-type: none"> • Develops business owners in-situ to run their business in a universal way and build the foundations of sustainable business practices 	<p>Purpose, Benefits & Outcomes</p> <ul style="list-style-type: none"> • Develops MDs of SME businesses to run an annual cycle of their business, whilst creating sustainable vision, strategy and future succession 	<p>Purpose, Benefits & Outcomes</p> <ul style="list-style-type: none"> • Develops CEOs, Group MDs & Divisional MDs to take over the helm of an already successful business or business unit and design an era and tenure of sustainable business

Director & Senior-level Development

The nature of 'whole entity' responsibility for legal directors means that both error and lost opportunity can have significant commercial impact. Without appropriate knowledge, training and competence, directors and senior leaders can unwittingly cause an entity into potential decline. However, with pertinent training and broad competencies, these same leaders can successfully and sustainably grow their business into the next era.

Investment in Business Academy development programmes and workshops, chosen at the right time (ideally ahead of time) for each individual, can help formalise the skills and develop the character that unleashes the hidden potential of the business and the people in it.

1-Day Skills Workshops

Essential Skills For Directors & Boards

Face-to-face Development (Small Groups)

- **£745 + VAT per person***

* minimum 4 delegates. Each additional delegate @ £495 + VAT. Discounts may apply where multiple workshops are booked. Venue costs are the responsibility of the client Ts&Cs apply.

3-Day Skills Programmes

Fundamental Business Skills For Directors & Senior Leaders

Face-to-face Development (Small Groups)

- **£1,995 + VAT per person***

* minimum 4 delegates. Each additional delegate @ £1,275 + VAT. Discounts may apply where multiple workshops are booked. Venue costs are the responsibility of the client Ts&Cs apply.

12-Month Role Formation Programmes

Foundational Development For Senior Leaders & Heir-Apparents

Face-to-face Development (Individuals or Pairs)

- **New-To-Role / Heir-Apparent programme**
£9,995 + VAT single delegate**
- **SME Business Director programme**
£11,995 + VAT single delegate**
- **Small Business Director programme**
£9,995 + VAT single delegate**
- **Large Business Director programme**
£17,995 + VAT single delegate**

** additional delegate cost on application. Budget/payment plans available, ask for details. Commitment to full programme only begins after completion of Phase-I Orientation (Days/Modules 1-3). Venue costs are the responsibility of the client. Ts&Cs apply.

Director / Board-level Skills Development

ONE-DAY WORKSHOPS

Essential Skills For
Directors & Boards

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THE ROLE OF A DIRECTOR

(Role Alignment, Orientation & Duties)

Purpose of this workshop

Taking 'whole entity' responsibility for the first time can be daunting. This programme orientates a person into the role of a director with the right lenses, mindsets and framework of accountabilities, responsibilities & legal duties. There is much to learn – self-awareness, trading competence, people & organisational requirements, business infrastructure, the legal landscape and the economic environment as a whole. All need to be factored into your specific role and attended to with appropriate amount of focus and diligence. This workshop will prepare you for your role.



“This has given me real clarity to the way to approach my role”

What is covered?

This workshop provides tools and processes that can be repeated over an entire career as a business leader

- **Your Readiness To Lead The Whole Entity**
- **The Universal Role Of A Director**
- **Legal, Trading & Organisational Business Forms**
- **The Economic Landscape & Sustainable Business Imperative**

What this 1-day workshop will enable delegates to do

- To include all aspects of a director's job into your thinking and approach to the role
- Identify role comfort-zones and blind-spots
- Adopt the responsibility of being an/the architect of the business and creative shaper of the future
- Hold the mindsets of the job with stability and confidence to be able to approach your 'whole entity' responsibilities

What you will learn as knowledge and repeatable director-level skills

Your readiness to lead at 'whole entity' level

- Understand the natural and creative responsibilities of your director-level role
- Understand the legal and statutory responsibilities of your role and the duties from Companies Act 2006
- Appraise your life path to the point of stepping-up to director-level to understand your strengths & gaps

The universal template of director and your specific personal approach relevant to business situation and era

- Define your perfect role and approach it in such a way that you can update yourself along the journey
- Understand the differences between sub-entity leadership roles and those of a legal director
- Identify the capacities and capabilities needed for you to succeed in your role

Successful and sustainable business

- Clearly define your business purpose (the 'why') and business model (the 'what')
- Define your business entity, legal form and structure (the 'how')
- Design and shape your business organisation's culture (the 'who')

The economic landscape

- Understand the economic system that you are a part of – locally and globally
- Define the strategies that support the long-term sustainability of your entity
- Identify the primary risks and required protection strategies for your business

LEGAL DUTIES & RESPONSIBILITIES OF COMPANY DIRECTORS

(Understanding The Legal & Statutory Framework Of Company Law)

Purpose of this workshop

This workshop exists to give you a thorough trip around the UK's legal and statutory frameworks that impact upon the role of a director.

The well-known Latin phrase, "ignorantia juris non excusat" applies to the role of a director in company law as much as it does in any other area of the law. Whilst a good moral code goes a long way to avoiding most legal situations of human interaction, minimum wage breaches or protected characteristics discrimination are examples of specific knowledge that directors and business leaders must come to know.



"Ignorance of the law is no excuse"

What is covered?

