

Shifting Minds presents its unique in-house

Mini-MBA Programme

**Developing your organisation's current
and future leaders**

***An integrated development programme fully tailored to your
organisation's requirements***

Shifting Minds



Contact info@shiftingminds for more details or call **0208 374 3985**

PROGRAMME OVERVIEW

Introduction

The Shifting Minds Mini-MBA Programme provides a thought-provoking, challenging and intense setting in which your directors, managers and professionals can develop their key business capabilities in line with your organisation's vision, strategic goals and objectives. The programme is anchored in the context of the mid 2010's with its challenges:-

- Fierce market conditions
- Globalisation
- Debt burdened countries and austerity
- Falling government spending
- Social media and networks
- Exponential growth in IT capability
- Changing social patterns
- Changing expectations of managers, leaders and employers

The generic programme has three distinct stages; Preparation, Programme and Integration. We are happy to customise each stage in line with your organisation's specific needs.

Who is it for?

- All managers and senior managers who are already responsible for their organisation's strategy formulation and deployment and have not undertaken a formal MBA programme
- Mid-senior managers, middle managers and professionals who wish to fast track their skills and capabilities.
- Talent pool / hi-potential managers, professionals and graduates
- Programme and project managers supporting key organisational initiatives

Benefits

The Shifting Minds Mini-MBA Programme has a number of benefits:-

- The programme combines the best features of business school teaching, in-house management development and ongoing coaching / action learning to create a rich and intensive learning experience. This in turn leads to step changes in individual capability, resulting in better leaders, better teams, leading to better business performance
- The expertly designed programme challenges and stimulates a wide range of learning / thinking styles; thus ensuring it is well received by participants
- The programme is build around expert inputs and exercises on key business capabilities (important to your organisation); together with small group work on a real life business case study from your organisation. Working on the business case study helps develop capabilities and often yields fresh insights about how to move the organisation forward! All of which ensures that the programme passes the relevancy test!
- The programme is delivered by our high calibre course leaders; who understand your business challenges and can bring a wealth of experience and expertise – ensuring that your participants feel they are in safe hands!

FORMAT - THREE DISTINCT STAGES

Preparation stage

- Pre-360 briefing for participants and their line managers
- 360 degree pre-programme assessment against a range of business competencies
- A pre-programme stage discussion between the line manager and the participant
- Preparatory pre-work questions and reading for participants

Programme stage

- An intensive and comprehensive programme of key business approaches, academic models and discussions spread over 5 days, consisting of high quality faculty inputs, group and individual exercises
- Team and individual based learning whilst working on a complex business challenge / case study (ideally drawn from your own business), which is integrated in the programme and also features real or simulated interviews, meetings and formal presentations with key stakeholders
- Application of course content to your organisation's own organisational objectives
- Ongoing observation of individual behaviours, group dynamics and the application of learning

Integration stage

- Create / update of Personal Development Planning and manager debrief
- Further reading
- Post programme debrief and 121 coaching sessions
- Participation on "Action Learning Sets" centred around real organisational challenges
- Repeat of 360 degree assessment within 6 months
- Full multi-evaluation of the programme (including return on investment – ROI)

FORMAT – THREE DISTINCT STAGES



PROGRAMME DETAILED DESCRIPTION

Preparation stage

Step 1: Pre-360 review briefing for participants and their line managers

We will brief participants and their line managers on the purpose, format and completion of the pre-programme 360 review.

We can use our generic format or create a custom report. Typically we would ask include 8-10 key competencies each support by 6-8 questions. Examples

- Strategic awareness
- Commercial and financial awareness
- Customer focus
- Conceptual thinking
- Innovation and creative thinking
- Adaptability / change management
- Communication / influencing
- Team-working
- Relationship building
- Self-awareness



Reports provided by our specialist supplier appraisal360 <http://www.appraisal360.co.uk/>

Step 2: Participants and observers action the 360 report

Participants complete the report and request feedback from a range of observers e.g. Line manager, direct reports, peers and others. Free-form comments can also be requested against agree questions.

Step 3: A pre-programme stage discussion between the line manager and the participant

We recommend that line managers and participants jointly review the completed 360 report, noting areas of strengths and discussing areas for improvement. We also ask both parties to consider how they might use the mini-MBA programme to enhance their performance on current responsibilities and up-coming projects.

