

# Essentials of Leadership

Inspire higher performance



5-day Leadership programme  
Executive Education 2010/11

[www.london.edu/execed/eol/](http://www.london.edu/execed/eol/)

# Go further



London Business School empowers individuals and organisations to perform at their best.

Whether you seek to improve your performance, accelerate your career, instigate change in your organisation, or define your personal goals – London Business School can ignite your purpose and empower your decisions and actions.

Ranked as one of the finest business schools in the world, London Business School delivers the insights and skills to energise and empower executives and their organisations.

Participants on our Executive Education programmes come from more than 130 countries. The organisations they work for span every major industry sector and their experiences, cultures and commercial objectives are truly diverse.

They are taught by faculty who are influential, widely published academics and fully engaged with the business world. They act as consultants to major institutions, corporations and government agencies, and hold directorships with a range of organisations.

## The result?

**Highly practical programmes** that enable you to implement the knowledge and skills you have gained immediately upon your return to work.

The very **latest thought leadership** that will develop your knowledge in key business areas.

A **collaborative learning environment** and diverse learning methods, which inspire you in many different ways.

A unique opportunity to **network with a truly diverse and international participant group** and learn from their experiences and perspectives.

The combination is life-changing and will **take you and your organisation further**, both now and in the future.



## Why should anyone be led by you? It's a simple question that executives often find difficult to answer.

If you ask managers what they find most difficult and challenging in their job, the most common and honest reply is 'people'. Success today and tomorrow will depend increasingly on your ability to get people to follow you, not because they have to, but because they want to.

The Essentials of Leadership programme explores the six demands of leadership and the skills required to lead effectively. This intensive five-day programme will take you from the personal dimensions of your own leadership style and capability, through to the organisational dimensions of leading change and shaping a performance-orientated corporate culture.

Through a comprehensive 360-degree feedback survey, you explore your own ability to be an effective leader and identify the strengths that will allow you to influence and energise a team to high performance. You learn practical tools and strategies to help you focus your energy effectively and have more influence back in the office. Reappraise your leadership style and understand where to act with confidence, so that colleagues can see your individual strengths – and you can go further as a leader.

**Rob Goffee**  
Programme Director  
Professor of Organisational Behaviour

**Jay Conger**  
Programme Director  
Visiting Professor of Organisational Behaviour

# Programme overview



Over five intensive days this programme challenges you to explore your current leadership strengths and how to build on them. At the same time you gain the skills to lead with confidence and certainty.

## Who is the programme for?

Essentials of Leadership is designed specifically for senior managers and executives who are new to a significant leadership role, or experienced leaders who want to revisit and revitalise their skills.

This programme typically includes participants in a variety of roles, including:

- General manager
- Director
- Project manager
- Marketer
- Human resource practitioner
- Entrepreneur
- Legal practitioner

## Programme focus

- Leading versus managing
- Influencing others
- Creating high performance teams
- Managing organisational change
- Shaping corporate culture
- Using leadership skills to achieve success

## Benefits for you

- Acquire the skills that distinguish a successful leader from a manager
- Discover your leadership strengths
- Find out how to gain greater acceptance of your ideas and initiatives
- Understand your impact on other people
- Learn how to lead teams to high performance
- Gain insights into motivating and coaching others more effectively
- Discover the factors that cause leaders to derail
- Learn how to be an effective champion of innovation
- Gain valuable insights from accomplished professionals
- Take part in one-to-one coaching sessions

## Benefits for your organisation

- Build a group of exceptional leaders
- Prepare leaders for their role and pre-empt derailments
- Enhance the team leadership skills of your executives and managers
- Improve the networking and influencing skills of executives and managers
- Create a diverse, performance-oriented culture
- Gain practical leadership tools that can be applied across the organisation

“The delivery was uniformly excellent... a good mix of theoretical and practical knowledge.”

**Paula Miller** (Greek)  
Managing Director  
GMAC Bank, Czech Republic

# Inspiration through diversity



As a global business school in a major international centre of business, we attract the very best.

