

## LEADERSHIP DEVELOPMENT PROGRAMME 18 / 19 • PROGRAMME HANDBOOK

## DESCRIPTION OF THE PROGRAMME

## 2018 / 2019

The programme has been designed around the key skills and attributes identified by the Transformational Leadership Model.

This is a leadership style in which leaders encourage, inspire and motivate employees to innovate and create change that will help grow and shape the future success of the company.

Transformational leaders set an example through a strong sense of corporate culture, employee ownership and independence in the workplace. They trust trained employees to take authority over decisions in their assigned jobs. Employees are encouraged to be creative, look to the future and find new solutions. They will provide employees mentorship and training to become future transformational leaders.

If you have any queries regarding the below programme, please email [hello@bpsbirmingham.co.uk](mailto:hello@bpsbirmingham.co.uk).



## THE TRANSFORMATIONAL LEADERSHIP MODEL

# IDEALISED INFLUENCE

Leaders behave in admirable ways so that followers tend to identify with them (e.g display conviction, role modelling, behaviours consistent with a vision, appeal on an emotional level).

**WORKSHOP 1** • 4th October 2018 • “Understanding Personality and Communication Styles”  
by Jay Lutwyche, Head of Development, Shakespeare Martineau

**WORKSHOP 2** • 18th October 2018 • “Creating a High Performance Culture”  
by Simon Hague, Director, Where’s My Lunch, Aston Business School MBA

**WORKSHOP 3** • 8th November 2018 • “The leadership identity check”  
by Dr Keith Schofield, Executive MBA and Senior Leader Apprenticeship MBA Programme Director, Aston Business School

**WORKSHOP 4** • 6th December 2018 • “Leadership and Professional Ethics”  
by Dr Lauren Traczykowski, Teaching Fellow, Aston Law School

## WORKSHOP 1

# “Understanding Personality & Communication Styles”

by Jay Lutwyche, Head of Development, Shakespeare Martineau

4th October 2018 • Thursday • 17.00 - 20.30 • G8 Main Building, Aston University

As an emerging leader, understanding your own personality preferences and style of communication is a vital skill. This session uses a well-established psychometric model to help you better understand your own style – both how and why you communicate in the way you do, and the impact this has on others. You’ll also gain a greater understanding of alternative communication styles and how you can use this to build stronger relationships with colleagues and clients alike.

This lively, practical and enjoyable session will be led by Jay Lutwyche, Learning & Development Business Partner at Shakespeare Martineau.

## Pre-requisites

- Prepare your thoughts, questions, myths and comments about the topic;
- Prepare a question for the guest speaker.

## About the speaker

**Jay Lutwyche**

Head of Development, Shakespeare Martineau

Jay leads and oversees all development-related activity within the business. He creates a vibrant and compelling culture supporting development, talent management and succession planning. Jay is responsible for the design and delivering an outstanding structured development programme through the firm’s Academy. MBTI and Insights Discovery accredited he has particular expertise in leadership and management, communication and presentation skills, and coaching.

## Workshop Format

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|--------------|--|
| <b>17.00</b> | <ul style="list-style-type: none"><li>• Registration</li><li>• Tea, coffee and cake served</li><li>• Welcome &amp; Introductions/ Icebreaker</li></ul> |
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| <b>17.45</b> | Workshop & Q&A |
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| <b>20.00</b> | <ul style="list-style-type: none"><li>• Debrief</li><li>• Star student announced</li><li>• Complete Feedback Questionnaire</li></ul> |
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| <b>20.30</b> | Close |
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## WORKSHOP 2

# “Creating a High Performance Culture”

by Simon Hague, Director, Where's My Lunch, Aston Business School MBA

18th October 2018 • Thursday • 17.00 - 20.30 • G8 Main Building, Aston University

Simon Hague will facilitate an interactive and engaging workshop where you will be invited to consider what behaviour changes need to happen within your business to improve performance.

Simon has worked within corporate sales and operations management, and now runs his executive coaching business – [Wheresmylunch](#).

No reading required beforehand – but there will be signposts to further thought shared during the session.

## Pre-requisites

- Prepare your thoughts, questions, myths and comments about the topic;
- Prepare a question for the guest speaker.

