

THE SUSTAINABLE BUSINESS LEADERSHIP PROGRAMME

Tailored Professional Development
For Directors, Boards and Succession

ORIENTATION & OBJECTIVES



**BUSINESS
ACADEMY UK®**
BUSINESS WITH INTEGRITY

Introduction

Welcome to the Sustainable Business Leadership Programme

- Fundamental development, formalisation and enhanced competencies for anyone required to operate or report at board-level.
- To be able to run their business unit or function in a commercially sustainable way and lead the organisation with director-level integrity.
- Tailored to individual needs and delivered one-to-one or in teams, with options for face-to-face or virtual/distance-learning.



Richard Uglow
MD & Programme Director

Building Confidence Into A Senior Role

Whether you are a new or experienced director and senior leader, or yet to step into the role for the first time, the core principles and skill in successfully running a commercial organisation with long-term sustainable intent are understood by only the most seasoned and able leaders. The Sustainable Business Leadership Programme has been designed to provide you with the increased level of skill and professionalism needed to lead your business and/or function into a new era of long-term economic sustainability and commercial success.

The SBL Programme originated over 20 years ago and has evolved into a unique structure of learning development that is fully tailored to the personal, professional and strategic business needs of each individual.

This level of professional development is not about academic theory, but founded in practical, outcome-focused results for you and your business.

Typically delivered over 12 months and provided as a series of regular one-to-one tutored learning sessions (virtual or face-to-face), the programme is designed to give you the confidence to run your business unit with a renewed vision and drive that the whole organisation can get behind and benefit from.

This document will help guide you through the objectives and principles of the programme and should leave you with an informed decision about joining the programme.

“My confidence came from my experience and development on the Sustainable Business Leadership programme”

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Who is this development for?

Directors, Boards and Trustees

Whether you are looking to be a more rounded leader within your existing role, or wanting to step up your skills and experience as part of the organisation's future planning and growth. All functions of leadership require the same fundamental understanding of commercial management and sustainable trade in order to achieve short-term business targets and long-term strategic goals. Using the Sustainable Business Management Framework™ (see pg.7), this programme will help you to build on your vision with a unique ethos, understanding and approach to developing a commercially sustainable business. It is suitable for all those in a director-level or senior leadership position and can also be used as part of board formation and development.

New and Upcoming Senior-level Roles

Directors and those in senior leadership positions need a complex blend of skills, behaviours and confidence to face the challenge of running a commercially sustainable business or function in the 21st century. As a newly appointed or soon-to-be director/senior-leader of an independent business unit or corporate division, the level of adaptability and rounded general management skills must be particularly high. The pace of change is often fast and the experience levels within the business can be crucial to its success. The Sustainable Business Leadership Programme will help you ensure that the levels of skill, knowledge, experience and commercial know-how required during your tenure of leadership are not left to chance.

Business Owners and Entrepreneurs

The best thing (and worst thing) about entrepreneurs is that they see opportunity in everything. Even when we understand 'what good looks like', entrepreneurs and business owners are often still restless for change without always understanding the difference between 'enough' versus 'more more more'. Growing a business with sustainable intent in no way translates into a lack of ambition; on the contrary. It is, however, about avoiding the short-term cycles of boom and bust that threaten many businesses today. Likened to 'a hands-on MBA', this programme isn't about studying for an academic qualification, but about achieving actual results through practical vocational development, skills and competencies that will influence the way you think about business throughout the whole of your professional career.



“My development took us to world class levels of performance with a 25 year sustainable industry lead”



From functional leader to business leader

Director and senior-level roles are often filled by someone with a natural capacity who is promoted into the role, or by someone with academic qualifications pertinent to their industry or profession. Adding 'in-role' vocational development rounds-off and formalises leadership skills, confidence, capacity and capability to a practical level that cannot be achieved at a conventional business school.

The essence of any leadership role is to be the creator and architect of the future, whilst managing for performance in the here and now. Central to this level of development is being able to transform the focus and skill of 'functional leadership' into one of 'business leadership' that happens to hold functional responsibility. Whether you are an existing director or in a senior leadership role and reporting at board-level, this degree of responsibility and accountability requires being part of an economic system that assures customer outcomes at every stage, through a process of experience, expertise and business value-add.

