



VaLUENTiS
Business School
'Inspiring Talent'



"Business education for business people, by business people"

Executive Education short programmes 2020



"Critical thinking for critical execution."

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Executive education with a difference.

www.VaLBS.com

**Short programme.
Big experience.**



The city of London is our campus.

Welcome to VaLUENTiS' Business School (formerly the International School of Human Capital Management) – a global leader in providing commercially focused learning to organisations, and management professionals.

The school Headquarters is situated in Kings Cross, London having been established in 2006. VaLUENTiS Ltd - the professional services organisation was established in 2003 and continues to deliver quality services and consultancy to clients from many sectors on strategy & organisation, talent management, employee engagement and organisation/functional intelligence.

Our Mission

VaLUENTiS Business School (VaLBS) represents a new era in the field of business education. Formerly known as The International School of Human Capital Management, VaLBS celebrates its tenth year and the School goes from strength to strength as an innovator in its field.

The course portfolio has been expanded to include various Masters qualifications alongside our executive education short programmes which is the subject of this brochure.

Located in the heart of London, our School is well situated to appeal to many managers and executives and that our value priced offerings are unbeatable set against the high quality of delivery attained.

The School faculty are strong advocates of the Harvard case study method of learning and as a school we have introduced our own SCART methodology/technology to enhance the experience and learning. As business practitioners with academic backgrounds we believe that we add 'something extra' to bring learning alive.

Our mission is to bring real practical evidence-based knowledge to managers and organisations whether through open or customised delivery. This message is particularly for those who have viewed other market offerings with scepticism regarding relevance or balked, quite rightly, at the high implied costs.

One other thing. We view executive education as a means of contributing to the current organisation as well as the individual.

'Business education for business people, by business people.'

Nicholas J Higgins
Programmes Director
31.10.19



VaLUENTiS Business School (VaLBS) offers innovative, highly challenging yet practical programmes to meet both organisation and individual needs in general management and leadership.

Covering strategy, marketing, finance, leadership, talent management, employee engagement, entrepreneurship and organisation performance these learning centred programmes enable participants to takeaway learning for immediate impact in an organisation as well as developing individual/team capability.

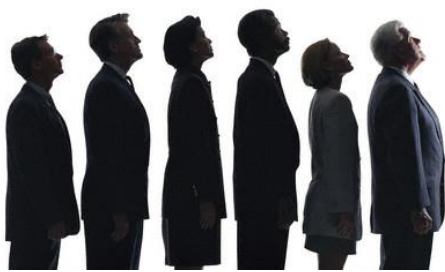
Our Proposition

Our recognised business faculty, as advocates of the Harvard case method, combine the highest teaching quality with practical business expertise and knowhow to produce a truly unique encounter that equips those attending with renewed energy, inspiration and confidence.

Our programmes offer a peer network sourced from different disciplines and sectors from industry to help delegates evaluate practical, real-world issues facing modern organisations and the challenges faced by today's leaders and managers.

Note that all open programmes can be replicated and delivered in-house to clients, whether standard or customised at much reduced cost.

Please contact our corporate solutions team on +44 (0) 781 140 4713 to discuss your requirements or ask what VaLBS can do for you and your organisation.



2020

Jan

Feb

Mar

Apr

May

Jun

Jul

Aug

Sep

Oct

Nov

Dec

Advanced Leadership Programme

17-21
Feb

17-21
Aug

Advanced Management Programme

03-07
Feb

21-25
Sep

Strategic Clarity & Execution Programme

02-06
Mar

06-10
Jul

Strategic Marketing Clarity & Execution Programme

20-24
Apr

16-20
Nov

Strategic Talent Management Clarity & Execution Programme

15-19
Jun

07-11
Dec

Strategic Employee Engagement: The Six Pillars™ Bootcamp

16-20
Mar

07-11
Sep

Mastering Organisation Performance & Measurement Bootcamp

20-24
Jul

02-06
Nov

Finance & Accounting For Managers Bootcamp

11-15
May

The Innovation Bootcamp

12-16
Oct

**Entrepreneur
'PIONEER'
Programme**

The New Venture Development Bootcamp

19-23
Oct



Advanced Leadership Programme

PROGRAMME OVERVIEW

Successful leaders know their strengths and weaknesses, accentuating the former and minimising the latter. Whether, as a senior leader, you are leading a large multinational organisation or creating a high performance team, then the Advanced Leadership Programme will help enhance your leadership capability.