## About the speaker

### Simon Hague

Director, Where's My Lunch,  
Aston Business School MBA

Wheresmylunch work with people that want to make a difference either to their own personal impact, their company or their community. These are people that want to develop through increased self-awareness, focus and (re)alignment to what is important to them personally and in business.

Simon's work here is both as founder, energiser and explorer where he assists others to think differently about where they are and what they want to achieve personally and organisationally.

## Workshop Format

<b>17.00</b>	<ul style="list-style-type: none"><li>• Registration</li><li>• Tea, coffee and cake served</li><li>• Welcome &amp; Introductions/ Icebreaker</li></ul>
<b>17.45</b>	Workshop & Q&A
<b>20.00</b>	<ul style="list-style-type: none"><li>• Debrief</li><li>• Star student announced</li><li>• Complete Feedback Questionnaire</li></ul>
<b>20.30</b>	Close

## WORKSHOP 3

# “The leadership identity check”

by Dr Keith Schofield, Executive MBA and Senior Leader Apprenticeship MBA Programme Director, Aston Business School

8th November 2018 • Thursday • 17.30 - 20.30 • G8 Main Building, Aston University

This session will explore the ideas around brand and identity concerning leadership. We'll focus on some influential leaders, past and present, as a way of understanding what it means to be a leader.

## Pre-requisites

- Prepare your thoughts, questions, myths and comments about the topic;
- Prepare a question for the guest speaker.

## About the speaker

### Dr Keith Schofield

Executive MBA and Senior Leader Apprenticeship  
MBA Programme Director, Aston Business School

Dr Keith Schofield joined the Work and Organisational Psychology Department in September 2017 as a Teaching Fellow in Organisational Behaviour and Human Resource Management.

A chartered psychologist, Keith's research interests remain on understanding organisations from a psychological perspective. On completion of his PhD in Organisational Psychology from the University of Huddersfield, Keith became responsible for managing a business incubation centre in Leeds. Funded through the European Regional Development Fund, this centre supported small and micro businesses across the Leeds City Region giving them access to business experts and mentors as well as a supportive, collaborative environment in which to grow their business. Additionally, Keith engaged in a consultancy capacity

to coordinate and deliver assessment centres with large organisations undergoing restructure.

Keith's move into Higher Education came when he began lecturing Organisational Psychology at Ireland's largest private college, Dublin Business School. Here he was responsible for lecturing across business and psychology undergraduate and postgraduate programmes, with module leader responsibilities for all organisational psychology modules. In 2014 he returned to the University of Huddersfield as a Senior Lecturer in Organisation Studies, he took on the role of MBA Director and taught across this as well as the undergraduate Business Management suite of programmes with a number of module leadership responsibilities.

Guest speaker: **TBC**

## Workshop Format

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|--------------|--|
| <b>17.30</b> | <ul style="list-style-type: none"><li>• Registration</li><li>• Tea, coffee and cake served</li></ul>                                 |
| <b>17.45</b> | <ul style="list-style-type: none"><li>• Welcome &amp; Introductions</li><li>• Workshop &amp; Q&amp;A</li></ul>                       |
| <b>20.00</b> | <ul style="list-style-type: none"><li>• Debrief</li><li>• Star student announced</li><li>• Complete Feedback Questionnaire</li></ul> |
| <b>20.30</b> | Close  |

## WORKSHOP 4

# “Leadership and Professional Ethics”

by Dr Lauren Traczykowski, Teaching Fellow, Aston Law School

6th December 2018 • Thursday • 17.30 - 20.30 • G8 Main Building, Aston University

Details of the workshop will be provided closer to the time.

## Pre-requisites

- Prepare your thoughts, questions, myths and comments about the topic;
- Prepare a question for the guest speaker.

## About the speaker

**Dr Lauren Traczykowski**

Teaching Fellow, Aston Law School

Lauren joined Aston Law School as a Teaching Fellow in April 2018. She has taught in the Law School as a Sessional Teaching Fellow since 2013. Lauren completed her PhD in Global Ethics at the Department of Philosophy at the University of Birmingham. Her thesis argued for the development of international military intervention policies in the event of natural disasters where a national government is unable or unwilling to assist its own people.

Lauren has taught within different departments and universities around Birmingham including the University of Birmingham Medical School, Law School and Politics Department and within the Theology Department at Newman University.