This programme gives you the development needed to operate from being 'on top of role' and to be confident working with director-level responsibility, accountability and insight as your role and career progresses.

Why choose the Enrichyou Business Academy?

Vocational

Our development programmes are practical, vocational and experiential; and not just filled with academic theory. Programmes are delivered by experienced directors who have achieved success in the real world and who are now dedicated to passing on their practical knowledge and expertise to the next generation of business leaders.

The Plumb-line of Integrity

Our Academy programmes are designed to develop leaders at all levels to operate with the plumb-line of integrity. So often in business, this plumb-line is ignored for short-term gain with the resulting consequence of long-term cost and loss of brand reputation. In the end, no business is sustainable without integrity at its core.

Economic Sustainability

Business Academy develops leaders who want to operate within the principles of economic sustainability – which is about avoiding the pitfalls of short-term thinking and managing every aspect of the business with long-term sustainable intent.

The Best of Management and Leadership Development

Enrichyou has been developing leaders to the highest standards since 2001 and our record is second-to-none, with over £350M of recorded value-add achieved for our clients.

Previous clients include...

ASDA International Produce, Hillarys, British Sugar, Scott Bader, British Gypsum, AGA Rangemaster and Cadbury.

Methodology

Leadership development at its best



Learning Outcomes

Inside-out Development

At Enrichyou we are passionate about the alignment of personal development and business outcomes from the inside-out. Adopting this person-centred approach, learning outcomes and commercial outcomes are achieved in a lasting way that result in continuous and sustainable business improvements. The competence of all leadership (particularly at director/senior-level) requires an approach and methodology at its core to cultivate a 'leaders create leaders' culture.

Systemic Learning

Systemic learning and sustainable business growth go hand in hand. To solve business problems, delegates must learn to look for and identify underlying systemic causes – not just the symptoms. The solutions that we assist delegates to reach are of a lasting nature, helping them to transform business blockages into opportunities with sustainable, long-term strategic outcomes.

Commercial Outcomes

Value-Adding

The Sustainable Business Leadership programme will often have a commercial project, plan or quantified economic outcome that adds value to the business and to the experience of those who are positively impacted by this development. All Business Academy programmes are guaranteed to be cost-effective from day one and to quickly add significant economic value throughout the business or organisation.

Business Sustainability

We enable each delegate to engage with the biggest picture and, at the same time, avoid overlooking the smallest of details that constitute 'living' the elements of providing positive outcomes for customers and stakeholders alike. We develop and encourage delegates to consider the impact of their actions and decision-making upon the whole system – like a stone causing ripples on a pond – involving (where possible) all stakeholders in the change and decision-making process that affects them across their business or function.

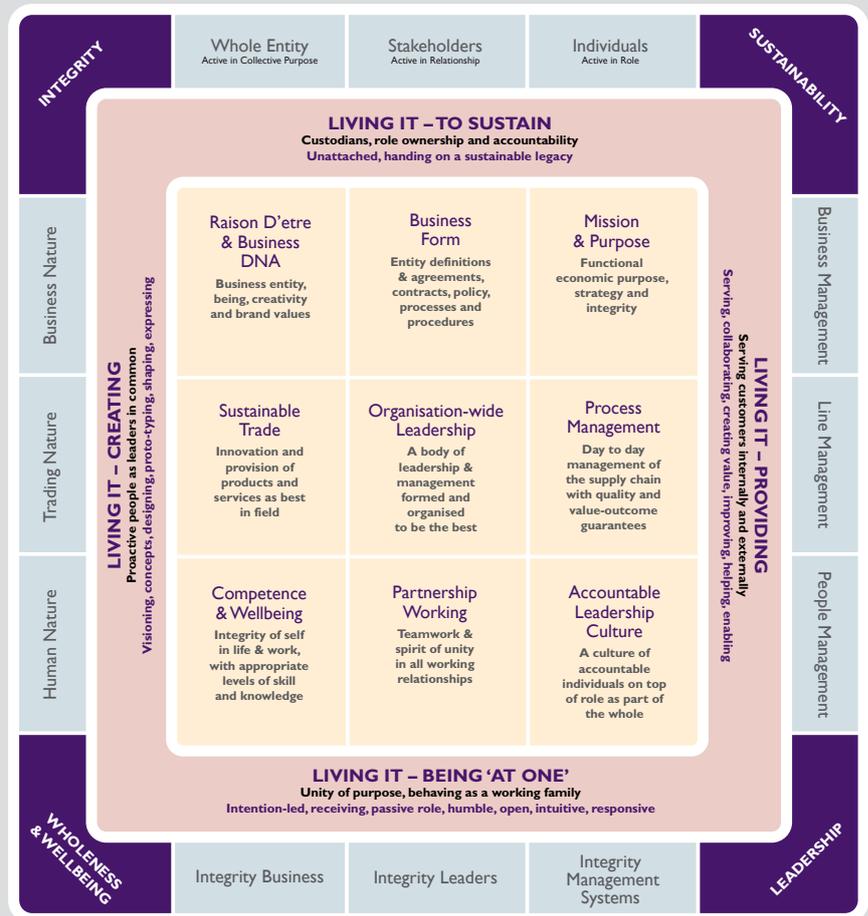
“I can integrate and implement tomorrow what I came to learn and understand today”