Duration:	5 Days	Dates: 2020	17-21 Feb; 17-21 Aug
Investment:	£2,595	Location:	London

PROGRAMME OVERVIEW

The Advanced Leadership Programme is a hands-on programme that is profoundly challenging. It takes you on a significant professional and personal journey that increases your understanding of what 'leadership' encompasses, developing your leadership skills and how to use these to inspire outstanding performance in a team or organisation. It also challenges you to think about how you see yourself as a leader.

The programme delivers a high impact experience for leader-managers that connects grounded, evidence-based practice with the use of Harvard organisation case studies employing our SCART methodology. Throughout the programme, you will be able to use the learned critical analysis and insight which can be applied through a 360° review of leadership through differing scenarios. Participants also receive a TI DISC personality profile that provides an accurate insight into their professional work style.

WHY CHOOSE THIS PROGRAMME?

- Enrich your knowledge and learning experience of leadership through case studies, exercises, group discussions, critical incident analogy and reflection
- Gain a deep awareness of your own leadership style and define what successful business leadership looks like to you
- Real-world relevance - programme content is uniquely based on relevant research and case studies of leadership in various scenarios.
- Join a group of senior executives/managers in a dynamic business forum, where dialogue and structured debate challenges, stimulates and inspires
- Learn from leading faculty - internationally recognised as business experts.
- Return to your workplace with the skills and inspiration to build and lead a responsive and resilient organisation that is ready for the future.
- Enhance your full potential as a business leader using the latest thinking

CORE CONTENT

- Examine the construct of leadership and its practical application in organisations
- An appreciation of different models of leadership and their origination
- The context of leadership with regard to strategy, decision making, organisation performance, ethics, innovation, talent management, stakeholder relationships, change and the challenges faced across each
- Selected case studies of leadership in different situations
- Explore your unique leadership characteristics through a TI DISC personality profile assessment and one-to-one feedback

KEY LEARNING BENEFITS/IMPACT

- Deeper understanding of leadership as a multidimensional construct
- Access to the latest research on leadership to enhance your capability to build and lead an organisation in an engaged and dynamic manner
- Greater appreciation of leadership challenges and how to address them effectively
- Identify your organisation's leadership capabilities and 'capability holes' and its capacity to adapt/change where necessary
- Increased confidence in your ability to lead teams and your organisation
- Acquire the knowledge necessary to prevent being derailed as a leader
- Develop increased self-awareness through cutting-edge personality profiling and feedback
- Understand your current leadership strengths and weaknesses and build on them
- Takeaway invaluable insights of successful and unsuccessful leadership approaches and the organisational dimensions of leading change and shaping a performance-oriented corporate culture

WHO IS THE COURSE FOR?

- Senior executives, including CEOs and board members responsible for strategy execution in organisations or who have responsibility for the delivery and implementation of strategic change projects and programmes
- Managers from all functions, organisation sizes and industry types who have, or will have, people management responsibility.
- Managers or general managers of a business unit or part of the management team who are interested in a deeper understanding of facets of leadership and the challenges in organisation settings
- Professionals managing projects that cut across different business units
- Regional directors or country managers
- Heads of multiple business units within an organisation
- C-suite executives of mid-sized organisations



Advanced *M*anagement *P*rogramme

PROGRAMME OVERVIEW

Successful managers know their strengths and weaknesses, accentuating the former and minimising the latter. Whether, as a senior manager, leading/managing a large organisation, business unit, or a high performance team, then the Advanced Management Programme will help enhance your management capability.

Duration:	5 Days	Dates: 2020	03-07 Feb; 21-25 Sep
Investment:	£2,495	Location:	London

PROGRAMME OVERVIEW

The Advanced Management Programme is a hands-on programme that takes you on a significant professional and personal journey that challenges your understanding of what 'good management' encompasses, whilst developing your appreciation of leadership and how it's used to inspire outstanding performance in a team or organisation. The programme delivers a high impact experience for managers that connects grounded, evidence-based practice with the use of Harvard organisation case studies employing our SCART methodology.

Throughout the programme, you will be able to use the learned critical analysis and insight which can be applied through a 360° review of managing and leading through differing scenarios. Participants also receive a TI DISC personality profile that provides an accurate insight into their professional work style.

WHY CHOOSE THIS PROGRAMME?

