

# Developing political awareness and influence for business

CBI Foundations Programme



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leadership-  
development](https://cbi.org.uk/leadership-development)

# A programme to develop business advantage

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The external environment is experiencing unprecedented change, and the role of business in shaping the future has never been more important. With political uncertainty at an all-time high, shifting societal expectations and rapid technological progress, it is essential to develop the capability across your business to respond to new risks and opportunities.

This programme equips participants with a broad understanding of how to navigate the political and economic context, manage external stakeholders and collaborate with government to drive change.

- ★ This essential part of leadership is often missing from traditional leadership programmes. CEOs from all sectors tell us they would have appreciated more focus on developing this skillset as they have moved upwards in business.
- ★ In the current climate of deep uncertainty, now is the time to develop your people to read and interpret the external environment and how to respond strategically to create advantage for your business.
- ★ Building on the success of the CBI's flagship Executive Leadership Programme, the programme aims to equip your leaders with the skills and confidence to engage with and influence the changing business environment through interactive sessions across the UK.
- ★ Our alumni participants and sponsoring organisations tell us that taking part in the CBI's leadership programmes creates more rounded individuals who better understand and translate the business environment for their own organisations and for clients.

*Executives... should never think they make decisions in a political or economic vacuum. Their ability to understand and tame an increasingly uncertain and unstable business environment is key.*

**Professor Jeremy Ghez**  
HEC Paris

# An immersive programme focused on live issues

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CBI experts and key stakeholders help participants understand the live context, key drivers and influencers of change through facilitated discussions, group exercises and real-time meetings. The programme is delivered over ten days, with a strong focus on developing the peer-group and embed skills and understanding over time.

## ★ **Understanding policy, campaigning & influencing**

Two days: [London](#)

The operating environment for your business is heavily impacted by the wider economic, political and social context. In this first session we'll explore the key issues and drivers of the current environment, discuss why this matters, and give you the tools and techniques to monitor this environment and use the latest insight and intelligence to best effect. You will also gain an introduction to policy campaigning and influencing, stakeholder mapping and the CBI's best practices for success.

## ★ **Influencing in Westminster and Whitehall**

Two days: [London](#)

We will take a look at how political and government institutions determine the national agenda, by proposing changes to policy, legislative and fiscal agenda which can present huge risks and opportunities for your business. You will gain an understanding of the key stakeholders and how you can play a role in shaping positive outcomes for business through discussion with government and political stakeholders.

## ★ **Working with devolved administrations in the regions and nations**

Two days: [A UK region or nation](#)

An increasing expectation is that business thinks global but acts local. In this session we explore what that means in practice, focusing on how you can lead and shape the agenda in your operating communities. We'll do this by visiting businesses that are very effective on this front. We'll also meet key stakeholders at the heart of a more devolved approach to ensuring the benefits of growth are felt across all of our communities.

## ★ **The EU and its institutions**

One day: [London](#)

With the UK's exit from the EU complete, business leaders need to understand our future outside of the EU, and the consequences for their trading relationships, common standards and regulations. We'll look at how you can best navigate the uncertainty and prepare for the future, explore what this means for the UK's competitiveness and examine the quality of the UK's relationships within the EU.

## ★ **The impact of global politics on business and trade**

One day: [London](#)

With the UK's role on the global stage set to grow, we will discuss how Britain should engage to develop its trading relationships beyond the EU. This session will cover the key concepts of trade agreements, the benefits and risks to doing business globally and the institutions that play a role in managing global trade.

## ★ **Developing your competitive advantage**

Two days: [London](#)

In this final session, we'll bring all the programme learnings together and look at how understanding and influencing the policy agenda can create competitive advantage for you and your business. As a group you will design a proposed solution to a current policy challenge and present your chosen idea to a panel of senior business and government leaders.

# Who should apply?

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The Programme is designed to better equip experienced professionals in business unit roles, who need to broaden their external perspective and develop their capabilities to succeed in their current or planned future role. Equally, the Programme is suitable as part of an induction to a role requiring an increased strategic or external focus and/or government engagement. The programme is not intended for those in government/public affairs roles, but aims to develop leaders outside of this field.

- ★ We encourage applications from talented individuals from all sizes and sectors of business.
- ★ We ask that applicants have the support and commitment of their line manager and company HR Director/budget holder.
- ★ The programme runs twice per year with a Spring and Autumn cohort. Programme dates are available on the website.
- ★ Places are limited to 20 per cohort.

## ★ 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 fee for the 10-day programme is £4,000 (ex-VAT) for members, and £4,500 (ex-VAT) for non-members. Additionally, there is a discount available for small businesses. Companies or individuals will need to cover their own accommodation and travel costs in addition to the programme fee.**

*79% of UK CEOs are spending more time scenario planning due to the uncertain geopolitical climate.*

**2017 CEO Outlook, KPMG**

# Why take part?

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## ★ Benefit to your organisation

- Meet your organisational objectives and benefit from our ongoing support.
- Upskill your team to future-proof your business.
- Boost the confidence of your emerging leaders.
- Enhance your succession planning.
- Offer a new challenge to test and develop your top talent.

## ★ Benefit to participants

- Understand what the changing political and economic landscape means for your business.
- Build the skills needed to land your key messages and build your influence with different audiences.
- Get early insight into the key policy decisions impacting business from CBI policy experts, business leaders, and political stakeholders.
- Know who is influencing change beyond central government and how to engage decision makers.
- Benefit from a peer group of cross-sector professionals, providing a formal and informal support network of like-minded people.

## ★ Why the CBI?

- With more than fifty years experience, our influence is proven. We share our techniques and practical tools to ensure your stakeholders hear your point of view.
- Our intelligence and insight is world class, providing the best knowledge about policy change and its impact on business.
- Our access to government and business is unrivalled. Our programmes ensure you have a peer group and stakeholder network of the people that can help you and your business to prosper.

- ★ Our leadership programme alumni have consistently found our programmes helped them progress their careers

**49%**  
of alumni promoted

**41%**  
promoted to a  
board position

**5%**  
won national  
recognition and  
awards



LEADERSHIP  
DEVELOPMENT  
FOUNDATIONS PROGRAMME

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