

# Growth

**Leading from the Front**  
*Executive Leadership Programme*



**GROW**

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Executive Leadership  
Growth Programme

**NEW**

**THE**



Centre for Engineering  
Education & Development



## Strategy

“Strategy development is easy if you never intend to do it”

Strategy without deployment is a management day away dreaming; deployment without strategy is costly in many ways. The rigour around deploying a strategy (and articulating a deployable strategy), visualising a gap to the desired state and relentlessly telling the story are all hallmarks of great companies that win “On Purpose”.

Broad statements about strategy and direction can cause confusion and the less a strategy is stress tested, during development, the more cost and time tends to evolve in deployment.

Does your story about the business pass the “Social test”? If a member of your team (from any level of the organisation) is asked at the weekend, “what does your organisation do?” How confident are you that the answer will be interesting and inspiring?

### Discussion topics include:

- Why the strategy template process sometimes fails
- Do you know who you must beat?
- Does the language of your strategy help people act?
- Will I be left behind? (The IOT example)
- New stuff doesn’t act on you, how do you find the time?

## Innovation

Here we look to guide leaders to create organisations that innovate more reliably and more effectively. We will challenge our thinking and look to show how innovation systems can find, filter and fast track meaningfully unique ideas with more business impact. Through discussion, we will explore how teams at all levels in the organisation can create ideas that are both relevant and disruptive using stimulus and working with diverse thinking styles. We will also focus on the requirement for leadership to communicate business direction and identify innovation priorities, as well as empowering staff to make a productive contribution to innovation efforts.

Through discussion, participants will consider how an innovative organisation is essentially a learning organisation where curiosity is encouraged, and proactivity stimulated. Participants will leave understanding where they can apply most leverage to improve the commercial impact of innovation in their organisation.

### Discussion topics include:

- What’s the business case for innovation?
- What needs to be measured to help drive innovation?
- Key principles for stimulating employee-driven innovation
- Where do really good ideas come from?
- Connecting innovation effort to strategic priorities
- Driving massive increases in collaboration inside and outside the organisation

## Leadership

Is leadership just getting people to do stuff they don't want to? Not everyone's born to leadership, nor does everyone aspire to it. As a key stakeholder in an organisation, however, your leadership is expected, recognised and valued. How can you leverage your own personal qualities to become and be seen to become a leader? How do leaders set the tone and inspire change? What sort of leadership style will sit most comfortably on your shoulders and how can you use that to drive growth?

This module aims to learn more about the concept of business leadership, to better understand various approaches to business leadership and to begin to develop your own leadership skills, to help you put leadership in an SME context.

### Discussion topics include:

- What's the difference between management and leadership?
- Who do you recognise as being a great leader and why?
- Perspectives on leadership: Does the 'born leader' exist or can anyone do it?
- Transformational leadership
- What skills do/should leaders have? And what do we expect them to have?
- So, what makes an effective leader?

## Operations Excellence

Operations Excellence is about building our organisation's capability to create value for customers in a resource-efficient way. There is a long history of tools promoted to achieve this. Lean, Six Sigma and Lean Six Sigma are the latest, however the intent is often lost while learning the new tools - processes become highly capable within the specification limits but no-one knows how (or even if) the specification relates to customer needs; hours are spent measuring things that are going wrong but nothing gets better; looking at the expert's processes leads to confusion about where to start.

In this session we discuss building the capability, your way, in your company, for your customers, in a way that 'sticks'.

### Discussion topics include:

- Why productivity, quality, speed and rewarding jobs go hand in hand
- How do we dig value out of the value stream?
- Metrics and how to stop them cheating you
- Performance management throughout the business
- Building capability through experience

## Organisational Culture

“culture eats strategy for lunch,”  
Richard Clark, Merck CEO (after Peter Drucker)

Having a good strategy and strong leadership that supports innovation is great, but if you don't have the culture and the enabling systems that allow you to successfully implement that strategy, the culture of the organisation will defeat the strategy.

It is important to recognise the kind of organisation you want, use the appropriate diagnostic tools to identify the culture you already have, then map out how you go from where you are to where you want to be. Culture change should adopt a scientific method and should be measured and assessed as with any other business process. Defining the organisational structure to take advantage of innovation systems, empower strong leadership and enable operational excellence to implement the strategy requires the right culture - simple as that.

### Discussion topics include:

- How do you define and embed your culture?
- The business case for culture, how culture impacts performance
- How to improve work and working lives by making changes to organisational culture and behaviours
- Is your organisation's structure fit for purpose? What is right for you?
- How to foster innovation and creativity
- Ethics and workplace behaviour

## Business Communication

Business communication is a core leadership function. In fact, leadership and communication are inextricably linked, engaging the hearts and minds of our employees. Communication embraces culture and is at the heart of the DNA of our organisations. As leaders, we need to act as exemplars, to lead for others to follow. We need to be highly skilled communicators and ambassadors, engaging and managing multiple relationships both inside and outside our businesses.

As leaders, we are expected to have a clear and understandable vision for the business, a continuity of message and style, a distinctive presentation flair that inspires others to contribute to the success of that business, and above all, we need to demonstrate credibility and trust while creating distinction.

### Discussion topics include:

- The value and impact of communication
- Communication styles - what is your philosophy and ethos to inspire?
- How do effective presentations deliver powerful business results?
- How we can optimise our internal messages and how they match those of the organisation?