Understand the laws & statutory duties that affect a business environment broken into four areas

- **Companies House & Statutory Obligations**
- **The Legal Duties & Role Of Directors**
- **Trading Laws Specific To B2B & B2C**
- **Employment Law & The Workforce**

What this 1-day workshop will enable delegates to do

- To anchor your role with a thorough understanding of the legal and statutory frameworks of the UK
- To establish the knowledge, behaviours and best practices that avoid falling foul of the law generally
- Put in place prevention and remedy when going about your business

What you will learn as knowledge and repeatable director-level skills

Companies House regarding the existence of a business entity

- Understand the law regarding existence and cessation of legal presence and the ability to trade
- Understand the statutory responsibilities connected with a legal existence to trade
- Understand the purpose, scope and protection of trading activities through patents and trademarks

Company Law regarding the role of directors

- Understand the Companies Act 2006: duties, obligations and risks of non-compliance
- Understand the difference between ownership & directorship and the relationship between the two
- Understand the implications and recourse by the state where breach of duties are proven

Trading Law concerning B2B and B2C

- Understand the law of contracts sufficiently to navigate both selling and fulfilment of contracts
- Understand Consumer Rights sufficiently for both physical and online trade
- Understand the distinctions between 'a general offer', 'a verbal contract' and 'a signed contract'

Employment Law and the workforce

- Understand the primary legislation concerning the workplace and its environment, including H&S
- Understand the employment contract and its interface with policy & specific job responsibilities
- Understand the process and powers of employment tribunals and how to avoid them

BOARD MEMBERSHIP, DYNAMICS & REMIT

(The Purpose & Powers Of The Board)

Purpose of this workshop

This workshop forms a director to sit on a legal and / or trading-Board and be able to fulfil their role and duties at the right level. The blend of business strategy and tactical thinking, along with the blend of skills and behaviours needed in a Board environment is significant. Decisions are made with far-reaching implications and consequences. In most roles we learn by experience and pick up new skills along the way. In a collective environment however, the risk and complexity is so diverse that formal training at Board-level should be taken by all directors.



“If you want to go fast, go alone. If you want to go far, go together.”

What is covered?

This workshop takes a director through a four-stage understanding of a Board's role and responsibilities

- **Your Role As A Board Member**
- **The Function Of A Collective Board**
- **Board-level Decision Making**
- **Business-wide Sustainable Thinking**

What this 1-day workshop will enable delegates to do

- Sit comfortably in Board meetings knowing who you are as a person, what role you fulfil and how collective responsibility works
- Navigate the Board dynamics of collective decision-making vs. independent judgement across the whole range of issues
- Approach sustainable growth through the lenses of purpose, vision and performance

What you will learn as knowledge and repeatable director-level skills

Your role as a Board-member

- Find reassurance in yourself to accept the level of responsibility that Board membership entails
- Understand your personality, functional role, collective role and the responsibilities that you carry
- Reconcile your individual role and functional purpose so that no conflicts exist at Board-level

The collective function of the Board

- Be clear on the raison d'être of the business and the purpose of the Board
- Understand the style/approach of the Board as a team and the shape of Board dynamics
- Learn to voice your independent judgement in a way that creates and amplifies Board unity

The art of Board-level decision-making

- Understand individual knowledge and wisdom as Board-level filters for discussion
- Learn how to follow both process and content at both 'intent-level' and 'issue-level'
- Understand clarity, insight, agreement and action as separate phases of the decision-making process

Sustainable intent and business growth

- Understand the importance of mission, purpose and vision as part of the sustainable quest
- Learn how to distil and make intention-led, priority decisions to define 'what next/where next'
- Contribute to a whole entity dashboard to be able to measure success and progress of the business with Board-level oversight for ongoing performance

(Protecting & Nurturing The Whole)

Purpose of this workshop

This workshop exists to seed the process of good governance from the roots and at the right level of definition for independent and sustainable businesses. There needs to be a complete and rounded governance scope so that all dimensions, aims and objective of good business governance are covered. This workshop can be used to assess and update existing levels of governance, or to start the process of designing a new governance framework.



“Perfect for leaders who stand for integrity and an ethical approach to business”

What is covered?

This workshop provides an approach and template by which to engage in the process of 'good governance'

- **Purpose, Roots & Scope Of Governance**
- **Governance Structure & Framework**
- **The Process & Method Of Governance**
- **Auditing, Review & Changing Behaviours**

What this 1-day workshop will enable delegates to do

- Learn 'good governance' by holding a 'plumbline of integrity' over your organisation
- Create, update or improve the function of governance as it currently exists
- Revise your approach to governance and set in place prioritised plans to update
- Understand the governance framework required for independent, sustainable business

What you will learn as knowledge and repeatable director-level skills

Purpose, roots and scope of governance

- Learn to capture the description and definitions needed to set 'timeless purpose'
- Learn to define the entities involved in ownership and the constitution that exists between them
- Learn to cover the dimensions of a business that need governance focus and inclusion

Governance structure and framework

- Learn to state the consequence of good governance by way of objectives within the framework
- Learn to pull together a framework that achieves the purpose and scope defined above
- Learn to define the measures of achievement, compliance and alignment to 'good governance'

The process and method of governance

- Learn to define the system and processes that will be the way governance is engaged with
- Learn how to construct processes so that policy, process and procedures are engageable
- Learn to see governance processes as needing continuous communication, training and user buy-in

Auditing, review and changing behaviours

- Learn how to set-up rolling schedules of audit so that governance is current, live and working
- Learn how to use review as a means for continuous improvement and positive adjustment
- Learn how to redraw lines of governance to loosen or tighten cultural behaviours

(The Foundation Of Commercial Sustainability)

Purpose of this workshop

This workshop equips business leaders with the skills to approach 'trading' as the primary purpose of the business and how to go about setting things up for your organisation to perform and grow. Business should be conceptually very simple, but can get dragged down into the weeds of managing finance & admin or getting lost in legal & statutory obligations. The basis of sustainable trade has some core principles that need to be learned and held strongly to make sure that a business or business division can grow in the right, sustainable direction.



"...a tangible outcome that has meant something real to my business!"

What is covered?