Prior to her studies, Lauren completed an MA in International Studies, Globalisation & Governance from the University of Birmingham and a BA

in International Relations from Boston University in her native US. Very broadly, Lauren’s research interests are within applied ethics and emergency situations.

At Aston Lauren teaches Business Ethics and Professional Conduct & Ethics and will contribute to the integration of ethics into the LLB.

Guest speaker: **TBC**

## Workshop Format

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|--------------|--|
| <b>17.30</b> | <ul style="list-style-type: none"><li>• Registration</li><li>• Tea, coffee and cake served</li></ul>                                 |
| <b>17.45</b> | <ul style="list-style-type: none"><li>• Welcome &amp; Introductions</li><li>• Workshop &amp; Q&amp;A</li></ul>                       |
| <b>20.00</b> | <ul style="list-style-type: none"><li>• Debrief</li><li>• Star student announced</li><li>• Complete Feedback Questionnaire</li></ul> |
| <b>20.30</b> | Close  |

## THE TRANSFORMATIONAL LEADERSHIP MODEL

# INSPIRATIONAL MOTIVATION

Leaders articulate a vision which is appealing and inspiring to followers (e.g provides meaning for the work task, set high standards, communicates optimism about the achievability of the visions).

### **WORKSHOP 5** • 24th January 2019 • “How to Coach”

by **Andy Bass**, Founder, BassClusker Consulting Aston University PhD and Aston Business School visiting faculty member

### **WORKSHOP 6** • 7th February 2019 • “Managing Under-performance”

by **Kathy Daniels**, Associate Dean: Learning and Teaching (Postgraduate programmes), Aston Business School

## WORKSHOP 5

# “How to Coach”

by **Andy Bass**, Founder, BassClusker Consulting Aston University PhD and Aston Business School visiting faculty member

24th January 2019 • Thursday • 17.30 - 20.30 • G8 Main Building, Aston University

Strong coaching skills are invaluable for leaders who want to create winning teams. This session will equip you with the key skills. It will be extremely practical, with lots of exercises. If you can't coach yet, you will be able to by the end of this session (and if you already can, you will become even better).

## Pre-requisites

- Prepare your thoughts, questions, myths and comments about the topic;
- Prepare a question for the guest speaker.

## About the speaker

### Andy Bass

Founder, BassClusker Consulting Aston University PhD  
and Aston Business School visiting faculty member

Andrew is the founder and principal of BassClusker Consulting, and helps leaders to bring their strategic goals to fruition more quickly and completely, wherever possible using resources they already have. He has worked across a wide range of industries and sectors including professional services, technology, media, health, financial services, packaging, automotive and education. Some of the organizations he has worked with prefer to remain confidential. Those who do not have included Aon Risk Solutions, KPMG, DLA Piper, L'Oréal, all three emergency services, AAH Pharmaceuticals, the NHS, and International Automotive Components Group. While based in the UK, Andy travels extensively, and

has worked on projects in the US, France, Germany, The Netherlands, Finland, Mexico, Russia and China.

Andy's work has been published on Forbes.com and in Career Development International, Legal Week, and Managing Partner magazine as well as in leading journals on systems thinking and organizational change. He is author of the book *The Performance Papers: Incisive Briefings for Busy Leaders*, published by Bookshaker. An active member of the Birmingham (UK) business community, Andrew is mentor for start-up accelerator Entrepreneurial Spark (supported in Birmingham by Nat West), a former member of the West Midlands Regional Advisory Board of the leadership education charity Common Purpose, a former Board Director of the business lobbying and networking group Birmingham Forward, and former advisor to the Birmingham Future Mentoring Scheme.

**Guest speaker: Bryony Martin**, Director, Head of Cost Management, AECOM Birmingham

## Workshop Format

<b>17.30</b>	Registration, tea, coffee and cake served
<b>17.45</b>	Welcome & Introductions, Workshop & Q&A
<b>20.00</b>	<ul style="list-style-type: none"><li>• Debrief</li><li>• Star student announced</li><li>• Complete Feedback Questionnaire</li></ul>
<b>20.30</b>	Close

## WORKSHOP 6

# “Managing Under-performance”

by Kathy Daniels, Associate Dean: Learning and Teaching (Postgraduate programmes), Aston Business School

7th February 2019 • Thursday • 17.30 - 20.30 • G8 Main Building, Aston University

Under-performing employees are frustrating for all employers, but what can you do? When can you dismiss? When do you have to give a disciplinary warning, and what happens if there is no improvement? What if the under-performance is linked to a health issue? We will explore the law relating to all these issues, and translate that into practical actions that you can take to address under-performance in an organisation.