- Enrich your knowledge and learning experience of management through case studies, exercises, group discussions, critical incident analogy and reflection
- Gain a deep awareness of your own management and leadership style and define what successful business leadership looks like to you
- Real-world relevance - programme content is uniquely based on relevant research and case studies of management in various scenarios.
- Join other managers in a dynamic business forum, where dialogue and structured debate challenges, stimulates and inspires
- Learn from leading faculty - internationally recognised as business experts.
- Return to your workplace with the skills and knowledge to change/enhance your current area of operations.
- Provide a means of identifying your full potential as a business leader using the latest thinking

CORE CONTENT

- Examine the construct of management and its application in organisations
- Specifically, the context of management and challenges faced with regard to:
 - Strategy & organisation performance
 - Marketing & sales
 - Talent management & employee engagement
 - Innovation & entrepreneurship
 - Leadership & ethics
- Selected case studies of management in organisations in a variety of scenarios
- Explore your unique leadership characteristics through a TI DISC personality profile assessment and one-to-one feedback

KEY LEARNING BENEFITS/IMPACT

- Deeper understanding of successful management practice
- Access to the latest research to enhance your capability to understand and act on management imperatives and challenges faced
- Identify your organisation's capabilities and 'capability holes' and its capacity to adapt/change where necessary
- Increased confidence in your ability to lead teams and your organisation
- Develop increased self-awareness through cutting-edge personality profiling and feedback
- Understand your current leadership strengths and weaknesses and build on them
- Takeaway invaluable insights of successful and unsuccessful management approaches and shaping a performance-oriented corporate culture

WHO IS THE COURSE FOR?

- Managers from all functions, organisation sizes and industry types who have, or will have, general or people management responsibility.
- Managers or general managers of a business unit or part of the management team who are interested in a deeper understanding of facets of leadership and the challenges in organisation settings
- Managers or specialists from a diverse range of backgrounds, including marketing, operations, finance, consultancy, human resources and project management



Strategic Clarity & Execution Programme

PROGRAMME OVERVIEW

In an ever-changing business environment that's characterised by disruption and change, many organisations constantly face challenges over strategy and its translation into successful results. Most organisations possess some form of strategy but the question is how clear and relevant is it?

Duration:	5 Days	Dates: 2020	02-06 Mar; 06-10 Jul
Investment:	£1,995	Location:	London

PROGRAMME OVERVIEW

Strategic Clarity and Execution is a hands-on programme that delivers a high impact experience for managers whilst providing them with the latest tools, techniques and a practical framework for successfully executing strategy. This intense five-day programme utilises the SCE methodology and framework which connects grounded, underpinning theory with the use of Harvard organisation case studies employing our SCART methodology. Throughout the programme, you will be able to use the learned critical analysis and insight which can be applied through a 360° review exercise of your organisation's current strategy.

The SC&E programme will provide you/your team with the requisite tools and a more adaptive approach to strategy execution that delivers better organisational performance. This can take many forms, from, for example, providing a robust reinforcement of your 'strategy-in-force' through to a possible re-appraisal of organisation capabilities and business processes and accompanying potential portfolio of change initiatives. The programme will also increase your own personal critical thinking and strategic knowledge skills through evidence based analysis.

WHY CHOOSE THIS PROGRAMME?

- Enrich your knowledge and learning experience through case studies, exercises, group discussions, critical incident analogy and reflection
- Analyse current organisational strategy issues
- Identify strategic execution challenges and leave with a 'baseplate' action plan to implement on your return to the organisation.
- Real-world relevance - programme content is uniquely based on relevant research and case studies of successful companies effectively implementing strategy and overcoming challenges faced
- Learn from leading faculty - internationally recognised as business experts
- Takeaway a 'working' methodology and approach that can be used repeatedly

CORE CONTENT

- Utilising tools and frameworks that help deliver effective strategies
- Analysing markets, consumers, competitors and the competitive process
- Identifying what market your organisation 'operates in' and what it 'delivers'
- Identifying your organisation's key capabilities and 'capability holes'
- Identifying the necessary skills for effective strategic management
- Identifying your organisation's development needs
- Applying novel business models and non-conventional ideas to develop high performing strategies
- Assessing the systemic nature of strategic interventions and the management of change
- Developing a realistic business case and ensuring the delivery of intended outcomes?
- Implementing 'breakthrough' strategies and creating 'agendas for change'