This workshop provides tools and processes that can be repeated over an entire career as a business leader

- **Integrity Of The Business** (Brand & DNA)
- **Sustainable Trade** (The Offer, Industry-level Excellence & Sustainable Margin)
- **Business-wide Leadership** (Skills & Culture)
- **Short & Long-term Goals** (Business Growth)

What this 1-day workshop will enable delegates to do

- Learn the different trading dimensions of your organisation that set-out the reasons why your business can exist into the long-term
- How to align managers and leaders in the business to 'buy-in' to the DNA of the organisation
- Enable a culture of pride in which people want to come to work to perform at their best in order to improve systems and processes

What you will learn as knowledge and repeatable director-level skills

Integrity of the business

- Define the business DNA as the springboard from which everything in the business occurs
- Understand the brand from a customer perspective so that business is known and trusted
- Distinguish the levels of excellence attached to your trade and the guarantees that accompany it

Sustainable trade

- Define the offer(s) available to your market and the value you can create for your customers
- Design the supply/value-chain that is needed to achieve market-leading expertise in your industry
- Understand the profit/value-add/sustainability of your business using 'contribution-accounting' methods

Business-wide leadership

- Understand the importance of communication by proactively sharing business purpose with your team
- Practice the construct of a business growth/business improvement plan as an example of what all leaders must be able to present as part of their role to create business solutions with value-add
- Define the attributes of your current leadership & management culture and identify what needs to change

Unlocking short and long-term team performance

- Learn how to enable your managers and leaders to operate from being 'on-top-of-role'
- Learn how to help your managers to lead and to share their role priorities proactively and effectively
- Understand the importance of wellbeing & person-centred leadership to unlock individual performance

TRADING PERFORMANCE MANAGEMENT

(Managing Monthly, Quarterly & Annual Trade-cycles)

Purpose of this workshop

This workshop aims to help enable directors to set-up their business for monthly, quarterly and annual trading cycles. With this 'dashboard' set into place, directors will have visibility and control of the path ahead, along with the metrics to navigate decision-making with. Whether a business is struggling and on the back foot, or whether it is smashing targets across all functions, in the long-term directors have to understand, prepare for and deal with all business seasons. Designing the right metrics and reporting mechanisms will inform decision-making and allow the business to be steered safely into the future.



“You can't manage what you can't measure!”

What is covered?

This workshop focuses on the four parts of a performance management process from market to financials

- **Product/Offer Market Matrix**
- **Sustainable Business Strategy**
- **Business Planning & Budgets**
- **Trading Performance Dashboard**

What this 1-day workshop will enable delegates to do

- Establish the process and disciplines of the offer and 'starting with the customer' strategies to drive market-led trading performance management
- Take the current business reality and learn to shape the future with hard metrics and data
- Have the confidence in the visibility by which to invest and trade forwards with

What you will learn as knowledge and repeatable director-level skills

Market-led performance

- Describe the business offer/offer range(s) and their share of your industry marketplace
- Construct a Product Market Matrix or Offer Market Matrix that illustrates core business revenues
- Define existing market activity and areas for new product/service development and market launch

Sustainable business strategy

- Understand the backbone of the design process and structure upon which a business is built
- Learn how to construct your own '15-minute Strategy' as a repeatable exercise to assure trade
- Assess the alignment and impact of your strategy on current year and future trading outcomes

Business plan and budget

- Learn the '15-minute Business Plan' process which can be used repeatedly in your role and career
- Construct a plan and budget for the current trading period to sense-check your trading reality
- Plan a schedule of 15-minute Strategy/Business Plans to get all trading elements to work in synergy

Trading performance dashboard

- Understand the principle of 'know your numbers' so that decision-making has quantified metrics
- Construct a whole business or new project trading dashboard with the critical KPIs on display
- Come to hold key business ratios and critical numbers as a 'constant input' to your decision-making

Purpose of this workshop

This workshop exists to develop the visioning and creative skills needed to forge a business from the unknown dimensions of future trade.

The other one-day workshops in this series are about individual aspects of the business that already exist and are tangible. This workshop is about unlocking and channelling the creative and visionary dimensions to your director-level role; the customer need, the offer, the market and the ability of your business to create, serve and adapt with the times.



“Wanting is not enough...
to achieve, we must do!”

What is covered?

This workshop provides a fundamental and repeatable skills for capturing our natural creativity in a business environment

- **Leadership, Vision & Purpose**
- **The Creation & Innovation Process**
- **Making The Business Case For Change**
- **All-round Stakeholder Buy-in**

What this 1-day workshop will enable delegates to do

- Learn to lead your business entity through the lens of innovation – the critical ingredient to creating a sustainable future
- Model your vision to demonstrate and implement a pragmatic culture of industry-leading progress
- Shape the outline of your business-case to help you influence relevant business decision-makers & stakeholders

What you will learn as knowledge and repeatable director-level skills

Leadership, vision and purpose – being grounded in reality

- Learn to define the commercial map of which your business is a part; and how the variable and natural forces of business evolution and economic change are impacting your business future
- Assess your current situation and leadership role so that any plans for the future are part of an ongoing continuum and not your own projection, anxiety or change for change's sake agenda
- Define responsibilities and obligations so that anything new fits the business DNA & Raison d'être

The creation and innovation process – bringing your ideas to life

- Understand your own natural creativity and obligation to shape future business needs
- Use the creation process to explore a business idea in both an informal and formal way
- Use the innovation process to shape, model and/or prototype a product/service and define its value

Making the case for change – from idea to business case

- Articulate the future (good or bad) using a 90-day visioning process to state your case
- Communicate a better future and the outcomes required of a change/innovation process
- Structure a simple economic payback to quantify the orders of magnitude and benefits of your idea

All-round stakeholder buy-in – delivering the future

- Understand the systemic nature of buy-in and how to approach key influencers in the right voice
- Understand how to communicate with key stakeholders to maintain trust and permission to progress
- Practice a project status report as a discipline of communication throughout a change project

Director/Senior-level Business Growth Skills

3-DAY WORKSHOPS

Fundamental Business Skills For
Directors, Senior Leaders
& Functional Heads

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ENABLING LEADERSHIP

(Cross-functional Accountability, Collaboration & Effectiveness)

Purpose of this programme

Designed to unlock authentic and proactive leadership, this series of workshops has been created for senior business managers, functional leaders and heads of department, who have a large remit of people responsibility and where a culture of collaboration, cross-functional effectiveness and accountability is essential to commercial success.

Some argue that leading people, teams & functions is about personality and style. We say that these dimensions are secondary to the universal approach of allowing and enabling others to operate from their own self-motivation, drive and alignment to priorities; working proactively and effectively from being 'on top of role' across the business.



“Inspirational... a really enlightening few days”

What is covered?