## Pre-requisites

- Prepare your thoughts, questions, myths and comments about the topic;
- Prepare a question for the guest speaker.

## About the speaker

### Kathy Daniels

Associate Dean: Learning and Teaching (Postgraduate programmes),  
Aston Business School

Kathy first joined Aston Business School in September 1999, as a Sessional Lecturer. She continued in this role until September 2012 when she was appointed as a Teaching Fellow, working on a part-time basis. Kathy was promoted to Senior Teaching Fellow in 2014.

In 2018 Kathy took up the role of Associate Dean: Learning and Teaching, with responsibility for the postgraduate programmes in Aston Business School. Prior to joining Aston Kathy worked as Head of HR in a large manufacturing organisation. She then left to set up my own consultancy business, which she still runs.

Kathy writes and speaks extensively, primarily about employment law for organisations such as CIPD, Agora Business Publications and Croners She is a Lay Member of the Employment Tribunals, sitting in Birmingham.

**Guest speaker: Alex Nicholson-Evans**, Commercial Director, Birmingham Museums Trust, Birmingham Museum & Art Gallery.

## Workshop Format

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| <b>17.30</b> | <ul style="list-style-type: none"><li>• Registration</li><li>• Tea, coffee and cake served</li></ul>                                 |
| <b>17.45</b> | <ul style="list-style-type: none"><li>• Welcome &amp; Introductions</li><li>• Workshop &amp; Q&amp;A</li></ul>                       |
| <b>20.00</b> | <ul style="list-style-type: none"><li>• Debrief</li><li>• Star student announced</li><li>• Complete Feedback Questionnaire</li></ul> |
| <b>20.30</b> | Close  |



## THE TRANSFORMATIONAL LEADERSHIP MODEL

# INTELLECTUAL STIMULATION

Leaders stimulate and encourage creativity in their followers (e.g challenge assumptions, take risks, ask followers for their ideas and to develop them in practice).

**WORKSHOP 7** • 21st March 2019 • “Empowering leadership potential”  
by James Farrow, Co-Founder and Director, Curium Solutions

**WORKSHOP 8** • 4th April 2019 • “Innovation & Team Building”  
by Daniella Genas, Senior Business Advisor, Coventry University Enterprises. Aston Full-time MBA alumnus (2018)

## WORKSHOP 7

# “Empowering leadership potential”

by James Farrow, Co-Founder and Director, Curium Solutions

21st March 2019 • Thursday • 17.30 - 20.30 • G8 Main Building, Aston University

James is leaving the topic wide for now to give room to design the right solution for the participants based on their experience and feedback. Details of the workshop will therefore be provided closer to the time.

## Pre-requisites

- Prepare your thoughts, questions, myths and comments about the topic;
- Prepare a question for the guest speaker.

## About the speaker

### James Farrow

Co-Founder and Director, Curium Solution

James is Co-Founder and Director of Curium Solutions, an award-winning business transformation company. He has over 20 years' experience in shaping and delivering critical business, cultural and IT change within global organisations, including Lloyds Banking Group, Eon and Tesco.

At Curium, James is responsible for the solutions that are delivered across all areas of Change, Performance Learning and Digital. Most recently James has been responsible for setting up Curium in the US where it

provides leadership programmes and high impact content for household names such as PepsiCo and NASA. James is passionate about the power of unlocking diversity to empower individual and team performance.

Curium Solutions was named Business of the Year 2018 by the Greater Birmingham Chambers of Commerce.

