



LEADERSHIP
PROGRAMME
EXECUTIVE

DEVELOPING LEADERS WITH REAL INFLUENCE

THE CBI LEADERSHIP PROGRAMME: **EXECUTIVE**



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[cbi.org.uk/
leadership](https://cbi.org.uk/leadership)

A programme to support your path to the boardroom

The CBI Leadership Programme is an exclusive executive programme designed to develop leaders' external influencing skills and ability to consider the political and economic landscape, to best manage risks and opportunities for their business.

- ★ While there are thousands of executive education programmes, few carry the credibility, access and influence of this programme offered by the CBI, the UK's leading business organisation.
- ★ This programme is unique in focusing on external influencing skills, particularly in relation to government. The programme is delivered by CBI experts and business leaders with real experience of influencing the policy environment and tackles live issues in situ and in real time.
- ★ A thorough selection process ensures the diversity of the group and the quality of the participants, providing both challenge and support throughout the programme and through alumni activities.
- ★ Our alumni participants and sponsoring organisations tell us that taking part in the programme creates more rounded individuals who better understand and translate the business environment for their own organisations and for clients – helping them to manage and make the most of external risks and opportunities.



*Brilliant programme.
I have learned loads.
Diversity is really
important, it is where
the learning comes from.*

Maxine Mayhew – group commercial director, Northumbrian Water Group

56%

of senior executives forecast leadership shortages

64%

of businesses expect to increase focus on succession planning over forthcoming year

1 in 5

executives rated their company's performance on succession planning as either fair or poor

Learning through practice

CBI experts and senior business leaders help participants to engage in real time meetings with key stakeholders and directly challenge those responsible for delivering change. The CBI Leadership programme is delivered over 11 days through the following modules:

★ **Understanding and influencing in Westminster and Whitehall**

Two days: London

The operating environment for your business is heavily impacted by the fiscal, policy and legislative agenda set by the government of the day. In this first session we'll give you the latest insight and intelligence on the business environment in the UK, and share the techniques we use to plan and approach our engagement with political and regulatory stakeholders. We'll also give you the opportunity to test these tools and approaches face to face in meetings with key influencers from government and business.

★ **Where business meets government**

One day: CBI Annual Conference, London

A VIP day at the CBI's annual conference. Programme participation gives you a front row seat as we hear from leading political and business speakers and exclusive briefing and discussion on the live issues of the day.

★ **Engaging with Local Stakeholders and understanding devolved decision making**

Two days: region

The outcome of the EU referendum showed the need for prosperity and the benefits of growth to be felt across all of our communities. With the ongoing devolution of powers to local areas and the government's commitment to a place-based industrial strategy seen as the solution to this challenge, the importance of local engagement is growing. This session will look at how businesses can plan for this change and the leading role business leaders can play in ensuring that economic growth is at the heart of this agenda.

★ **Impact of the EU on business post-Brexit**

Two days: Brussels

As Britain begins the process of exiting the EU with trading relationships, common standards and regulations all still to be decided, we'll look at how business can best navigate the uncertainty and prepare for the future. Given Europe is the UK's largest trading market, UK business will continue to be impacted by the rules and standards set in Brussels post-Brexit – we'll explore what this means in practice and examine the quality of the UK's relationships within the EU and what this means for both the negotiations and our future outside of the EU.

★ **Support for doing business overseas**

Three days: India, USA or China

Against the backdrop of Brexit, the UK's trading relationships beyond the EU have never been more important – at the same time the balance of geopolitical power continues to shift and the benefits of globalisation are increasingly under challenge from customers and stakeholders. Our in-depth look at doing business and managing stakeholders overseas will give you a framework to consider the political, economic and social context for any market.

★ **Bringing it all together**

One day: London

In the final session of the programme we bring in key speakers from business, media and government to discuss responsible business leadership and what that means for stakeholder engagement. We also focus on the tools and techniques to help you to plan your government engagement. When formal proceedings come to a close we'll join 1000 other business and government VIPs at the CBI's Annual Dinner where we'll hear from a top-level speaker and celebrate the end of the programme.

An exclusive top level peer network

The CBI Leadership Programme is designed for those already leading a significant part of their organisation. This could be the MD, general manager or divisional director aspiring to reach main board level in the next couple of years.

Entry onto the programme is competitive and we approve candidates each year via a selection panel chaired by the CBI President.

★ The programme is not intended for those in government affairs roles, but aims to better equip senior business leaders outside of this field.

★ Committed to diversity

A diverse cohort supports innovative thinking and the opportunity for critical challenge and debate. We know that your businesses are thinking through the talent pipeline and how you can support your female talent to move up through the organisation – and we want the CBI Leadership Programmes to contribute to this. As such we aim to ensure the gender balance of each cohort is equal.

The CBI fully supports the Parker review recommendations on increasing the ethnic diversity of UK boards. We believe attracting and promoting talent from all backgrounds helps us build inclusive and productive workplaces. We therefore encourage companies to take these recommendations into consideration when reviewing nominations.

★ The programme begins in October and runs through to May, with an intake of 35 participants.

The fee for the ten-day programme is £7,000 (ex-VAT) for members, and £10,000 (ex-VAT) for non-members. Additionally, there is a discount available for small businesses. This excludes travel and accommodation expenses. The programme is open to any company operating in the UK.



I never dreamed I could spare the time out of my business – but the programme has given me opportunity to reflect on my leadership and to understand other people's experience – overall a fantastic programme. 

Richard Smith, CFO, Finmecannica (AgustaWestland)

The CBI difference

The CBI Leadership Programme provides a unique offer to business leaders and supports business succession planning:

Programme benefit to your organisation	Programme benefit to participants
The CBI Leadership Programme will:	
Support your succession planning as you look for new board members	Help you to understand, read and influence the political environment
Support your diversity drive	Embed you in a diverse peer to peer network of senior business leaders
Develop your organisational understanding of how to influence the political and policy landscape	Develop your understanding of businesses' contribution and responsibility to society

★ In situ learning

Learning takes place in the field, not in a classroom. The CBI Leadership Programme takes you to the heart of the action, whether that be into Westminster, Capitol Hill or on the factory floor.

★ Topical issues as they develop

Participants learn by exploring the key political and economic issues impacting business now. You will hear directly from the business leaders and politicians dealing with these issues today, utilising the CBI's unrivalled network.

★ Senior and diverse peer group

A rigorous selection panel process ensures all participants have the experience and ability to interact at a strategic level. The diversity of the group supports innovative thinking, the sharing of different approaches and the opportunity for critical challenge and debate – both during the programme and afterwards.



The programme has really broadened my horizons. Hearing the perspectives of people and companies outside of my own business area was a real highlight of the programme for me. ””

Tracey Kerr, group head of safety and sustainable development, Anglo American



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Other CBI programmes

The CBI runs a range of other executive development programmes and training workshops, including in-house programmes, to help companies manage their strategic risks and better prepare for policy and legislative change. For more information, contact:

Exec-dev@cbi.org.uk