Outline Content & Structure

The Sustainable Business Management Framework™

The basic elements for running any commercial business are the same. It is, however, the weighting and balance between these elements that define the success and longevity of each individual organisation. Knowing how to balance these elements in a way that is right for your business can be the difference that makes the difference between thriving and surviving.

Through 10 unique modules of one-to-one tutored learning (including formal review) and scheduled to fit around your working week, we cover all elements of the Sustainable Business Management Framework™ in the right order, blend and weighting for you and your business needs.

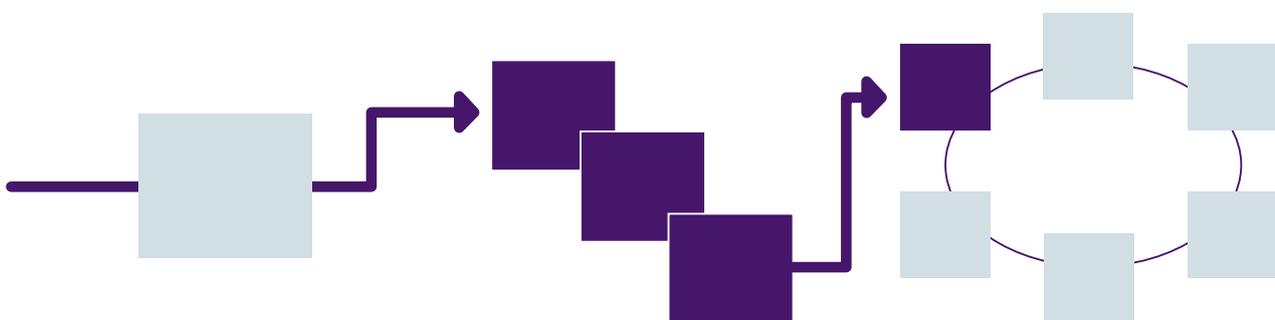


The Sustainable Business Leadership Programme 10-step Overview

Phase 1 – Role Alignment & Orientation
Modules 1-2

Phase 2 – Role Formation & Framing
Modules 3-5

Phase 3 – Specific Skills & Application
Modules 6-10
(incl. Formal Review)



Clarity on aims and intentions, with a fully tailored programme outlined and designed for the delegate.

On-top-of role responsibilities and accountabilities clear. Purpose, vision and strategy set.

Knowledge assimilated and skills mastered, with performance outcomes and learning priorities met.



Outcomes and benefits of the programme

Business Outcomes

- To understand the principles and practices of running a sustainable business through knowledge, skills and experience
- To understand the level of integrity, capacity and capability required to honour the intention of running a sustainable business
- To create an outline vision and business strategy for up to a generation ahead, appropriate to your role, experience level, business size and existing business situation
- To identify, unlock and be in the process of delivering the priorities of change on a sustainable business growth path
- Demonstrate integrity-based leadership that actively involves your senior management team in the unity of collective decision-making, whilst engaging in a sustainable growth strategy
- Build on the confidence, knowledge and skills required to embark on the role of directorship from the level of professional best

Programme Process

- A monthly programme, typically over 12 months and sometimes over 24 months, at the pace and in a style tailored to you
- Developing individual leaders, on their own or as part of a small team, to run their organisation in a long-term sustainable way
- Face-to-face or virtual/distance-learning options available

Self-funding Development

Designed as a self-funded approach that couples senior role development with a value-adding business project or strategic outcome that demonstrates commercial pay-back, along with sustainable business leadership skills and competence.