This programme provides the tools and processes that will help directors, senior managers and business leaders get the best out of people and teams

- **Proactive & Effective Management (Self & Role)**
- **People & Coaching Skills (Team Leadership)**
- **Systemic Leadership (X-Functional Collaboration)**

Use and scope of the programme

- For business unit managers, senior-leaders & directors where 'cross-function' and 'cross-business' working is required
- As natural career 'next step' development for leaders and managers that are looking to improve communication and team leadership skills
- As a business-led cultural development process
- As part of a broader implementation of 'Sustainable Business Management & Leadership'

What this 3-day programme will enable delegates to do

- Demonstrate accountable leadership by setting and operating to the highest standards of business performance and behaviours across and within your team
- Communicate effectively with colleagues up, down and across the business to arrive at workable solutions by agreement that avoids silo working or cross-team friction
- Master an authentic approach to people management and leadership in a way that will serve you the whole of your professional career
- Learn to assure role outcomes and build attitudes of proactivity as a hallmark of your approach to management and leadership
- Learn how to manage your team from being 'on-top-of-role' with renewed clarity, plans and purpose
- Learn how to set boundaries, manage conflict and facilitate systemic agreement through quick wins and fundamental solutions
- Learn to coach and empower people within your team to unlock self-directed performance aligned to functional and organisational aims & objectives
- Learn how to set-up working relationships with high levels of engagement, collaboration and partnership-style agreements

What you will learn as career-lasting knowledge and repeatable senior-level skills

Day One: Proactive & Effective Management (Self & Role)

- How to approach your senior-management role in a purposeful and effective way
- How to set and work with vision, purpose, intention, aims and objectives
- How to operate from being 'on-top-of-role' as part of team, function and organisation-wide
- How to proactively manage priorities, plans and time to get things done effectively

Day Two: People & Coaching Skills (Team Leadership)

- How to establish high levels of rapport and engagement with all people in your team & business
- How to set up working relationships so that empowerment and accountability are in place
- How to implement a coaching-based approach as a primary skill and style for leading your team
- How to manage performance and high expectations at a pace suitable to everyone

Day Three: Systemic Leadership (Cross-functional Collaboration)

- How to find group unity and common purpose as the starting point of all working relationships
- How to separate the people from the issues and manage the levers for change & transformation
- How to come to a systemic view and, where necessary, communicate 'big-picture'
- How to get to a position of joined-up, partnership working, with priority-led actions in place

Bespoke/Tailored Options

This 3-day programme can be run as individual or consecutive days. Other options include...

- **One-to-one:** a 3 x 1-day skills coaching process with gaps between the days to enable skill building, practice and gaining implementation feedback.
- **For a cadre of business unit managers:** group development process over 3-6 months of 1-day workshops and half-day team coaching until the approach is fully operating and the benefits are being experienced and seen culturally across the business.
- **For a dysfunctional senior team:** as an immersion process of 3-days back-to-back transformation with follow-up coaching and facilitation for up to 3 months to fully embed and change behaviour.

Case Study – Specialised Pavements

The six strong senior management team covering the commercial and operational side of the road resurfacing business were hybrid-working and generally not communicating or working effectively together. There wasn't lack of respect; they were just stuck around the issues associated with fluid project management of a large and complex nature. On the contrary the team had vast mutual respect and camaraderie and it was only this that was holding the team together. They needed to culturally learn the skills to collaborate more and design their working practices and communication to make things work much more smoothly and proactively across the functions.

At the end of a tailored version of this three-day, back-to-back programme, the effectiveness of their organisation-wide working had been transformed. Individually and through their teams, the enabling leadership approach would put the 'human touch' back into the workplace.



INNOVATION & TRADE

(Shaping & Developing A Sustainable Future)

Purpose of this programme

This programme is designed to develop commercial leaders to trade sustainably into the long-term. The skill in growing a market-leading business or niche market alignment requires constant customer-focused innovation and enterprise activity in order to remain market relevant into the long-term. This means designing customer-focused products and/or services with sustainable margin and long-term brand/customer-thinking built in!

This programme equips leaders of commercial business functions, brands or business units to thrive, grow and succeed in their role by designing sustainable growth and commercially viable innovation into their everyday thinking.



“This programme switched on enough lights in three days to last my entire career”

What is covered?

This programme delivers the skills required to manage and develop long-term sustainable trade

- **Defining Customer Strategy & Purpose**
- **Managing Innovation & Trading Lifecycles**
- **Leading Sustainable Growth & Enterprise**

Use and scope of the programme

- As part of a broader leadership capability development process
- A natural ‘next step’ development for an individual moving towards business leadership
- As part of a function-led to business-led role rounding and development process
- Can be used as part of a business transformation process

What this 3-day programme will enable delegates to do

- Learn to anchor your approach to business by defining the value-proposition/offer for the market(s) you serve and in a mindset of customers (B2B & B2C) being your sustainable partners
- Learn the repeatable tools and processes that will enable you to create the conditions for long-term sustainable trade and commercial success
- Learn to navigate and calibrate your progress along a sustainable growth strategy through the different phases of product/service trading cycles
- Understand the specific and unique mindsets needed to trade differently when in phases of innovation, scale-up & enterprise Vs. product/service decline
- Develop the skills required to envision, quantify, plan and forecast a better future using our Creative Management Toolkits
- Outline a 10-year vision, 12-18 month plan and the business cases needed to get started

What you will learn as career-lasting knowledge and repeatable director & senior-leadership skills

Day One: Defining Customer Strategy & Purpose

- How to approach commercial reality with the discipline of a clearly defined value-proposition
- How to engage with customers, your market and market data in such a way as to grow brand loyalty
- How to define and engineer standards of quality excellence through 'value-chain' thinking
- How to assess, calibrate and manage ever-changing levels of trading risk and commercial sustainability

Day Two: Managing Innovation & Trading Lifecycles

- How to capture and innovate your ideas with the same thinking process as natural entrepreneurs
- How to balance your approach to a scale-up phase as both a 'visionary' and 'pragmatic leader'
- How to manage 'new business enterprise' through continuous improvement and problem solving
- How to proactively manage a natural decline phase so that the business doesn't 'shoot the messenger'

Day Three: Leading Sustainable Growth & Enterprise

- How to approach and construct a 10-year trading strategy which has both innovation and sustainability built-in
- How to construct a 3-5 year trading/business plan which leads to the 'trigger activities' needed to move forwards
- How to manage a rolling 18-month forecast that creates a high degree of confidence and trading certainty
- How to construct a business-case that demonstrates organic growth, payback and permission to proceed

Bespoke/Tailored Options

This programme can be run in several ways...

