

DEVELOPING BUSINESS LEADERS

Purpose	<p>To encourage courageous, entrepreneurial business leaders to create a vision of a challenging future, and then develop the skills and plans to achieve it.</p> <p>The programme offers a comprehensive course of training and support, built around the needs of the individual. It will deliver a memorable experience, and an opportunity to reinvigorate your passion for personal and business growth and development.</p> <p>The relationships with Trainers and Course Members built over the duration of the programme will become a valuable on-going support network. This will be sustained after the course by an annual get together to act as a leadership sounding board, to challenge new ideas and review each other's development progress.</p>
Target Group	<p>Senior Managers, Directors and Owners of significant businesses with the authority to decide, or strongly influence the strategic direction of their business. Participants are likely to have completed management skills training in the past, possible through Cedar Associates programmes, and want to move their business and their role forward.</p>
Duration	<p>11 days training over 18 months, and 6 half day coaching sessions</p>
Delegates	<p>Maximum 14, minimum 6</p>
Style	<p>A workshop approach with a mix of input and group discussion, exercises and in depth reviews. Business focussed projects provide opportunity to apply learning quickly to real situations that deliver real results.</p> <p>As all the parts of the programme have at least one residential night, there will be opportunity for delegates to share ideas, challenge and learn from each other. This is time to reflect, and put assumptions and plans up for constructive scrutiny.</p> <p>Coaching support will take place at the delegates work place with the most appropriate trainer / consultant to meet their development needs. Small support groups will also be established to provide an ongoing support network.</p>
Venue	<p>Comfortable Country House type hotel venue – 4 star. Possibly running the programme in 2 or 3 venues, northern, midland and southern, to limit travel.</p>
Cost	<p>£6,950 - including 360° appraisal, 11 days tuition, 6 coaching visits, all accommodation and meals on middle nights of programmes, programme notes, and the fee for enrolment on an ILM Endorsed Programme.</p>

Part 1 - Stimulating Vision - 3 days	
Purpose	To create a strategic overview of the future you want for you, and your business, and consider the steps it would take to achieve your aspirations. Will also build the group into a team that is willing to stimulate ideas, and constructively question and challenge options.
Aims	<p>Course members will be better able to –</p> <ol style="list-style-type: none"> 1. Capture their vision of what they would see as business and personal success, and the values they work to 2. Describe the leadership approach they employ, and how it make it more successful in future 3. Take a strategic view of their business and it's people, and decide where it is currently working and where it is not 4. Develop strategies to achieve the vision, and be able to sell them to their Stakeholders 5. Build leadership skill, confidence and adaptability, enhancing individual influence
Topics	<ul style="list-style-type: none"> • Management and Leadership • Stimulating personal vision – how will it differ from today • What is getting in your way, • Your vision - where are you going? What is getting in your way? • Personal values and the effect they can have • Leadership pipeline • Challenging leadership • Trust building • Why should people follow you? • Development strategies • Selling the vision

Part 2 – Developing your Brand, your Market and your Sales – 2 days	
Purpose	<p>Where is the potential to improve sales and profits?</p> <p>This programme provides an opportunity to look at what your brand stands for and to whom. How clear are you about your customers' perceptions and needs?</p> <p>How robust, thorough and consistent is your marketing, and do</p>

	your sell successfully when you have created the opportunity?
Aims	<p>Course members will be better able to –</p> <ol style="list-style-type: none"> 1. Optimise how your brand positions who you are, and what you have to offer, to your customers 2. Analyse your products and services, and the markets you sell them into, to find opportunities for growth 3. Develop new sources of competitive advantage 4. Assess the optimum pricing, distribution and promotion strategies 5. Develop and evaluate the marketing plan 6. Sell effectively, negotiating good deals that work for both parties
Topics	<ul style="list-style-type: none"> • Developing a marketing strategy • Understanding customers and segmenting the marketplace • SWOTs and critical success factors • Establishing target markets and opportunities • Using planning tools – e.g. the Boston matrix • Understanding and positioning the brand • Creating competitive advantage • Forecasting and market modelling • Setting objectives and evaluating achievement • Setting the budget • Pricing, Distribution, Promotion and PR options • Using the internet to its full potential • Selling benefits and handling objections • Negotiating and closing deals

Part 3 - Making the Business Work Well – 2 days

Purpose	To take a critical look at the effectiveness of the business structure and processes, (such as reporting, communication and decision making structures) and to develop enhancements. To question the efficiency of key systems and processes to consistently deliver value to customers and other stakeholders.
Aims	Course members will be better able to –

	<ol style="list-style-type: none"> 1. Develop the ideal business structure and process to deliver their vision, and consider what changes will be necessary to achieve this 2. List and appraise the critical systems that contribute to value generation and smooth business operation 3. Identify areas for change and improvement to efficiently and consistently deliver the necessary results 4. Improve the effectiveness of decision making, at all levels of the business 5. Stimulate innovation, and develop a desire to adapt and improve any process that will add quality or value 6. Effectively manage change in the business
Topics	<ul style="list-style-type: none"> • Understanding Shareholders needs and aspirations • The role of the Board, and the responsibilities of individual Directors • Organisational structures, good and bad • Effective decision making at meetings • Communication and meeting structures that work • System failure analysis • Making systems and processes work • Benchmarking against the best • Planning and monitoring KPI's • Encouraging people's innovation • Managing change • The significance of recognition and reward

Part 4 – Developing and Enabling Key People – 2 days

Purpose	<p>To evaluate the key people in their organisation and their potential to fulfil the necessary roles for future development.</p> <p>The programme will enable Leaders to take a strategic overview of the talent they currently have in the company, what they need in future, and the skills and processes it takes to get develop them.</p>
Aims	<p>Course members will be better able to –</p> <ol style="list-style-type: none"> 1. Identify where there are current gaps or potential risks to the business through insufficient cover, and plan for management

	<p>and leadership succession</p> <ol style="list-style-type: none"> 2. Recruit and select people who match the needs of the role and share the values of the business 3. Assess the performance of key people against established standards to set development objectives 4. Develop a people through targeted training, coaching and mentoring 5. Look for opportunities to delegate more responsibilities and projects to key people to build their ability and value
Topics	<ul style="list-style-type: none"> • Talent analysis in the business • Defining management and leadership standards • Meaningful performance appraisals that deliver results • Finding the people you need • Structured recruitment and selection • Building depth in the Management Team • Identifying needs for cover and cooperation in the team • Planning management succession • Planned training to address skill gaps • Nurturing talent with coaching and mentoring

Part 5 - Making Financial Sound Decisions– 2 days	
Purpose	To enable the business vision to be achieved profitably and with financial risk well managed, by use of the various financial indicators that together promote confident decision making.
Aims	<p>Course members will be better able to –</p> <ol style="list-style-type: none"> 1. Examine how to enhance margins in their business while maintaining sales and profit 2. Financially plan effectively, and predict the impact of decisions on their future cash situation 3. Analyse their business and identify where money is being lost, or capital is not being employed well 4. Consider the financial risks and how they will be managed 5. Develop an ambitious business plan for the next three years, setting out how the vision will be achieved, and what financial KPI's will help create the vision 6. Sell the business plan, and enable all involved to understand

	their contribution to its success
Topics	<ul style="list-style-type: none"> • Options to improve margins • Enhancing profitability • Making budgets work for you • Where is money being lost - stock and debt control • Managing Financial Risk • Business development choices • Raising Finance • Identifying future improvement initiatives or changes • Balanced Business Score Card • Building a workable business plan • Investment appraisal • Business Valuation – for acquisition or sale • Selling plans to lenders or stake holders