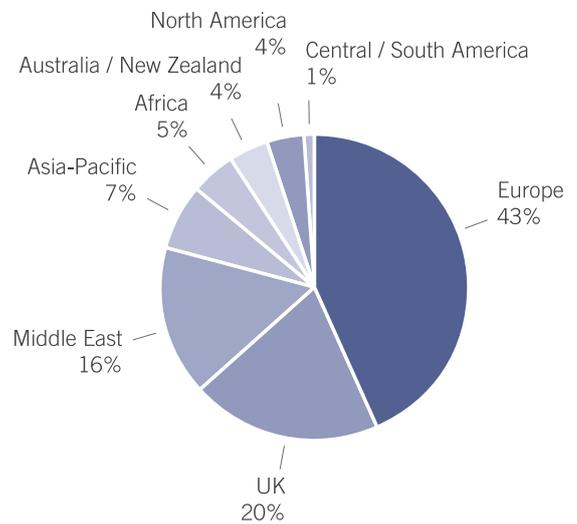
London Business School is a truly dynamic environment that inspires breakthrough thinking. You will find inspiration from some of the finest business thinkers and learn with and from an international executive peer group.

Along with a wide range of nationalities and industries, the Essentials of Leadership programme attracts participants from a diverse range of job functions including, finance, project management, business development, human resources, strategy, general management and marketing. This, combined with the programme's interactive learning style, means your learning is complemented by exposure to a broad set of business perspectives.

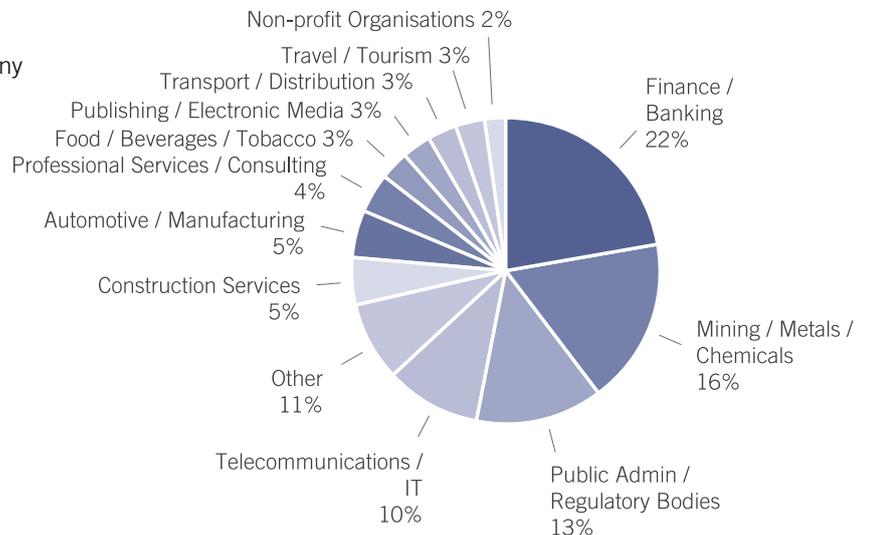
## This programme has recently powered the performance of:

- |                      |   |
|----------------------|---|
| Abu Dhabi Government | GlaxoSmithKline                         |
| Avis                 | NATO                                    |
| American Express     | Nigerian National Petroleum Corporation |
| AtraZeneca           | PriceWaterhouseCoopers                  |
| Bank of Korea        | Roche                                   |
| Barclays             | Saudi Telecom Company                   |
| BBC                  | Royal Dutch Shell                       |
| Citigroup            | Sony Ericsson                           |
| Ernst and Young      | Sainsburys                              |
| European Commission  | Société Générale                        |
| KPMG                 | Virgin                                  |
| Mastercard           |   |
| Johnson & Johnson    |   |

## Nationality of recent participants



## Industry of recent participants



# Programme content



Explore your leadership skills, vision and purpose. Inspire and invigorate your leadership style to motivate and influence others. Realise your unique leadership qualities.

## The six demands of leadership

This programme takes you through several approaches to leadership. You will explore the following leadership demands and apply them directly to your individual situation to emerge a more confident and skilful leader.