- **For the most able:** a 1-to-1 intensive three-day education level of coverage. Tutored learning of the structure and approach, followed by an implementation plan
- **For more technical types (engineers etc.):** a 1-to-1 coached process around the 3-day structure taken as separate whole days monthly or bi-monthly to suit, with additional coaching if required
- **For a cadre of business unit trading managers:** a group development process over 6 months with an orientation day, 3 x structured days and 3 x facilitated half-days culminating in a board-level presentation (prices available on application)

Case Study – Key Publishing

The business was moving from functionally aligned central management structures to market aligned business units with group central services. The experienced editors needed to be developed to grow their business units from a top and bottom-line responsibility level – whilst being rooted in customer and market facing strategies

The group included five business unit leaders and the CEO.

Over a period of 6 months starting with a role reorientation session and ending with a group business unit strategy presentation day, the three-day core structure of the programme preceded a three-half day facilitation and virtual coaching process to achieve the development objectives and full business implementation.

CHANGE & PROJECT LEADERSHIP

(Designing & Leading Business Improvement Projects)

Purpose of this programme

This programme is designed to equip leaders and managers with the ability to successfully drive change. Whether a commercial realignment, new product launch or an internal business improvement project – the approach to managing change is common to all. To grow a business requires a continuous stream of development and change projects. Senior managers and directors cannot avoid this skill - it is a fundamental part of their role.

This programme gives directors, leaders and senior managers the ability to properly define, scope and plan a project – including making a business case. It then takes delegates through the right change process method selection appropriate to the type of change required. Next comes the skills needed to establish buy-in from your stakeholder audience with a business plan/report, where the benefits & imperatives of the situation are fully understood.



“Simply game changing!”

What is covered?

This programme facilitates learning the general approach to change and good project management

- **Project Definition & Planning**
- **Innovation & Change Processes**
- **Writing a Business Plan/Report**

Use and scope of the programme

- For directors and senior managers in SMEs and for middle managers in larger organisations
- A natural career ‘next step’ development for leaders that need to learn the fundamentals of project and change leadership
- As part of a broader implementation of ‘Sustainable Business Management & Leadership’

What this 3-day programme will enable delegates to do

- To move on from the management and competence of day-to-day/business as usual performance, into the ability to drive and manage change
- To approach any impending problem with the mindset of opportunity and solution-based thinking
- To be able to think through project viability at an early stage
- To have a repeatable method and approach to any change situation at any time in your career
- To convince yourself first of the needs and benefits of a project to such a point that the level of thought, research and engagement in the topic or situation causes credibility and the authentic ability to convince others with a compelling case
- To create change projects that enables others see the intended outcomes and to buy-in for decision making, investment and/or involvement

What you will learn as career-lasting knowledge and repeatable director & senior-leadership skills

Day One: Project Definition & Planning

- How to approach project management and define the scope of Project TOR (Terms Of Reference)
- How to plan the plan in such a way as to cover all angles of positive input and objections
- How to present and structure a business case for stakeholder buy-in
- How to initially communicate the benefits, risks and dynamics of a project in orders of magnitude

Day Two: The Innovation & Change Process

- How to use the 'Lean' DMAICT Process Improvement Tool as part of the change process
- How to use 'the creation process' to seed the ideas and creativity needed in a project
- How to use 'the innovation process' to work up prototypes and pilots to demonstrate and model
- How to use 'the lean improvement process' and Gantt Charts to manage change processes

Day Three: Writing A Business Plan/Report

- How to choose the right type and style of report for the situation, project and audience
- How to structure your report and plan the creation of the report
- How to distil the substance of the case upon which the essence of the project hangs

Bespoke/Tailored Options

This programme can be run in several ways...

- **I-to-I:** as part of a facilitated process for a leader with a challenging, large or first time real/live project to plan
- **Group:** to enable a layer of departmental heads to add an 'engine of change under the business bonnet'
- **Group or Team:** to help plan and implement a real live, functional or cross-business project whilst learning the change management approach at the same time

Case Study – Luxfer Gas Cylinders

This programme followed on from a bespoke programme called 'From Manager To Leader' in which this group of cross-functional heads learned to approach their job from being 'on-top-of-role'. They then came to this programme with both an individual team or functional improvement project and with a Board-level need for a cross-business end-to-end digitisation of the supply-chain project. After a decision-making process, the group decided to work as a cross-functional business team on what became a 3-5 year change project.



The 3-day programme was elongated by a Process Change Leadership formation module at the beginning and with an Influencing Skills programme at the end, leading into a presentation by the whole team to the Board. They successfully received permission for the seed funding and went on to be nominated, and then to subsequently win, an industry leading award for the success and impact of their project innovation.

Tailored 1-to-1 Executive Coaching

A flexible alternative to formal learning & development



“Leadership... the courage to create a better future.”

Executive Coaching: the difference that makes the difference

Where formal learning & development isn't appropriate, our 1-to-1 Executive Coaching service can help directors and senior-leaders to achieve clarity, motivation and drive, or simply help adopt an agile approach to developing skills and knowledge in a way that works around their busy schedule. Coaching also offers an additional degree of privacy and confidentiality when taking about the business future and the degree of personal support required to maintain role effectiveness.

The table below sets out a range of core outcomes and skills that are required across all successful business. If the business is small, then generally a greater range of skill is required by each individual. If the business is large then we end up in specialisms. Either way, an organisation can be left with knowledge gaps or performance issues that can now be addressed directly through a coaching solution.

Ask your Business Academy contact about test-driving an Executive Coaching session with an experienced business coach and mentor.