## Workshop Format

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|--------------|--|
| <b>17.30</b> | <ul style="list-style-type: none"><li>• Registration</li><li>• Tea, coffee and cake served</li></ul>                                 |
| <b>17.45</b> | <ul style="list-style-type: none"><li>• Welcome &amp; Introductions</li><li>• Workshop &amp; Q&amp;A</li></ul>                       |
| <b>20.00</b> | <ul style="list-style-type: none"><li>• Debrief</li><li>• Star student announced</li><li>• Complete Feedback Questionnaire</li></ul> |
| <b>20.30</b> | Close  |

## WORKSHOP 8

# “Innovation & Team Building”

by Daniella Genas, Senior Business Advisor, Coventry University Enterprises. Aston Full-time MBA alumnus (2018)

4th April 2019 • Thursday • 17.30 - 20.30 • G8 Main Building, Aston University

**Part 1:** Building a team that you can lead. How to choose a team, how to effectively lead a team that has been chosen for you.

**Part 2:** Exploring how good leaders approach innovation and how they encourage innovation amongst team members.

## Pre-requisites

- Prepare your thoughts, questions, myths and comments about the topic;
- Prepare a question for the guest speaker.

## About the speaker

### Daniella Genas

Senior Business Advisor, Coventry University Enterprises. Aston Full-time MBA alumnus (2018)

As a Senior Business advisor Daniella provides tailored support to SME's to help them enhance their innovation management capability, resulting in increased effectiveness in generating and commercially exploiting their ideas.

Daniella undertakes an in depth diagnostic assessment of their business and provide a bespoke package of support designed to embed innovation management capability within their company.

Guest speaker: **TBC**

## Workshop Format

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|--------------|--|
| <b>17.30</b> | <ul style="list-style-type: none"><li>• Registration</li><li>• Tea, coffee and cake served</li></ul>                                 |
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| <b>20.00</b> | <ul style="list-style-type: none"><li>• Debrief</li><li>• Star student announced</li><li>• Complete Feedback Questionnaire</li></ul> |
| <b>20.30</b> | Close  |



## THE TRANSFORMATIONAL LEADERSHIP MODEL

# INDIVIDUALISED CONSIDERATION

Leaders attend to each follower individually (e.g act as a mentor or coach, listen to their concerns and needs).

**WORKSHOP 9** • 9th May 2019 • “People just don’t get it... Why the obvious *isn’t*.”

by Terry Hodgetts, Director of the Centre for Executive Education, Aston Business School

**WORKSHOP 10** • 6th June 2019 • “How to network effectively as a leader”

by Sandra Benbow, Transformation Manager, Advanced Services Group, Aston Business School

**WORKSHOP 11** • 4th July 2019 • “Behavioural Tools of Effective Leaders”

by Dr Nishat Babu, Aston Behavioural Insights Group, Aston Business School

## WORKSHOP 9

# “People just don’t get it.... Why the obvious *isn’t*.”

by Terry Hodgetts, Director of the Centre for Executive Education, Aston Business School

9th May 2019 • Thursday • 17.30 - 20.30 • G8 Main Building, Aston University

As we go through our professional lives we constantly face the challenge of getting others to go along with our plans, buy into our strategies, or share our perspectives. Unfortunately, all too often we find other people see the world a different way to us. What causes this? Why is everybody else so difficult?

In this workshop we will explore some of the lessons from research into business and social psychology to explain how other people’s perspectives can get in the way of our plans, and provide tools to help understand those perspectives and work with them, rather than be frustrated by them.

## Pre-requisites

- Prepare your thoughts, questions, myths and comments about the topic;
- Prepare a question for the guest speaker.

## About the speaker

### Terry Hodgetts

Director of the Centre for Executive Education, Aston Business School

Terry’s a former participant in and purchaser of executive development programmes. He’s therefore well placed to understand clients’ needs when programmes are being conceived and designed.

Terry’s experience ensures that when consulting with clients and liaising with faculty members and the CED team, every programme delivers the maximum benefit and impact.

His interests lie in bridging the gap between strategy and people, helping organisations find ways to engage their workforce to achieve strategic goals.

While his background is as a practitioner, Terry underpins his practical experience with extensive qualifications and knowledge in the areas of business and strategy, and organisational and social psychology.

As such, he’s able to bring both an academically rigorous and a practical ‘real world’ perspective to his design, teaching and consulting work.