- 1 Understanding yourself** – Why should anyone be led by you? Here we assess the balance between the personal skills and traits you need to lead and manage others successfully.
- 2 Energising others** – This approach explores the motivations that drive you as a leader in the workplace. It also looks at how to pass your enthusiasm on to others.
- 3 Enabling change** – Examines the tools you need to influence others and bring about change in your organisation.

**4 Building teams** – How you can lead individuals effectively and create high performance teams. Includes a group session that looks at how teams are structured and the characteristics that define a team.

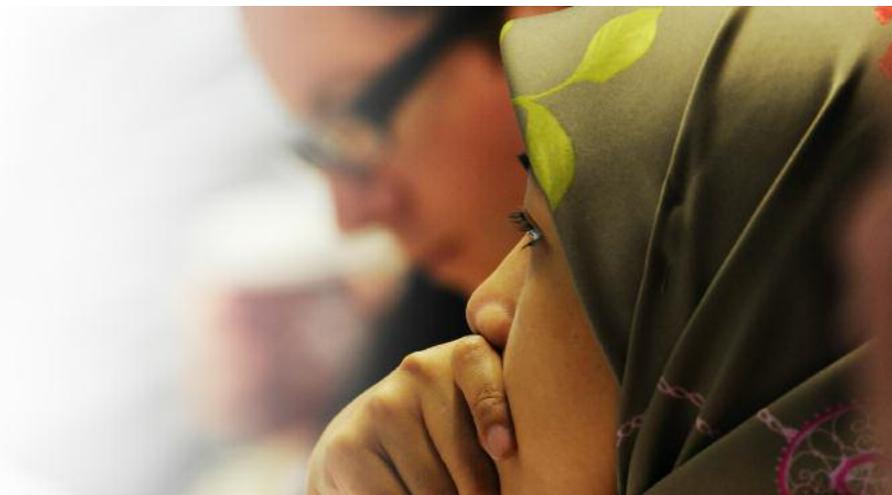
**5 Communicating direction** – Here we look at purpose and vision and how they can be communicated effectively.

**6 Winning support** – We examine workplace culture and the tools you need to shape it. An ‘enrolling others’ session looks at how corporate cultures evolve and the ways in which you can successfully influence their development.

“I know myself a lot better in one week than I’ve managed to do in the last 20 years.”

**Lawrence Yipp** (Chinese)  
Regional Director  
HK Trade Development, UK

# Learning experience



With real-world case studies, skill building experiences, group and one-to-one coaching sessions, you will learn what it takes to become an exceptional leader.

## Programme timetable

### Sunday

- Six demands of successful leadership

### Monday

- Essentials of leadership
- The challenge of leading others
- Setting and communicating direction
- How leaders derail
- Understanding yourself as a leader – feedback from the 360-degree survey

### Tuesday

- Understanding yourself and others in a leadership context
- One-to-one coaching session and action planning

### Wednesday

- Building and leading teams
- Motivating your team
- One-to-one coaching session and action planning

### Thursday

- Promoting environments of change and innovation
- The role of corporate culture

### Friday

- Influencing others: The art of persuasion
- The leader's journey
- One-to-one coaching session and action planning

You will be challenged by faculty and your peers on the programme, and be encouraged to scrutinise your personal skills and ways of thinking.

The practical emphasis of the programme structure ensures you put your skills into practice and have an immediate impact on your return to work.

To take part in the 360-degree feedback, you will need to identify at least six colleagues: at the same, more senior or more junior level as yourself.

“The faculty’s enthusiasm was infectious and they constantly surprised and challenged us with their ideas and questions. This combination of originality and energy inspired us all.”

**Anne Houtman** (Belgian)  
Deputy Head of Cabinet of President Romano Prodi  
European Commission, Belgium

# World-class faculty



As a top-ranked business school in the heart of the world's most cosmopolitan city, we attract the world's leading faculty.

The faculty below teach on the Essentials of Leadership programme. They bring to the programme insights and knowledge from their real world experience, and their latest cutting-edge research into global business issues.