BUSINESS AND CUSTOMER OUTCOMES			PEOPLE AND PERFORMANCE OUTCOMES	
<ul style="list-style-type: none"> Sustainable Business Management Sustainable Performance Role of a Director 	Sustainable Business	Senior Management (Systemic)   General Management (People, Teams & Functions)	Boards	<ul style="list-style-type: none"> Board Formation - Dynamics Board Formation - Effectiveness Board Formation - Statutory & Legal Duties
<ul style="list-style-type: none"> Innovation & Entrepreneurship Visionary Leadership Sustainable Growth 	Innovation		Enabling	<ul style="list-style-type: none"> Coaching & Mentoring Skills Managing People with Integrity Working in Partnership
<ul style="list-style-type: none"> Decision Making Processes Management Excellence Business Form, Policy & Process 	Organisation		Learning	<ul style="list-style-type: none"> Learning How to Learn Self Awareness & Effectiveness Fundamental Coaching Skills
<ul style="list-style-type: none"> Interpreting Financial Data Creating a Business Case Writing a Business Plan / Report 	Business		Performance	<ul style="list-style-type: none"> Managing for Outcomes & Performance Mastery In People Management Accountable Leadership
<ul style="list-style-type: none"> Project Definition & Planning Project Management Project Management Excellence 	Projects		Stakeholders	<ul style="list-style-type: none"> Embedding & Influencing Presentation Skills Stakeholder Management
<ul style="list-style-type: none"> Process Management Process Mapping Enhancing the Process 	Process		People & Teams	<ul style="list-style-type: none"> Motivation, Performance & Reward Improving Poor Performance & Discipline Leading Groups & Teams
<ul style="list-style-type: none"> Commercial Decision Making Budgets and KPIs Purpose and the Management of Time 	Tasks		Engagement	<ul style="list-style-type: none"> 360 Degree Communication Effective Influencing 1-to-1 Verbal Communication

Director/Senior-level Role Formation

12-MONTH PROGRAMMES

Foundational Development For Directors,
Senior Leaders & Heir-apparents

**BUSINESS
ACADEMY UK[®]**
BUSINESS WITH INTEGRITY

NEW TO ROLE | HEIR APPARENT

(Director-level Role Formation)

Purpose of this programme

This programme exists to put in a foundation-stone of education for an heir-apparent who is a year or two away from taking up a director-level role or is in the process of the mantle moving. It is also designed to train newly appointed functional directors to the Board, to think and act collectively from the perspective of the 'whole entity'.

This programme offers a practical-based education as part of role-formation to instil the attitudes, mindsets and knowledge required to run and grow a 'whole entity' business without creating additional workload in the interim. Ideal for new-to-role or heir-apparent directors/senior-leaders seeking a practical level of business education, it can also be used to bond a Board or Senior-team culturally around the mindsets of 'sustainable business'.



"This isn't what they teach you at business school!"

What is covered?

This programme provides a set of toolkits that make up the Sustainable Business Framework, and align to the three-entities of business

- **Sustainable Business Trading**
- **Sustainable Business Management**
- **Sustainable Business Leadership**

Use and scope of the programme

For the individual, this programme will provide the knowledge, awareness and understanding to raise confidence levels in their ability to operate at director/board-level with whole entity responsibility. For the business, the programme will assure a basic safety of director-level tenure and establish the right levels of thinking and navigation levers to lead a sustainable business.

What this 12-month programme will enable you to do

- To understand the remit of whole entity business leadership and management through the structure and interplay between the three relevant entities: business, customer & people
- To lead and manage a business with sustainable intention; an independent business with sustainable presence, industry-leading expertise and a foundation for long-term success
- To adopt the repeatable processes required for anyone with whole entity management responsibility
- To stand on a career-lasting foundation of understanding that will give you the best chance of thriving and growing a sustainable business
- In a director-level role issues can manifest every day from anywhere across the business; this programme enables you to navigate with confidence and agility the range and extent of whole entity management responsibility

What you will learn as career-lasting knowledge and repeatable director & leadership skills

Introduction, Module 1: The nature, scope and role of a Director; whole entity management

Phase One, Modules 2-4: Sustainable trade & customer first thinking (The Customer)

- How to create products and services for customers from the engine of innovation
- How to create a customer/market-aligned value-chain and create industry-leading expertise
- How to design and serve your customer-base from a sustainable operational & delivery model

Phase Two, Modules 5-7: Sustainable business management (The Business)

- How to define the DNA, raison d'être, mission, purpose and strategy of a business
- How to design, structure and organise a business based on market alignment & decision making
- How to grow a business, manage change and enable your leaders and managers to grow with it

Phase Three, Modules 8-10: Sustainable business leadership (The People)

- How to understand the essence of people in terms of vocation, motivation, life-stage & commitment
- How to create a 'working family' based on mutual respect and partnership styles of working
- How to enable leaders, managers and people to perform proactively and on-top-of-role

Bespoke/Tailored Options

Whilst this programme is designed to be taken as face-to-face whole-day sessions over a 12-month period, we can also deliver virtually via Zoom/Teams in half-day (2 x 1.5hr) sessions and over a 12-24 month timescale.

Versions and variations of this programme can also be created for other leaders and managers in the business to learn and buy-in to the culture of sustainable business. By the nature of 'whole entity leadership' comes responsibility for all elements of business within it. Culture in a business is a shared understanding about "how things happen and work here". The same content served up in bite-sized chunks for a leadership audience that work across the business will help establish workforce alignment and positive cultural cohesion.

Case Study – Radar Marketing



The son of the founder of the c.£1M business was in his mid-thirties. Agreement existed for the movement of the mantle. The father was looking to stand back from the business. The son was aligned to stepping into the MD role. The process of handing over the baton was governed by a loose and fluid intention-led agreement. The son was feeling his way into it.

It was agreed that this programme would unfold, a phase at a time, in half-day face-to-face sessions.

With the foundation stone in and confidence to lead the business in place, the son has now grown the business, doubled the size of the team and enabled his leaders and managers to successfully pick up their part of the shared accountability of the leadership and management team.