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

What and How?

Phase One: Alignment & Orientation

In this phase of the programme.... we cover with a level of rigor, both the human qualities and the external obligations and responsibilities that go with operating at a director/ senior-level of capacity and capability. The intention is not to learn skills here, but to open up and explore the levels of role awareness, vision, scope and capacity required to succeed at senior and board-level. During this phase, we will help each individual define the range and depth of development needed in tailoring the wider programme for them. We will also identify the weighting and bias needed in the development process relative to the person and their situation, i.e. an experienced director, versus a 'new to role' or 'soon to be' director/senior-leader. Each full module consists of one-to-

one tutored development which is typically provided monthly (face-to-face) or fortnightly (virtual/distance-learning). The objective of this phase is to develop a foundation and assess your level of knowledge, capability and attitudes to leadership in order to inform the development style; and to set out your personal and business objectives for the programme.

- Personal & Career
- Role Accountabilities
- Customer Fulfilment
- The Change Agenda
- Sustainable Trade
- Integrity Governance

ELEMENT	SESSION PLAN / BROAD CONTENT	LEARNING / COMMERCIAL OUTCOMES
ROLE & CAREER ALIGNMENT (MODULE 1)	The Role of a Director/Senior-leader	<ul style="list-style-type: none"> • Statutory and legal part of the role • Natural and creative part of the role
	Commercial Sustainability	<ul style="list-style-type: none"> • Sustainable Business Principles • Sustainable Business Practices
	Leading at Senior/Board-level	<ul style="list-style-type: none"> • Whole Organisation & Systemic Thinking (Business) • Your life/career path and perfect role alignment (Individual)
	Learning Log	<ul style="list-style-type: none"> • Accountabilities, Responsibilities and Authorities • Personal Development Plan
MAKING THE ROLE YOUR OWN (MODULE 2)	Universal Template for Business Leaders	<ul style="list-style-type: none"> • As part of business management and performance • As a business architect and strategist
	Wholeness and Wellbeing	<ul style="list-style-type: none"> • Managing energy and living the role • Engaging with a foundation of leadership wisdom
	Being On Top of Role	<ul style="list-style-type: none"> • Mission and Purpose • Day Job and Change Agenda
	Learning Log	<ul style="list-style-type: none"> • Role Development and Progress Tracking • Company Development Plan

What and How?

Phase Two: Role Formation & Framing

During this phase of the programme.... we cover the primary modules of the Sustainable Business Management Framework™ (see pg.7) in a structured and ordered way. If there is no preference or reason to the contrary that has been identified during phase one of development, we follow the order of the programme as set down below. These modules and areas of development are fundamental to all directors, senior leaders, and every commercial situation.

Each module has at least one repeatable process and fundamental skill needed to succeed at senior-level. The tailored approach here is to do with accommodating the prior experience levels of each delegate, along with

the size, life-stage and state of the business – both culturally and economically. We will engage with real life working situations and examples from your own organisation, so that the development is done in the context of being able to implement your learning immediately after each session.

- Management & Leadership
- Innovation & Enterprise
- Managing Scale-up & Growth
- Systemic Business Thinking
- Operations & Systems
- Strategic Shaping & Trade