KEY LEARNING BENEFITS/IMPACT

- Access to the latest thought leadership on strategy execution together with an integrated strategy toolkit
- Develop a customised execution plan to implement your strategic objectives
- Insights into strategic thinking and associated techniques to address the questions that keep leaders awake at night
- Creating a strategic decision-making 'mindset' when engaging in strategic discussions
- The ability to contribute more effectively to strategy in your organisation
- Improved skills to create, evaluate and implement breakthrough strategies
- Knowledge to validate and challenge strategy
- Direct feedback on your organisation's strategic issues
- Return to work with relevant and applicable ideas, actions and thinking
- Focus to re-think linkages between strategy, business processes and change programmes with tangible benefits
- Greater appreciation of the big picture issues and how to address them effectively

WHO IS THE COURSE FOR?

- Senior executives, including CEOs and board members responsible for strategy execution in organisations or who have responsibility for the delivery and implementation of strategic change projects and programmes
- Managers from all functions, organisation sizes and industry types who have, or will have, involvement in strategic planning and implementation.
- Managers or general managers of a key area across a company or a business unit or part of the management team who are interested in understanding strategy and the challenges to successful execution
- Managers from all functions, industry sectors and organisational size who are involved in strategy thinking and practice and who have, or will shortly have, P&L responsibility
- Professionals managing projects that cut across different business units
- Senior functional managers or members of strategy teams



Strategic *M*arketing *C*larity & *E*xecution Programme

PROGRAMME OVERVIEW

Successful organisations know that having a clear, integrated value-based marketing strategy makes a radical difference to business performance. However, the constantly evolving market-place places great pressure on any marketing strategy 'in-play' and the question for many organisations is just how effective and up-to-date is it? And, just as importantly does the prescribed strategy have the intended impact at the customer/client interface?

Duration:	5 Days	Dates: 2020	20-24 Apr; 16-20 Nov
Investment:	£1,995	Location:	London

PROGRAMME OVERVIEW

Strategic Marketing Clarity and Execution is a hands-on programme that delivers a high impact experience for managers - providing them with relevant tools, techniques and approaches for successfully choosing and executing the market strategy. This intense five-day programme utilises the SMCE methodology and framework which connects grounded, underpinning theory with the use of Harvard organisation case studies employing our SCART methodology. Throughout the programme, you will be able to use the learned critical analysis and insight which can be applied through a 360° review exercise of your organisation's current marketing strategy in operation.

The SMC&E programme will provide you/your team with the requisite adaptive approach to clarifying the marketing strategy and its intended execution, delivering better organisational performance. Improvements to marketing capabilities can include, for example, improved customer value proposition, customer centricity focus, branding, a greater understanding of consumer/client purchasing behaviour and/or product-service delivery experience, key account management, sales strategy or a combination thereof. Alternatively, the programme could simply (and unusually) provide a robust reinforcement of your current marketing strategy but with further future-proofing.

WHY CHOOSE THIS PROGRAMME?

- Enrich your knowledge and learning experience through case studies, exercises, group discussions, critical incident analogy and reflection
- Analyse current organisational market strategy issues
- Identify strategic marketing challenges and leave with a 'baseplate' action plan to implement on your return to the organisation
- Real-world relevance - programme content is uniquely based on relevant research and case studies of companies with successful marketing strategies
- Learn from leading faculty - internationally recognised as business experts.
- 'Takeaway' a working methodology and approach that can be used repeatedly to enhance/correct organisational performance

CORE CONTENT

- Utilising tools and frameworks that help deliver real effective marketing strategies
- An improved understanding of the latest strategic marketing thinking
- Integration between the marketing and business strategy
- Develop a deep understanding of the customer/client and purchasing behaviour
- Creating/enhancing a customer-centric organisation through developing an outside-in perspective across the organisation
- Embedding Voice of the Customer (VoC) process in the business
- Mapping the customer journey(s) and customer segmentation
- Identify and prioritise key accounts and measure their contribution together with Key account management plans
- Understanding customer value propositions
- Developing marketing, multichannel and digital strategies
- CRM, the concept of customer lifetime value and measurement

KEY LEARNING BENEFITS/IMPACT

- Access to the latest thinking on strategic marketing concepts and assess effective integrated marketing strategies
- Gain a holistic outlook of marketing from the viewpoint of the organisation – not the marketing function
- Contribute more effectively to business strategy and market success
- Develop a market-sense for using customer insights that drive product design, communications, and strategic and operational planning
- Adapt to any marketing challenge using a unique framework and new perspectives
- Improve brand positioning and embed your brand promise in the organisation culture
- Gain a deep understanding of the total process of key account management and more effective KAM
- Enhance your skill and confidence in marketing planning that focuses on sources of differentiation
- Be able to better use customer insight to drive segmentation and planning
- Be able to design value propositions that differentiate your organisation from competitors
- Plan and implement customer experience insight, channel management and delivery strategies.
- Possess a clear methodology for improving your organisation's customer-centricity across multiple channels

WHO IS THE COURSE FOR?