Step 4: Preparatory pre-work questions and reading for participants

In addition to the activities described, participants are also required to:-

- Answer some self-reflection questions that guide the participants towards setting specific goals for the programme
- Read the programme case study briefing and data pack

PROGRAMME STAGE

Approach to workshop design

Shifting Minds has an enviable reputation for the design and delivery of high quality management development. We design our workshops using the following principles:-

Design principles

- We understand and utilise all learning styles in our workshops
- We use accelerated learning techniques as appropriate
- We use Neuro Linguistic Programming models and techniques as appropriate
- We use a wide variety of individual and group work; ensuring that our “training choreography is effective”
- We work our participants hard; we manage time carefully and fit a lot of learning each day
- We make time for reviews and consolidation into long term memory

...finally our workshop designs are intended to change thinking, shift attitudes and develop capabilities

Experts inputs from the front by highly qualified and experienced programme tutors

A full break down of the Programme modules is shown over. **All content can be customised to ensure the programme delivers maximum value to your employees and your business**

Day 1

Session 1 - Programme introduction

Content

Sponsor's opening words
Introduction to programme
Programme objectives
Personal objectives identified (based on 360 feedback)
Ground rules
Ice breaker exercise
Personal action planning begins

Key benefits

- Alignment of the programme to business objectives – therefore maximise return on investment
- Creation of a safe but challenging learning environment – to allow the programme to maximise its impact

Session 2 – Exploring organisational strategy and planning

Content

What is strategy and how is it formulated?
Visions, values, goals and objectives
Classic strategic planning models and frameworks e.g. PEST, SWOT, Porter's five forces and Value chain analysis
Developing and appraising strategic options
Cascading strategy – “Catch ball” processes, “One page” strategies and feedback loops
Your role in leading / supporting strategic formulation
Your organisation's approach to strategic planning
The way forward - emerging trends in strategic thinking

Key benefits

- Develop understanding why strategic thinking is critical to success
- Review and use a wide range of classic strategic models – therefore improving the quality of strategic thinking back in the workplace
- Develop a full and pragmatic understanding of the challenges of formulating and cascading strategies

Session 3 – Customers and the principles of marketing

Content

What is marketing?
Frameworks and models for understanding the marketplace for your products and services e.g. the four P's, competitor analysis and product / service lifecycles
Features, advantages and benefits
Customer segmentation
The role of market research and insight
Marketing communications
Creating integrated marketing plans
Commercial considerations e.g. partnerships, Intellectual property, funding and risks
Your organisation's approach to marketing

Key benefits

- Build a culture that is “obsessed” by understanding and delivering customer needs
- Understand how organisations go to market
- Develop the ability to assess the effectiveness of marketing strategies
- Be able to apply thinking to internal customers

Session 4 – Case study work

Content

Briefing on case study
Briefing on behavioural and capability observation
Team formation briefing
Individual and team familiarisation with case study
Case study “sponsor” briefing on the case study
First impressions
Strategic / marketing analysis begins
Simulated customer interviews

Review and briefing for overnight work and day 2

Key benefits

- The choice of a case study from your business ensures relevance and allows the participants to generate real options for change
- The “voice” of the customer is respected and drives analysis and possibilities for change
- Overnight reflection to ensure deeper understanding

Day 2

Session 5 – Understanding financial management

Content

Review of day 1 and objectives for day 2

Understanding financial accounting
Review of Balance sheet, Profit and Loss (Operating statements) and cash flow
Key ratios and indicators
The role of business planning and approaches budgeting
The principles and practice of management accounting
Your organisation's approach to financial management

Key benefits

- Build confidence in interpreting financial documents
- Build capability in setting and managing budgets
- Increase understanding of the financial implications of operational decisions

Session 6 – Case study work

Content

Continued work on the case study, answering questions related to the financial aspects

Key benefits

- Apply financial management learning to a real-life case study
- See how financial data shapes and influences effective strategic decision making

Session 7 – Team working review

Content

Review of behavioural / thinking models such as – Logical levels, Transactional Analysis, Johari window and Rackham's behavioural model
Individual and group review of group dynamics and exchanges – as they occurred in the case study sessions
Feedback from observers
Planning for next group session

Key benefits

- Self-reflection leading to great self-awareness and the development of emotional intelligence
- Feedback received that highlights behaviours and attitudes that might be unknown to the participant
- Opportunities to try modified behaviours / strategies later in the programme and back in the work place

Session 8 – Leading and managing people

Content

Managing vs. leading – review or own 360 scores
Leadership theory and practice
Capability building and talent management
Effective performance management
Performance coaching and mentoring skills
Developing high performance teams
Auditing your own team and planning its development

Key benefits

- Gain insights into what it takes to be a leader
- Develop performance coaching skills
- Assess your own team's current stage of development and plan for the future

Review and briefing for overnight work and day 3

Day 3

Session 9 – Leading operational excellence

Content

Review of day 2 and objectives for day 3

What does operational excellence look like?