ELEMENT	SESSION PLAN / BROAD CONTENT	LEARNING / COMMERCIAL OUTCOMES
BUSINESS / ECONOMIC / SUSTAINABILITY (MODULE 3)	Business Raison D’etre and DNA	<ul style="list-style-type: none"> • Understanding the business as an entity with its own DNA • Able to define and communicate business Raison D’etre
	Sustainable Business Management	<ul style="list-style-type: none"> • Understanding protection and nurture for the long-term • Able to manage the assets and activity systemically
	Customer Value-Add	<ul style="list-style-type: none"> • Understanding the essence of Customer Excellence • Able to optimise the business in the supply/value-chain
	Business Vision & Strategy	<ul style="list-style-type: none"> • Understanding the need for clear purpose and intent • Able to create a professional vision and strategy document
TRADING / CUSTOMER / INNOVATION (MODULE 4)	Creative Leadership	<ul style="list-style-type: none"> • Understanding creativity as a tenet of sustainability • Able to use the creation process with self and others
	Innovation	<ul style="list-style-type: none"> • Understanding why and how to introduce new offers • Able to run the innovation process with self and others
	Change Management	<ul style="list-style-type: none"> • Understanding the need for continuous development • Able to make a business case for change
	Stakeholder Buy-in	<ul style="list-style-type: none"> • Understanding the need to involve stakeholders • Able to communicate effectively with key decision-makers
INDIVIDUAL / ROLE / PEOPLE CULTURE (MODULE 5)	Human Nature	<ul style="list-style-type: none"> • Able to unlock authenticity to fully engage with people • Able to manage person-centred career progression
	Working Relationships	<ul style="list-style-type: none"> • Able to create and manage high performing teams • Able to manage honest and transparent relationships
	Quality Working	<ul style="list-style-type: none"> • Able to create a high-quality leadership culture • Able to manage a priority-led culture
	People in Partnership	<ul style="list-style-type: none"> • Understanding a Working Family level of business unity • Able to build a 'leaders create leaders' culture

What and How?

Phase Three: Application & Skill Development

In this phase.... we assess the approach needed based on how each person has engaged with the first three modules. The shaded modules will have been covered in the formation and framing phase, yet may still throw up significant issues that requires additional skill building and application during this phase. Inexperienced leaders will generally need to cover each remaining module of the Sustainable Business Management Framework™ in the order that best suits their situation. More experienced leaders will often prefer to focus on creating vision and strategy than managing people and organisation.

Where a 'deep dive' happens in one area or aspect of business, the other parts of the SBM Framework can be

referenced at a knowledge level and with a macro-approach to cover the full scope, but also achieve the right blend, bias and weighting of development needed for each individual and business situation.

- Statutory & Governance
- Sustainable Business Leadership
- Business Operations
- Commercial & Finance
- HR & People Management
- Marketing & Sales
- Customer Excellence

ELEMENT	SESSION PLAN / BROAD CONTENT	LEARNING / COMMERCIAL OUTCOMES
SUSTAINABLE BUSINESS (MODULE 6)	Business Strategy and Transformation	Ability to create, shape and define the business vision, mission and strategy as a basis of navigation across all parts of the organisation or areas of influence
	Business Form	Ability to create, shape and define the skills, policies, systems, processes and procedures that hold the business together across all parts of the organisation or areas of influence
	Business Entity, Raison D'etre and Business DNA	Ability to create, shape and define the raison d'etre, business DNA and sustainable business model across all parts of the organisation or areas of influence
CUSTOMER EXCELLENCE (MODULES 7)	Supply Chain Management	Ability to define and optimise business processes with Quality Management System assurance for 100% customer satisfaction and ongoing sustainable margin
	Organisation-wide Leadership	Ability to organise people, processes and resources in operational excellence as part of a seamless supply/value-chain in service of the customer
	Innovation	Ability to innovate, evolve and define the offer and market relevance at industry leadership levels
PEOPLE IN PARTNERSHIP (MODULES 8)	Partnership Working	Ability to create a culture of happy, engaged, fulfilled and competent people who like coming to work and who fit into the culture as part of a 'working family'
	Accountable Leadership	Ability to recruit and engage people who are vocationally aligned to the organisation and who will contribute with accountability and with intention to remain in the business
	Wellbeing and Competence	Ability to form, train, develop and coach anyone to be accountable within their role and to deliver their responsibilities through engaged role ownership
INTEGRITY & GOVERNANCE (MODULE 9)	Business Integrity and Governance	Knowledge of legal, moral, ethical and sustainable governance which maintains the integrity of the business and shapes present and future progress

Investment

10-DAY / 12-MONTH PROGRAMME

FACE-TO-FACE DEVELOPMENT (Individual / 1-to-1 Development)

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

Commitment of around 10-12 hours of learning development time is required each month, including a full-day face-to-face development session at our offices.