**Guest speaker:** **Tracy Westall**, Portfolio Non Executive Director - DfT, Birmingham City University, Board Member - Innovation Birmingham, West Midlands Combined Authority Digital Board

## Workshop Format

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|--------------|--|
| <b>17.30</b> | <ul style="list-style-type: none"><li>• Registration</li><li>• Tea, coffee and cake served</li></ul>                                 |
| <b>17.45</b> | <ul style="list-style-type: none"><li>• Welcome &amp; Introductions</li><li>• Workshop &amp; Q&amp;A</li></ul>                       |
| <b>20.00</b> | <ul style="list-style-type: none"><li>• Debrief</li><li>• Star student announced</li><li>• Complete Feedback Questionnaire</li></ul> |
| <b>20.30</b> | Close  |

## WORKSHOP 10

# “How to network effectively as a leader”

by Sandra Benbow, Transformation Manager, Advanced Services Group, Aston Business School

6th June 2019 • Thursday • 17.30 - 20.30 • G8 Main Building, Aston University

Leadership is key to the success of every organisation. Strong leaders know how to develop and use their networks effectively. This session will provide tools to help you develop your internal and external network to develop your leadership capability.

## Pre-requisites

- Prepare your thoughts, questions, myths and comments about the topic;
- Prepare a question for the guest speaker.

## About the speaker

### Sandra Benbow

Transformation Manager, Advanced Services Group,  
Aston Business School

Sandra is Transformation Manager for the ERDF funded project ‘Transforming SMEs through the adoption of advanced services’ (TRAN-SIP). The role focuses on working with senior executives, from manufacturing SMEs in the Greater Birmingham and Solihull Local Enterprise partnership (GBSLEP) region, to help them transform their businesses through the adoption of advanced services (Servitization).

Sandra is passionate about enterprise with over five years’ experience supporting over 400 start-ups. She is currently undertaking an Executive MBA at Aston Business School building on her 15 years commercial experience in marketing and business development.

Guest speaker: **TBC**

## Workshop Format

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|-------|--|
| 17.30 | <ul style="list-style-type: none"><li>• Registration</li><li>• Tea, coffee and cake served</li></ul>                                 |
| 17.45 | <ul style="list-style-type: none"><li>• Welcome &amp; Introductions</li><li>• Workshop &amp; Q&amp;A</li></ul>                       |
| 20.00 | <ul style="list-style-type: none"><li>• Debrief</li><li>• Star student announced</li><li>• Complete Feedback Questionnaire</li></ul> |
| 20.30 | Close  |

## WORKSHOP 11

# “Behavioural Tools of Effective Leaders”

by Dr Nishat Babu, Aston Behavioural Insights Group, Aston Business School

4th July 2019 • Thursday • 17.30 - 20.30 • G8 Main Building, Aston University

Leadership is often quoted as the process of influencing, motivating and enabling others towards effective outcomes. But what are the leadership behaviors that can achieve this?

This workshop will explore what effective leadership behaviours are, and how to adopt them in order to get the best out of those we lead.

## Pre-requisites

- Prepare your thoughts, questions, myths and comments about the topic;
- Prepare a question for the guest speaker.

## About the speaker

**Dr Nishat Babu**

Aston Behavioural Insights Group, Aston Business School

Dr Nishat Babu is a Business Psychologist and Lecturer in the Work and Organisational Psychology Group at Aston Business School, with expertise in a number of areas; including leadership, global working, and effective team work.

Her research interests centre on leadership and corporate social responsibility (CSR) at the micro-levels. Currently, she is focusing on leadership and organisational climate, and the role they play in facilitating employee engagement with CSR at multiple levels within the organisation. She has developed a unique multi-dimensional tool to measure employee social responsibility in the workplace, and has applied this in her research with organisations looking to enhance their CSR profile.

Nishat holds a Master’s in Work and Organisational Psychology, and a PhD in Management.

**Guest speaker: TBC**

## Workshop Format

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| <b>20.00</b> | <ul style="list-style-type: none"><li>• Debrief</li><li>• Star student announced</li><li>• Complete Feedback Questionnaire</li></ul> |
| <b>20.30</b> | Close  |

FINISH OF THE PROGRAMME

# CELEBRATION DINNER

To reflect and celebrate the learnt, a dinner is hosted at Conference Aston.  
More information and RSVP to follow closer to the date.

July 2019