- Senior managers and directors in marketing, sales, service operations, CRM from all industry sectors
- Marketing managers and practitioners
- Senior functional managers across business units
- Senior sales people and major account managers aiming to develop their planning and customer management skills.
- Sales and business development professionals
- Members of marketing teams



Strategic *T*alent *M*anagement *C*larity & *E*xecution *P*rogramme

PROGRAMME OVERVIEW

Most organisations acknowledge that talent management is an essential component in achieving success and that 'talent leverage', in many cases, can be the only differentiating factor in forging competitive advantage. The last decade has seen an explosion of organisational intent and energy to embrace talent management and the majority of organisations has made strides in forming a cohesive philosophy and strategy that translates into frontline impact. However, there are different interpretations of what talent management encompasses with 'best practice' too widely diffused and much inconsistency or sub-optimal performance remains. Thus, when it comes to embedding practice that optimises talent management just how well are organisations doing? Most organisations possess a talent management strategy but how effective is it? How informed are organisations in terms of their understanding of talent management and just what is 'best practice'? How do organisations measure talent management sufficiently in order to manage it? Organisations need to know the answers if they wish to succeed or, indeed, survive going forward.

Duration:	5 Days	Dates: 2020	15-19 Jun; 07-11 Dec
Investment:	£1,995	Location:	London

PROGRAMME OVERVIEW

Strategic Talent Management Clarity & Execution Programme is a hands-on programme that delivers a high impact experience for managers/practitioners whilst providing them with the latest tools, techniques and a practical framework for embedding successful talent management practices within organisations. This intense five-day programme utilises The TM-7F™ approach and related frameworks which connects grounded, underpinning theory with the use of Harvard organisation case studies employing our SCART methodology. Throughout the programme, you will be able to use the learned critical analysis and insight which can be applied through a 360° review of your organisation's current talent management strategy. Programme participants will also gain access to the ground-breaking **Management Pathfinder™** assessment and reporting system. The STMC&E Programme will provide you/your team with the requisite tools and a more adaptive approach to talent management strategy execution that delivers better organisational performance. This can take many forms, from, for example, (re)defining a definition of talent management for understanding, communication and measurement purposes through to a strategic re-appraisal of organisation TM capabilities and/or processes. Or it could simply provide a robust reinforcement of your current talent management strategy 'in-force'. Last but not least, the programme will increase your own personal critical thinking and talent management knowledge skills through evidence based analysis. All those successfully completing the programme are invited to our PlayMaker™ network.

WHY CHOOSE THIS PROGRAMME?

- Enrich your knowledge and learning experience through case studies, exercises, group discussions, critical incident analogy and reflection
- Analyse current organisational talent management issues
- Identify strategic TM execution challenges and leave with a 'baseplate' action plan to implement on your return to the organisation.
- Real-world relevance - programme content is uniquely based on relevant research and case studies of successful companies effectively implementing and leveraging employee engagement.
- Learn from leading faculty - internationally recognised as business experts.
- Takeaway a 'working' methodology and approach that can be used repeatedly

CORE CONTENT

- Using the TM-7F approach that helps to deliver effective employee engagement
- The Talent Management concept and importance of a talent management definition
- Identifying where your organisation is positioned along the Talent Management curve
- Identifying your organisation's TM capabilities and 'capability holes'
- Identifying the link with employee engagement
- Appraising the talent management 'clock'
- The application of measurement connecting talent management with other attributes of organisational performance
- Developing a realistic business case for TM strategic interventions
- Implementing 'breakthrough' TM strategies and creating 'agendas for change'
- Assessing the implications for the organisation's stakeholders and their expectations
- Employing License-To-Lead/License-To-Manage programmes
- Creating an organisational Talent Management 'Playbook'