**Rob Goffee**  
Programme Director and Professor  
of Organisational Behaviour

Rob's research focuses on leadership, corporate culture, innovation and creativity. He is the co-author of *The Character of a Corporation* (1998), *Why Should Anyone Be Led By You?* (2006) and *Clever: Leading Your Smartest, Most Creative People* (2009). Rob's consultancy work focuses on developing the leadership capabilities and organisational performance of some of the world's leading companies, including Heineken, Roche, KPMG, Sonae, Unilever, Legal & General, MLIM and Nestlé.



**Jay Conger**  
Programme Director and Visiting  
Professor of Organisational Behaviour

Jay's research has focused on executive leadership, corporate boards, persuasion, organisational change, power and decision making, leading innovation, empowerment, and involvement. He also holds a professorship in the US where he is the Henry Kravis Chaired Professor of Leadership Studies at Claremont McKenna College. He is the author of 14 books and over 100 articles on leadership. He is one of an elite few to have published eight articles in the *Harvard Business Review* and has worked with over three hundred companies worldwide.



**Dan Cable**  
Professor of Organisational Behaviour

Dan's expertise includes corporate culture and its effects on sustained competitive advantage, strategy execution and the linkage between brands and employee behaviours, performance metrics, and incentives. In 2001, he was awarded the McCormick Award for Distinguished Research Contributions from the Society for Industrial and Organizational Psychology. Dan has published more than 30 scientific articles on culture and human capital and in 2007 published the book *Change to Strange: Create a Great Organization by Building a Strange Workforce*. Dan has consulted with a broad range of companies including Careerbuilder, Sony Ericsson, Wachovia, Novant Health, The Bureau of Naval Personnel, The World Economic Forum, and the US Army Sustainment Command.



**Gareth Jones**  
Fellow of the Centre for Management  
Development

Gareth's research has focused on leadership, culture, innovation and change. He has held professorial posts at Insead, Instituto de Empresa and London Business School, and is currently a Fellow of the Centre for Management Development at London Business School. He has published articles in *Harvard Business Review*, *Human Relations* and in the *European Management Journal*. Together with Rob Goffee, he has published *The Character of a Corporation* (1998), and *Why Should Anyone Be Led By You* (2006), and most recently *Clever: Leading Your Smarter, Most Creative People* (2009). Gareth has held appointments as senior vice president for Polygram's global human resources and as the director of human resources and internal communications at the BBC.

# Participant experience



**Name:** Angus Fotheringham

**Job title:** Managing Director

**Company:** Forbo-Nairn

**Country of origin:** UK

**Education and career:** Angus has an honours degree in business economics, and worked in management consultancy prior to moving to Forbo 11 years ago. After undertaking roles in product marketing and then international marketing in Holland, he became managing director of the Australia / NZ business. He returned to the UK to become managing director of Forbo-Nairn in March 2007, and attended the Essentials of Leadership programme just a few weeks later.

## Managing a difficult reporting structure

The Forbo group identified 18 high-potential employees from all over the world to attend this programme, and I was one of them. It coincided beautifully for me, as I had just become the managing director of the business. I have a difficult reporting structure with finance and operations people reporting in to me on a dotted line basis. I'm not their line manager, even though I'm MD of the site. Despite this, I wanted to be able to focus the whole team on local issues.

## Empowering others

The Essentials of Leadership programme helps you understand your own strengths and weaknesses. It also helps you to identify other people's needs and drivers and most importantly, understand that, for most people, it's not all about money. Once you have both perspectives, you learn how to work with your team, using your strengths and theirs, to achieve the best result for the business.

It made me aware of the fact that I'd got my job because I'm good at certain things, but to succeed, it will be because I empowered those around me. I was someone who was prescriptive, but the programme showed me how to explain to people what I want to achieve, without necessarily telling them how I want it achieved, providing them with increased satisfaction and empowerment.

## Delivering change quickly

In my last position, it took me 18 months to deliver the level of change that I've been able to achieve in the past nine months in this role. This is because I've been able to get people to work with me, regardless of their reporting line. Everything runs more smoothly because we are now a team.