Best practice case studies

Process improvement simulation

Introduction to Lean thinking and toolkits

Stimulating creativity and innovation

Key benefits

- Develop a cultural mindset of “continuous improvement”
- Encourage creativity and innovation the organisation
- Give a toolkit for both generating and managing change

Session 10 – Principles of organisational design and development

Content

Soft systems vs. hard systems approaches

Cultural analysis

The role of leadership

The role of capabilities / competencies

Organisational design principles

OD in action

Key benefits

- Develop a working understanding of how to shape the culture and effectiveness of an organisation
- Understand the critical role of leadership in determining and supporting culture

Session 11 – Case study work

Content

Continued work on the case study, answering questions related to operational excellence and organisational design / development

Key benefits

- Apply operational excellence thinking and tools to a real-life case study
- Apply organisational design and development strategies to a real life case study

Session 12 – Interim presentation

Content

Preparation and delivery of an informal presentation to other group / course leaders on progress. Critical assessment and questioning from the audience

Review and briefing for overnight work and day 4

Key benefits

- Consolidation of learning and testing out the strength of underlying business analysis
- An opportunity to practice giving presentations with the pressure of a critical audience

Day 4

Session 13 – Working effectively with IT

Content

Review of day 3 and objectives for day 4

The role of systems in organisational life

The current IT landscape

Waterfall vs. Agile systems development

Case studies of effective and poor systems implementations

Key principles for the effective use of IT systems in your organisation

Key benefits

- Develop a good working understand of how to work with your IT function effectively
- Understand the implications of your chosen IT systems development plan
- Avoid the common pitfalls of poor systems implementation

Session 14 – Leading organisational change

Content

Categorising change by type

The holistic nature of organisational change

Key insights into effective change management

Why people resist change

Benefits identification and management

Indicators of effective project and change management

Key benefits

- Explore best practice change management approaches to ensure that real life changes introduced overcome resistance and generate their required benefits
- Ensure that in-house change projects are set-up and run effectively

Session 14 – Preparing business cases

Content

The principles of effective business cases

Review of your organisation's business cases approach / template

Identifying and quantifying benefits

Financial tests e.g. Net Present Value and Internal Rates of Return

Strategic for presenting alternative options

Influencing techniques applied to business cases

Key benefits

- Familiarity with the principles and the practicalities of business case generation
- Explore how to identify and quantify the benefits of any change
- Develop the ability to work with finance team in preparing robust business cases
- Understand and use strategies for influencing key stakeholders

Session 15 – Case study work

Content

Review and briefing for overnight work and day 5

Continued work on the case study, answering questions related to managing projects / change. Beginning the preparation of a business case for recommended changes in the programme case study

Review and briefing for overnight work and day 5

Key benefits

- Apply change management thinking to current change plan or underway in the business; application also to programme case study
- Build capability in the skills of creating robust business cases

Day 5

Session 16 – Effective business communications

Content

Review of day 4 and objectives for day 2

The challenges of effective communication
The “Structured Thinking” methodology
Presenting business cases
Handling audience questions
Managing your own physiology
Reading body language

Key benefits

- Learn a powerful techniques for structuring and writing business communications e.g. e-mails, reports and business cases
- Develop personal presentation skills in terms of design / delivery

Session 17 – Case study work

Content

Generation of criteria to assess the presentations
Continued work on the case study, developing the final business case and preparing the presentation

Key benefits

- Apply effective business communications techniques to designing a presentation
- Develop the ability to formulate and structure carefully reasoned arguments

Session 18 – Case study presentations

Content

Shared delivery of presentations by small group. Critical assessment / challenge by audience. “Time-outs” (to freeze / discuss the action) called during the presentation as necessary
Opportunity to bring in key stakeholders from the business to form part of the audience
Presentations scored using group generated criteria

Key benefits

- The opportunity to test out skills and thinking in a simulated business environment
- The opportunity to showcase learning to senior managers in the organisation
- Receive valuable feedback from audience

Session 19 – Programme stage review and briefing for integration stage

Content

Final scorings for the presentations
Key insights and learning points
List of actions for the workplace

Introduction to integration stage:-
Briefing and arrangements for Action Learning Sets
Briefing and arrangements for 121 debrief and ongoing coaching sessions
Diary planning for repeat 360 assessment within 6 months

Closing statements
Workshop evaluation

Key benefits

- The opportunity to share learnings and insights
- Action planning to support transfer of learning back into workplace
- 121 debrief and ongoing coaching ensure further development
- Clear briefing for next stage of the programme

INTEGRATION STAGE

Personal Development Planning and manager debrief

We encourage all participants to hold a de-briefing meeting with their line manager. We can provide a template for this review (if required)

Further reading

We will circulate carefully chosen reading lists / web resources that support all of the key sessions of the programme

Post programme debrief and 121 coaching sessions

Ideally within 5 working days of the programme, we will contact each participant and arrange a 75 minute debrief covering their behaviours, business capabilities and ongoing development needs.