SMALL BUSINESS | INDUSTRY EXPERIENCED

(Coaching, Mentoring & Consultancy-style Development)

Purpose of this programme

This programme is designed to support the creative phase of an entrepreneurial business by underpinning the experiential and priority-led decision making within the structure of principles & education needed to be able to establish and grow a successful business.

The programme is provided by an experienced director, so that an element of oversight, consultancy and mentoring can also come into the learning mix. Whilst the programme has a structure and 10-module arc of intent, the order and style of delivery can be taken in any sequence relative to 'gaps' or urgency in the subject matter – allowing the business owner to 'feed' on the education and training required relative to their business and personal needs.



“I have doubled profitability by applying these principles”

What is covered?

This programme comes with the Sustainable Business Management Toolkits and processes to

- **Managing Self & Being On-Top-Of-Role**
- **Managing Business Performance & Process**
- **Managing Strategy & Growth**

Use and scope of the programme

This programme is designed to be experientially supportive of the business Owner/Director whilst seeding the natural capabilities of the entrepreneur to achieve business growth safely. The programme will help the delegate to instil the disciplines of 'working on the business' to build the foundations of a scalability; and to help identify the triggers and levers required to grow successfully with personal resilience, boundary management and sustainable thinking at the core.

What this 12-month programme will enable you to do

- To find your confidence as an MD/Owner and learn to manage the business and your energy within a normal working week
- To shape a sustainable business strategy which becomes the aim, quest, mission and growth path that you travel along towards continued success
- To put in place the disciplines of good business management, so that cash-flow, profitability, trading forecasting, marketing and customer-engaging activity are sufficient and aligned to 'the sustainable path'
- To develop the offer, business plan and business model for up to three market alignments that make up the 'three-legged milking stool' of your sustainable business
- To understand the management of an arms-length supply-chain, made up of full/part-time staff and outside suppliers
- To break through the barriers and risks associated with employing people and potentially taking on outside investment

What you will learn as career-lasting knowledge and repeatable director & leadership skills

Introduction, Module 1: The nature, scope and role of a Small Business Director; whole entity management

Phase One, Modules 2-4: Immediate business health, self-awareness and the role of a director

- How to trust yourself, find your self-confidence and operate from being 'on-top-of-role'
- How to define the market need and create sustainable products & services that you are expert in
- How to set the business up to create trading income on a rolling 3-6 month cycle

Phase Two, Modules 5-7: Designing a sustainable business strategy

- How to shape the outline of three market alignments for long-term sustainable trade
- How to focus on developing one major market/product/offer, so that organic growth is achievable
- How to develop an 'offer', a business 'strategy' and business 'plan' to sow long-term seeds of growth

Phase Three, Modules 8-10: Leading the business for a sustainable future

- How to capture the priorities of the business and marshal them into organised action
- How to recruit, manage and integrate people and suppliers, so that quality and standards of quality are second to none and industry-leading
- How to converse with all stakeholders so that their performance and contribution is always at the level of brand promise that you communicate to your customers

Bespoke/Tailored Options

A director of a small business has to, by nature of the era, be 'an entrepreneur'. The remit of the small business owner is often to 'make it up'. This formation programme for directors of small businesses is by design, 'adaptable' and 'accommodating'. Sometimes there is a gap in income and the programme needs to be paused or delayed. Sometimes a client or a product consumes the focus of time and energy where the scope and remit of the rounded programme is put into the background.

The context of this programme is already in the most changeable and fluid of all business situations and is by design 'tailored and adapted' for the client. The style of delivery, therefore, can be adapted to the right blend of coaching, mentoring and consultancy to suit your business needs.

Case Study – Special Ops

The MD of a specialist engineered parts company exited a business that he had set-up with a partner 13 years previously. He was left without the manufacturing capability but had his industry experience, knowledge and contacts. He set-up again 'on his own'.

The Sustainable Business Leadership 'Small Business' Programme happened over 24 months by an evolution of programme phases and structures: Phase One was monthly half-day face-to-face for 6 months. Phase Two was bi-monthly face-to-face with Zoom coaching in-between. Phases Three/Four moved to mostly Zoom and virtual input, advice and consultancy as the nature of the remit changed. The business grew progressively over the period of the programme and successfully put the foundations of the business in place.



GROWING SME | SECOND GENERATION

(Structured Coaching/Mentoring)

Purpose of this programme

This programme is designed to develop an MD to run a business which already has SME level scale and potential (typically £1M-£10M+). Whether second generation or picking up a business with a longer historical path, the requirement of a director is to maintain current business performance and then gravitate your role to safely grow the business for the next era.

In such situations, the team are generally delivering on customer service, but the risks of rapid/major growth (or even stagnant growth) persist – reactionary management, silo thinking, supply-chain and internal system limitations etc. An MD will want to find confidence within a short period of time and start to make assessment and changes that are needed to adjust the business positively for the next era.



“No matter how competitive the market, there is always room for the best”

What is covered?

This programme provides tools and processes that will be repeated over an entire career as a director or business owner

- **Role Orientation** (Sustainable Thinking)
- **Managing Performance** (The Next 12-months)
- **Managing Change & Strategy** (The 5-year Plan)

Use and scope of the programme

This programme trains and supports a director in taking over at the helm of the business – to be comfortable with the title and confident in the role of Managing Director. The programme will lead the director to assess and make sense of the role, to find their natural style of leading the company and managing day-to-day performance, and to grow and shape their vision of a 3-5 year growth plan.