The cultural change has occurred as people understand their own contribution. The programme showed me that the more you can demonstrate an individual's contribution, the more likely they are to outperform. This is because they are valued and enjoy what they're doing more.

Many courses teach you to do things. This programme doesn't. In my view, it shows you how not doing things can be better. Sometimes people become leaders because they're good at getting the job done, but the secret to being a successful leader is empowering others to do it better.

# Our approach



London Business School delivers a learning experience centred on you and embedded in real-world practicality.

## Our approach is centred around you

**You as an individual** – Our programmes develop your skills, knowledge and networks to improve your business performance. You will draw upon and apply your personal experience in a challenging and open environment. We also create the time and space for personal reflection.

**You and your team** – The learning experience helps you explore yourself as a leader; including your role and the impact of your business challenges – applied in the context of your team, and your wider organisation.

**Your organisation** – The central outcome of your learning experience is to provide you with new tools and knowledge that can be directly applied to your organisational challenges. You develop an action plan to address the specific business issues that you face.

**Your environment** – You are challenged to explore how changes in your industry and the global economy impact upon your organisation, now and in the future.

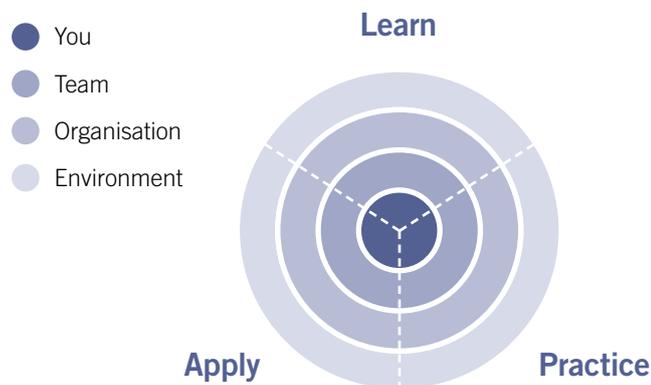
## Practical learning and a global perspective

**A diversity of people and experiences.** The power of London Business School is founded on its ability to harness the perspectives of a wide variety of industries, nationalities and leading companies from around the world, to provide you with a truly international programme experience.

**Thought-leading faculty** complement our diversity with cutting-edge research. This powerful combination creates a dynamic, international executive forum where your assumptions are challenged, your opinions debated and your universe expanded.

**Practical and interactive learning experiences** deliver a holistic approach and include: faculty-led case studies, class-wide discussions, group work, one-to-one coaching and action planning.

**Our central London location** attracts and connects you with a diverse network of world-class faculty, participants, alumni and industry leaders. It offers you the opportunity to build an invaluable international network of business professionals that will continually evolve and add value throughout your career.



# Personalised learning solutions



The real impact of your London Business School experience becomes apparent over time as you continue to apply the lessons learned to each new business challenge.

## The London Business School experience offers you a lifelong return through access to:

- **Five star research** - Apply findings from our world-class research centres: the Aditya Birla India Centre; the Centre for Corporate Governance; the Coller Institute of Private Equity; the Energy Markets Group; the Family Business Research Initiative; the Global Entrepreneurship Monitor; the Hedge Fund Centre and The Management Lab.
- **Publications** - Stay ahead with the best thought leadership, insight and analysis from our global faculty.
- **International network of events** - London Business School hosts a series of events around the world, facilitated by faculty, programme directors and our own network of leading industry thinkers.
- **Access the world's finest business thinkers** - To advise your organisation, London Business School faculty members offer private consultancy services, subject to availability.
- **Career Services** - Recruit from the world's most diverse source of global business talent through our Career Services team.

## Your personal development plan

In addition to the Essentials of Leadership programme, we can help you develop a personalised learning plan that delivers powerful development and skills at key points throughout your career.