We will also arrange to hold x5 60 minute coaching sessions at monthly intervals.

Participation on “Action Learning Sets” centred on real organisational challenges

Will also work with you to create and initiate a small number of “Action learning sets”. Typically we would attend the first session to provide guidance and facilitation support. The first session is typically 2.5 hours with subsequent session at c.60 to 90 minutes. Action learning sets can have a fixed duration (e.g. when everybody has had their challenge in the “spotlight” or continue in an organic manner.

Repeat of 360 degree assessment within 6 months

We recommend repeating the 360 questionnaire after 6 months. The final 121 coaching session will include the debrief of the results of the repeated 360

Full multi-evaluation of the programme (including return on investment – ROI)

We can provide a range of evaluation processes. Ideally we would like to suggest the action shown over:-

Programme evaluation

Based on Fitzpatrick's classic evaluation framework

Level	Evaluation type	Evaluation description	Method used by programme
1	Reaction	Reaction evaluation is how the delegates felt about the training or learning experience	Recording reactions to the training at the end of each day. Minimum target rating – an average of 4 out of 5 . Stretch target = 4.5 out of 5
2	Learning	Learning evaluation is the measurement of the increase in knowledge - before and after	Action planning and optional written summary of learnings (c.!500 words)
3	Behaviour	Behaviour evaluation is the extent of applied learning back on the job - implementation	Repeated 360 at the end of the Programme plus 6 months Data collected (via a custom e-form) from participants and their managers that highlights actions undertaken / behavioural change (directly or indirectly prompted by the programme)
4	Results	Results evaluation is the effect on the business or environment by the trainee, sometimes referred to as the return on investment or ROI	Data collected from participants which includes quantative data on results as a result of actions prompted by the training Selected success cases – investigated and reported in detail Movements in selected Performance Review and Employee survey data

PROGRAMME LOGISTICS AND COSTS

Logistics

We would aim to take 12-14 participants through the programme with two course leaders per day. Larger groups are possible with additional support to the course leader team

Workshops can be run in-house on premises or in residential locations

We recommend programme is run over 5 consecutive days, although other formats e.g. 2 days + 3 days are possible

Workshop timings are flexible in terms of start and finish times. Residential programmes over the possibility of shortening day 5 by the use of evening session on days 1-4.

Costs

Shifting Minds recognises that this programme represents a significant investment and therefore aims to provide excellent value for money. Please enquire for a bespoke estimate based on numbers and format.

For a free fact finding conversation contact info@shiftingminds.com or phone 0208 374 3985

Programme Leader and faculty

Paul Wahlhaus MBA, CMIPD

Business Consultant

Change Management and OD specialist

Executive coach, management trainer and facilitator

Associate Lecturer in Strategic Change Management at Birkbeck College, University of London

Paul is a business consultant with an outstanding record of achievement in supporting strategic business goals through the delivery of effective learning and development, organisation design and change management solutions. He has worked in many countries and across a wide range of private, public and charity sectors, each time refining his strategies for helping organisations bring about lasting change. Recent private sector organisations have included SABMiller, Bombardier Transportation, Manpower, British Telecom and Tube Lines. Recent public sector organizations have included the BBC, National Health Service, Royal College of Nursing, Post Office, Tourism South East, Basingstoke and Deane Borough Council and East Sussex County Council. Third sector work includes working with Peabody Trust, Family Housing and a UK-wide Health Charity.

He works with passion and a co-operate style to ensure that what is delivered clearly benefits clients and becomes a sustainable part of the organisation's DNA. Paul's specialisms are culture change, realising financial benefits / ROI from large-scale change programmes, leadership development and implementing coaching and mentoring schemes. Over the years

Paul has designed and delivered an impressive range of workshops and is widely acknowledged as a leading trainer and facilitator.

Paul started off his career in Finance as an operating division business analyst – before moving into manufacturing operations. He has an in depth background and expertise in ERP systems, Lean Manufacturing and Total Quality. Later in his career Paul held a number of senior OD and Change / Human Resource Development positions (up to operational board member) in organizations such as Rio Tinto Plc, Caradon PLC, PA Consulting and Sainsburys.

Paul also spent 3 years working in Europe, North America and the Far East for Global Management Consultancy - PA Consulting. His remit was to support the development of 700+ Business Transformation Consultants, as well as delivering fee earning assignments

Paul has an MBA, is an NLP (Neuro Linguistic Programming) master practitioner and is accredited as an executive coach to International Coaching Federation standards.

He is a full member of the Chartered Institute of Personnel and Development

The Shifting Minds Mini-MBA faculty will be carefully chosen from our team of associate consultants and reflect your specific requirements. Full details of the proposed faculty are presented before any commercial agreement is reached.



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