Budget/payment plans available, ask for details.

*additional delegate cost on application. 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.

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.

Decision-making

People and business situations are all different. Making the right decision about professional leadership and senior-level role development is critical, which is why we want to help take the risk out of it for you.

The initial commitment is to only complete the first three modules - which make up an invaluable stand-alone development in their own right for anyone required to operate or report at board level. This allows you to 'test drive' the content, style and personal efficacy of the programme and make an informed choice about going on to complete the whole programme as part of your longer-term professional role development, or not.

In taking up the whole programme, the delivery frequency between sessions is usually monthly (face-to-face) or fortnightly (if done virtually), so the whole programme can typically be completed within 12 months. The order of the programme can also be tailored to meet individual learning or business priority needs around each stage of development.

“It’s like a hands on, practical MBA”

Three Steps To Sustainable Business Leadership

Step 1 Programme Understanding

(Free Discovery Meeting)

We want to help you arrive at a place of an informed choice. The most cost-effective and comprehensive way to do this is to experience an invaluable and inspirational 60-minute online discovery meeting as part of your decision-making process.

Book Discovery Meeting:
www.enrichyou.co.uk/sbl-discovery

Step 2 Role Formation

(Modules 1-3)

Complete Modules 1-3 (see Pg.9 & 10) as the initial Alignment and Role Formation stage before you commit to completing the remaining programme modules.

We will only charge you for the first three modules.

Step 3 Commitment & Progression

(Modules 4-10, incl. review)

Like what you've experienced so far?

Decide the schedule and pace of completing the full Sustainable Business Leadership Programme and either pay for the rest of the programme on receipt of invoice, or budget your development costs by setting up a monthly payment by standing order.

Contact us

To book or find out more about how the programme content can be tailored around your individual development and business needs, speak with your Enrichyou contact or get in touch using the details below.

Phone: +44 (0)1733 645001

Email: enquiries@enrichyou.co.uk



Testimonials

“When I learned how to put the customer first, the business started to travel down a sustainable growth path”

The Enrichyou Track Record

- £350+ million of client recorded value-add
- 100% of client requested outcomes achieved
- Businesses of all sizes enabled onto sustainable growth paths
- 100s of directors and leaders developed to deliver sustainable economic value



Case Study

Family business successor takes over at the helm

The owner's son was in his mid-thirties and had been operations director in the business for less than a year. The parents and founding partners could see retirement in their sights and wanted the son to eventually take over the reins. The SBL programme was paced and delivered methodically, to cover all elements and to give a complete rounding for a 'soon to be' MD role in an SME context. He is now successfully running the business full-time.



Case Study

Heir-apparent is backed by the European board

This sales director had over a decade in the European business before being selected as a candidate for UK MD. His experience across the business was already wide, but without depth. After the initial phase of alignment and formation for the role, the remaining programme was tailored to supporting the research and development of a 10-year strategy document, which was presented to the board and gained him the position as MD.

Case Study

Female joins board of UK plc

The logistics director of a well-known UK brand was to join as the board's first female member, but found it difficult to deal with the politics and (then) all-male dominated environment. The 12-month programme majored on board formation, role-level vision and personal effectiveness. This helped achieve the right level of credibility and kudos, leading to a growth in confidence and effectiveness.

More of what previous delegates have said....

“The business went from loss to profit”

“I was able to add millions in shareholder value because of the programme”

“I know how to get buy-in from the board now”

“I have doubled profitability by applying these principles”

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

CHANGING LIVES

Case Study

Charity Leader in Business Start-Up Phase

A gifted therapist and counsellor needed to set up and run a company limited by guarantee. With no previous director or board-level experience, she had to quickly learn about legal and role responsibilities for herself and the trustees – then went on to develop face-to-face programmes into commercial products, which the charity could license into schools. In this instance, the SBL programme was outcome-focused and fast paced.



**For other development services
please visit our website
www.enrichyou.co.uk or email
enquiries@enrichyou.co.uk**

- Director-level development
- Board formation programmes
- Organisational-wide leadership and culture development
- Leadership and management role development programmes
- Performance management
- Team transformation and development programmes



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