See the end of the brochure for the full portfolio of programmes and speak to one of our Programme Associates for expert advice on selecting the right programmes for you:

Tel: +44 (0)20 7000 7393  
Fax: +44 (0)20 7000 7371  
Email: [execinfo@london.edu](mailto:execinfo@london.edu)

## For your organisation

We also work with companies on a one-on-one basis to create flexible and intensive programmes that respond to the critical business challenges facing your organisation by:

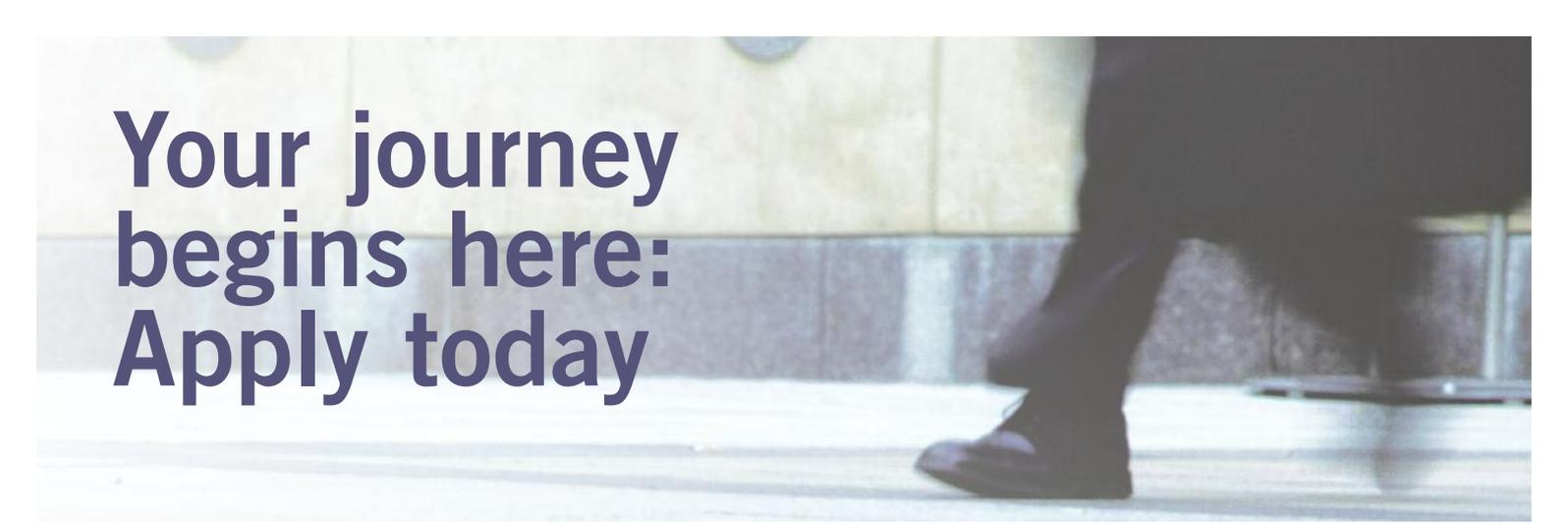
- Setting clear objectives based on organisational needs
- Aligning your learning objectives and talent management strategies
- Managing the commitment of multiple organisational stakeholders
- On-going evaluation techniques supported by London Business School

To discover how to develop flexible learning solutions for your organisation, please contact our Centre for Management Development:

Tel: +44 (0)20 7000 7333  
Fax: +44 (0)20 7000 7371  
Email: [cmdinfo@london.edu](mailto:cmdinfo@london.edu)

“I improved my self-awareness regarding my areas for development, and also how to inspire my teams to achieve higher performance.”

**Esteban Farrero Badia** (Spanish)  
Senior Vice President  
Sara Lee International, Spain



# Your journey begins here: Apply today

## Step 1

### Select the right programme

It is important you choose the programme that best meets your requirements and fulfils your long-term objectives. Please contact us for expert guidance on the right programme for you.

Your Programme Associate will guide you through the aspects of the decision making process, providing you with personalised advice, as well as programme statistics and case studies. They can also arrange for you to speak to a past participant in your country or industry sector.

