

University of Leeds - Leeds University Business School – Empowering Leaders

Programme Title: SME Future Leaders programme

Programme Content: The programme comprises of nine units:

Unit 1 - The Challenge of Leadership

Examines

- Supporting capacity for growth in the Senior Management Team
- Management and Strategic Vision
- Business strategy planning
- Letting go of the reins – delegated decision making and leadership
- Review of power and empowerment
- Strategies for enhancing employee relations
- Adapting leadership styles for fast-growing businesses
- Introduces the use of the RACI Matrix

Unit 2 - Needs and Values of the Business

Examines

- Exploring the needs of the business during the next growth phase
- Strategic direction of the business
- Succession planning and staff retention
- Commercial awareness
- Empowering key senior managers
- Leading through change
- Agreeing decision-making boundaries
- Understanding the style of leaders

Unit 3 - An Innovative Mindset

Examines

- Developing a Mindset for innovation and continuous improvement
- Introduction to Critical thinking
- How to encourage strategic innovation
- Looking ahead for opportunities
- Reaching beyond your sector for solutions to problems
- Challenging and influencing business skills and business innovation
- Strategies for recruiting staff
- Talent Acquisition
- Introduces the use of the PICK Matrix
- Critical thinking

Unit 4 Financial Literacy

Examines

- Introduces Business financial documents
- Explores the tools used to interpret financial documents
- Financial commercial awareness
- The context in which the business is operating and how to make business decisions on the basis of financial literacy.

Unit 5 Target setting and feedback loops

Examines

- Financial Key Performance Indicators – (Lagging Indicators)
- Introduction to the Strategy Deployment Matrix
- SMART targets
- Leading Key Performance Indicators
- Outcome based accountability
- Developing strategic people initiative
- Scenario planning

Unit 6 People Management

Examines

- The understanding that the gaps that might exist within the organisational skill set
- Creating relationships within the business
- Understanding equality, diversity and inclusion
- How to effectively lead high-performance teams and manage talent
- Review of incentives and motivation
- The areas of focus and actions that will need to be undertaken in order to develop the team.
- Self-Management skills for leaders
- Strategic relationships, unconscious bias
- Communication skills
- How to delegate responsibilities effectively where new skills may be required to be brought into the business and who would benefit from additional training.

Unit 7 Financial planning

- Introduction to cash flow forecasting
- Setting and Measuring budgets

Unit 8 Capacity for Challenge

Examines:

- The leadership situations the delegate has encountered so far and reflects on how these have been approached
- Models and tools that will help delegates to understand their own leadership style
- Mental strength and Resilience
- Restorative practice
- Conflict resolution and management
- The delegate's organisational approach to leading change

Unit 9 – Leadership Development Plan

- Preparation and presentation of the Leadership Development plan for the business

Final output

Each business team has to submit a full Leadership Development Plan within one month of the end of the programme. The plan brings together everything that has been learnt throughout the programme and sets out how it will be applied operationally to the business.

During the Face to face elements of the programme we invite in a guest speaker who is a local Business Owner to discuss how they resolve conflict within their own business and how they incentivise their staff.

For each unit a reading list is available online for those that wish to read further into the topics covered.

Course delivery method

The programme is delivered as Blended learning whereby it incorporates a range of styles of learning:

- Units 1, 2 and 3 are delivered Face to Face in the classroom either on the Training Providers premises or Third party premises.
- Unit 4 is an interactive online module where delegates can work at their own speed
- Unit 5 is an interactive online webinar for small groups
- Unit 6 is an online module where delegates can work at their own speed
- Unit 7 is an interactive online module where delegates can work at their own speed
- Unit 8 is an interactive online webinar for an Action Learning set
- Unit 9 is delivered Face to Face in the classroom either on the Training Provider premises or Third party premises.

Duration

The programme is delivered over three months and incorporates:

- Three full days of Face to face learning
- Three interactive online units of two hours per unit
- Two interactive online webinars of one hour per webinar
- Completion of a Leadership Development Plan

What are the perceived business benefits of the proposed training and what are the outcomes for the business

- The benefits of the SME Future Leaders programme are:
- The leadership capacity of the senior management teams will be developed
- The key decision makers within the organisation will be empowered to make decisions
- The team will be enabled to respond to challenge and understand how to foster creative tension.
- The Senior Management Teams will be supported to adopt styles of working, suitable for fast-growing businesses
- The Senior Management Team will be enabled to understand the context in which the business is operating and to make business decisions on the basis of financial literacy.
- The Senior Management Team will develop, and take ownership of, an operational Leadership Development plan for the Business
- Development of peer-to-peer experiences and learning. From our extensive experience, this is an integral part of achieving their plans and ensures that there is a longevity to the programme beyond the face-to-face sessions.
- The delegates will be upskilled and have enhanced leadership capabilities

The outcomes for the Business are:

- To have a Leadership Development plan ready to implement in the business
- The Senior team will be empowered ready to make business decisions based on knowledge
- The team will have a good working knowledge of the tools to use to assist in decision making
- To have a team that actually think and act like a team rather than a group of individuals

Target group of participants/Who should attend

Senior Management teams from SME's within the Leeds City Region.

- The teams will all be employed by the SME
- The SME's will be from a range of business sectors which enables the delegates to understand the differences and similarities and gain the benefits of peer-to-peer working across sectors.
- Delegates will all be over 18 with no minimum educational standard required.
- The programme is open to delegates of all genders and equal opportunities.

Is there opportunity for delivery to be flexible dependent upon the needs of individual learner/employer

The programme is Blended Learning which is:

- Flexible and adapts to individuals different learning styles
- The interactive online units can be completed at an individual's own pace and in their own time
- The Face to face days develop the team and encourage collaboration within the team
- The final output is a team output enabling the different skills from the individuals to be brought together
- Each unit is delivered in such a way that it adapts to the individuals skill level