

Developing Leaders with Real Influence

Executive Leadership Programme



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

A programme to develop your board potential

The business landscape is experiencing unprecedented change, and the role of leadership in shaping the future has never been more important. Our exclusive Executive Leadership Programme is 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.

"It has never been more important for business to understand and participate in the political process. Siemens uses the CBI's excellent programme every year to support the development of our leadership team."

Juergen Maier, CEO, Siemens



Learning through experience

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 Executive Leadership Programme is delivered over ten days through the following modules:

★ **Policy, campaigning 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: Your front row seat at CBI Annual Conference**

One day: Birmingham (optional)

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.

★ **The role of business in driving prosperity in the regions and nations**

Two days: A UK region or nation

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.

★ **Navigating the UK's future relationship with the EU**

Two days: Brussels

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 changing balance of global power and its impact on business strategy**

Three days: USA, India 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 geo-political 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.

★ **Business as a force for good: Developing your competitive advantage**

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.

Who should apply?

The Executive 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 three to five years, with the need to gain a strategic understanding of the political, policy and external environments.

- ★ Entry onto the programme is competitive and we approve candidates via a selection panel.
- ★ 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**
- ★ We encourage applications from all sizes and sectors of business, and from all UK regions.
- ★ The programme runs once per year, commencing in October. Programme dates are available on the website.
- ★ Applicants should have the support and commitment of their company CEO or Chairman to attend the programme.
- ★ Places are limited to 30 per cohort.

The CBI's Leadership Programmes aim to support the development of the future leaders of UK Business and we are therefore passionate about ensuring that our Cohort reflects the UK Business community of today, driving the CBI's core purpose to ensure business creates a prosperous society for all. Underlying this core purpose is the CBI's commitment to supporting diversity and inclusion within business across individuals' gender, ethnicity, sexuality, and disability. We are therefore particularly interested in receiving nominations that support this commitment for both of our executive development courses.

The fee for the 10-day programme is £7,500 (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.

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

Maxine Mayhew - Executive Director, Group Capability & Water, Costain Group

The CBI difference

The CBI Executive Leadership Programme provides a unique opportunity to business leaders, in a climate of deep uncertainty, to take time to think strategically about how the external environment impacts their business.

★ Benefit to your organisation

- Develop your organisational understanding of how to influence the political and policy landscape.
- Support your succession planning as you look for new board members.
- Support your diversity drive.

★ Benefit to participants

- Help you to understand, read and influence the political environment.
- Engage with key political stakeholders and directly challenge those responsible for delivering change.
- Develop your understanding of businesses' contribution and responsibility to society.
- Embed you in a diverse peer to peer network of senior business leaders.

★ 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.

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

Richard Smith, CFO, Leonardo



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