Please see the website for the latest programme dates and fees: [www.london.edu/execed/eol/](http://www.london.edu/execed/eol/)

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## Step 2

### Reserve a provisional programme place

To ensure you secure your preferred date, please contact the Programme Associate team now to reserve your provisional programme place. You can also reserve your provisional place online: <http://interact.london.edu/>

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## Step 3

### Complete your application

To apply online, please visit: <http://interact.london.edu/>

The application system is password protected and contains full instructions. You save your work as you go so you can complete the form over several sessions and submit it once you are ready.

Contact us to request a hard copy of the application form.

Please contact us for help and support with your application

Email: [eol@london.edu](mailto:eol@london.edu)

Tel: +44 (0)20 7000 7393

Fax: +44 (0)20 7000 7371

**Please note:** As all the programmes are conducted in English, a good working knowledge of the language is essential. If English is not your first language, we may require evidence of your proficiency.

London Business School is committed to working with individuals and organisations to identify the right people for the right programmes at the right time to produce the right outcomes. We value diversity and promote a positive work and study environment. Admission decisions are taken in accordance with best practices and each applicant is considered on his/her own merit.

# Meeting your critical business challenges at every career stage

London Business School's Executive Education portfolio allows you and your organisation to select the best learning solutions for your professional development needs. We offer a wide range of learning solutions from two-day to four-week intensive programmes spanning General Management, Leadership, Strategy, Human Resources, Strategic Marketing and Finance.

|                            | Early career   | Mid career*   | Senior manager*   | Board level |
|----------------------------|--|---|---|-------------|
| <b>General Management</b>  |  | Accelerated Development Programme (2x2 weeks)                           | Senior Executive Programme (4 weeks)                            |             |
|                            | Emerging Leaders Programme (3 weeks)   |   |   |             |
| <b>Leadership</b>          |  | Essentials of Leadership (5 days)                                       |   |             |
|                            |  | High Performance People Skills for Leaders (5 days)                     |   |             |
|                            |  |   | Negotiating and Influencing Skills for Senior Managers (5 days) |             |
|                            |  |   | Proteus (6 days)  |             |
| <b>Strategy</b>            |  | Developing Strategy for Value Creation (5 days)                         |   |             |
|                            |  | Decision Making for Leaders (2 days)                                    |   |             |
|                            |  | Executing Strategy for Results (5 days)                                 |   |             |
|                            |  | Mergers and Acquisitions (4 days)                                       |   |             |
| <b>Strategic Marketing</b> |  | Market Driving Strategies (5 days)                                      |   |             |
|                            |  | Customer Focused Marketing: The Key to Unlocking Profit (5 days)        |   |             |
| <b>HR</b>                  |  | Human Resource Strategy in Transforming Organisations (5 days)          |   |             |
|                            |  | Talent & Leadership Development: Gaining Competitive Advantage (2 days) |   |             |
| <b>Finance</b>             | Investment Management: Equity Portfolio Management (evening)†                        |   |   |             |
|                            | Investment Management: Fixed Income Markets and Bond Portfolio Management (evening)† |   |   |             |
|                            | Investment Management: Derivatives, Markets and Models (evening)†                    |   |   |             |
|                            | Corporate Finance: Accounting and Financial Analysis (evening and daytime)†          |   |   |             |
|                            | Corporate Finance: Valuation (evening and daytime)†                                  |   |   |             |
|                            | Corporate Finance: Funding, Risk and Restructuring (evening and daytime)†            |   |   |             |
|                            |  | Advanced Corporate Finance (5 days)                                     |   |             |
|                            |  | Masterclass in Private Equity (3 days)                                  |   |             |
|                            |  | Hedge Funds (3 days)  |   |             |
|                            |  | Financial Seminar for Senior Managers (5 days)                          |   |             |
|                            | Financing the Entrepreneurial Business (5 days)                                      |   |   |             |
|                            | Customised programmes for organisations  |   |   |             |

\* We understand that responsibilities and level of job complexity may differ depending on your organisation. We carefully select participants to ensure that everyone gains the maximum possible benefit from our programmes.

† Investment Management and Corporate Finance evening programmes run one evening per week over 10 weeks. The corporate finance daytime (block week) format runs across 3 x 1 week blocks.



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