What this 12-month programme will enable you to do

- To understand and adopt the mindset of ‘Sustainable Business Leadership’ to be able to make a success of your era in charge
- To assess and audit the level of information that exists and pull together a ‘dashboard’ by which to manage and navigate business growth
- To assess the level of culture, commitment and performance of the workforce so as to make any adjustments necessary in capacity or capability
- To learn a structured approach to developing an ‘offer’, a business ‘plan’ and a business ‘strategy’ which are market aligned and founded in the DNA and Raison d’être of your business
- To settle into your role and find confidence at the helm with the level of performance and stability of the business
- To add ‘business growth’ into your remit and develop an overall business strategy and plans for one or more parts of the business

What you will learn as career-lasting knowledge and repeatable director & leadership skills

Introduction, Module 1: The nature, scope and role of a SME Business Director; whole entity management

Phase One, Modules 2-5: Managing performance over the next 12-months

- How to assess the current health and size of the business to be able to deliver the budget
- How to assess the structure, roles and performance of the team relative to achieving budget
- How to use information & KPIs to establish business-wide performance through empowerment & role-ownership

Phase Two, Modules 6-10: Managing Change & Strategy – creating a 5-year vision and business plan

- How to define the DNA of the business, long-term sustainable purpose and path
- How to create a 5-year business strategy document that is thought through and becomes ‘the vision’
- How to engage your senior team to align to strategy and, where necessary, realign or adjust roles to be able to grow successfully

Bespoke/Tailored Options

If for any reason the business is not in a healthy position and/or is on a burning platform, then the nub of this director development programme can be ‘packaged’ and tailored in a broader business transformation and change management sense. This process of director development may need to be longer with added investment. The end point, however, will still be an SME trained Director Of A Sustainable Business operating safely at the helm.

Likewise, where one function or one market alignment/business-unit is letting the business down, the above programme can be paused or repurposed towards a change management resource, that can be applied to an underperforming ‘sub-entity’ until the business is back on a sustainable path.

Case Study – Giromax

The second-generation son was already in succession plans and process to take over and had been in the business for a number of years. With sadness and celebration of life, the father passed-away sooner than anticipated and the son found himself at the helm of the business.

In a classic version of this programme, the development process unfolded with monthly face-to-face sessions over 12 months. The business was in good shape. The son was more capable than he knew. The business was full of good people. The development process ended successfully with the son ‘on top of role’ and with his arms around the size of the task and scope of the role that comes with the remit of running a sustainable SME-sized business.

At the end of the programme the business was well on track to meet budget and a sustainable business strategy was in place to grow the business by 60%+ over a 3-5 year period.



LARGE BUSINESS | GENERATIONAL CHANGE

(Strategic Coaching/Mentoring)

Purpose of this programme

This programme is designed to form a CEO/Group MD or Divisional MD who already knows the industry, to take over at the helm. Typically, the business will have strong market presence and be playing a significant role in its own industry and the economy at large.

This programme enables a functional or business unit director to step up into a CEO/MD-level role, by way of pulling their vision, mission and strategy together for Board-level approval for the next 10-year era. Generational strategy is the main focus here, with performance-management forming only a minor part of this programme; most will have these abilities already.



“I now know that we can become the very best in our industry...”

What is covered?

This programme provides tools and processes that will be repeated over an entire career at Board/Director-level

- **The Role Of CEO/MD** (In A Large Business)
- **Sustainable Business** (Generational Purpose, Vision & Strategy For Market Leadership)
- **Sustainable Governance** (Culture, Operations, Organisation & Performance Management)

Use and scope of the programme

- Any industry or market. This is about the role.
- Ideally starting a year ahead of taking up office or in the first year of CEO/MD-designate phase
- Delivered as 1-to-1 development only, as face-to-face whole days over 12-months
- Can evolve to a looser delivery format with virtual input by agreement, or by the nature/requirement of the learning phase
- Programme not to be used in isolation if the business or business division is in jeopardy and/or in a turnaround state

What this 12-month programme will enable you to do

- To take up director-level office at the highest level and as a ‘captain of industry’ in an independently-owned sustainable business
- To navigate the confidence curve, role re-orientation and business focus that comes with any promotion or increase in scope, remit and responsibility
- To take time to form and craft your vision for the next era into a Board-level/Business Communicable Document, through a sustainable business lens
- To end up on the front foot and ‘on top of role’, so that both the strategic and performance dimensions of the business are working together to forge an independent and sustainable future
- To settle into an authentic and natural way of holding the mantle of office to include People/Business/ Customer & Governance remits and responsibilities

What you will learn as career-lasting knowledge and repeatable director & leadership skills

Introduction, Module 1: The nature, scope and role of a director under a sustainable business management ethos in a large business

Phase One, Modules 2-5: Managing existence, generational purpose, vision and sustainable strategy

- How to define the DNA of the business which drives everything needed in a sustainable entity
- How to create a 10-year sustainable business strategy and document that sets the vision of tenure
- How to structure the business aligned to market and customer-facing precepts & priorities

Phase Two, Modules 6-10: Managing the organisation – governance, people, culture and performance

- How to set-up the business to perform based on market-aligned, industry-leading experts
- How to ensure the right level of governance, control, reference points, policy, procedure and process exists for leadership, management and all people to adopt a common approach to work
- How to put training, development, working culture and wellbeing at the foundation of sustainable business success in a way that delivers fulfilment, esprit de corps, underpins performance, and hands the baton on through natural succession across all senior leadership roles

Bespoke/Tailored Options

Specific skills, like marketing, finance, governance, coaching and mentoring are non-core to this development process. However, non-core does not mean intrinsically unnecessary or unimportant to the role. By the nature of any position of leading a large business, there is generally significant experience gained along the way that most directors do not need in a set of structured programme basics.

However, all people have strengths and weaknesses and leanings in one way or another that may leave gaps of development needs that don't fit into the 'core strategic management frame' of this programme. These can be identified before or during Module One and added into in the process by substitution or extension.

Case Study – FESA



The Commercial Director had been in the business for 13 years or more. The founding MD of the business, at 65 years old, wanted to step back into the Chairman's role. The Commercial Director was made 'MD Designate' and embarked on a 12-month Director Of A Sustainable Business development programme. The stepping-up and appointment would be dependent on the success of a 'proper' director role-formation programme.

Twelve months later, after presenting the 10-year sustainable business strategy to the board and it being fully accepted, he was appointed formally as the new MD and accepted Companies House level appointment.

The programme had consisted of whole development days off-site with a 75% focus on creating a sustainable business vision and strategy. In the other 25% of time allocated, the other necessary elements of role formation and skills needed to ensure confidence, role alignment and business performance were covered off.

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& leadership skills, ask about our
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