KEY LEARNING BENEFITS/IMPACT

- Deeper understanding of talent management as a multidimensional construct
- Access to the latest thought leadership on talent management together with an integrated Talent Management strategy toolkit
- Greater appreciation of the talent management 'big picture' issues and how to address them effectively
- Develop a customised execution plan to implement your strategic objectives
- Creating a strategic decision-making 'mindset' when engaging in talent management discussions
- The ability to contribute more effectively to embedding talent management in your organisation
- Improved skills to create, evaluate and implement TM breakthrough strategies
- Insights into various Talent Management initiatives and associated results/unintended consequences
- Direct feedback on your organisation's talent management issues.
- Return to work with relevant and applicable ideas, actions and thinking on highly performing talent management cultures
- Focus to re-think linkages between talent management, employee engagement processes and change programmes with tangible benefits
- Knowledge and confidence to successfully become a talent management 'champion'

WHO IS THE COURSE FOR?

- Senior executives, including CEOs and board members responsible for strategy execution in organisations or who have responsibility for the delivery and implementation of strategic change projects and programmes
- HR Directors/senior HR practitioners and other professionals managing projects that cut across different business units
- Managers from all functions, organisation sizes and industry types who have, or will have, people management responsibility.
- Managers or general managers of a business unit or part of the management team who are interested in understanding talent management and the challenges to successful embedding and its leverage



Strategic *E*mployee *E*ngagement: The *S*ix *P*illars™ *B*ootcamp

PROGRAMME OVERVIEW

Today's and, increasingly, tomorrow's business environment demand that organisations get their best from their people or 'talent leverage' as it is known. Central to this tenet is the focus on employee and manager engagement. The last decade has seen an explosion of organisational intent and energy to improve employee engagement. There is no doubt that the majority of organisations are embracing at least some aspects of a professional approach towards employee engagement, but market evidence questions current commitment in a sizeable proportion of them and challenges certain areas of current practice that are driven by what can be termed 'conventional' wisdom. Thus, when it comes to embedding practice that optimises and/or sustains employee engagement, just how well are organisations doing? How informed are organisations in terms of their understanding of employee engagement? What is the reality in comparison to the rhetoric? Most organisations possess some form of employee engagement strategy but the question is how relevant and effective is it? Questions like these are increasingly heard despite the voluminous publication of 'expert' advice and sharing of 'best practice', some of it informed and some of it, unfortunately, not so informed.

Duration:	5 Days	Dates: 2020	16-20 Mar; 07-11 Sep
Investment:	£1,995	Location:	London

PROGRAMME OVERVIEW

Strategic Employee Engagement: The Six Pillars™ Bootcamp is a hands-on programme that delivers a high impact experience for managers/practitioners whilst providing them with the latest tools, techniques and a practical framework for embedding successful employee engagement practices within organisations. This intense five-day programme utilises The Six Pillars™ approach and related frameworks which connects grounded, underpinning theory with the use of Harvard organisation case studies employing our SCART methodology. Throughout the programme, you will be able to use the learned critical analysis and insight which can be applied through a 360° review of your organisation's current employee engagement strategy. Reference is made to VaLUENTIS/VaLBS annual 'Employee Engagement in Organisations' research report. The SEESP Bootcamp will provide you/your team with the requisite tools and a more adaptive approach to employee engagement strategy execution that delivers better organisational performance. This can take many forms, from, for example, (re)defining a working definition of employee engagement for understanding, communication and measurement purposes through to a strategic re-appraisal of organisation EE capabilities (actioning infrastructure) and leadership quality with accompanying potential portfolio of change initiatives. Or it could simply provide a robust reinforcement of your EE strategy 'in-force'. All those successfully completing the Bootcamp are invited to our PlayMaker™ network.

WHY CHOOSE THIS PROGRAMME?

- Enrich your knowledge and learning experience through case studies, exercises, group discussions, critical incident analogy and reflection
- Analyse current organisational employee engagement issues
- Identify strategic EE execution challenges and leave with a 'baseplate' action plan to implement on your return to the organisation.
- Real-world relevance - programme content is uniquely based on relevant research and case studies of successful companies effectively implementing and leveraging employee engagement.
- Learn from leading faculty who are internationally recognised as business experts.
- Takeaway a 'working' methodology and approach that can be used repeatedly

CORE CONTENT

- Using the Six Pillars approach that helps to deliver effective employee engagement
- The Employee Engagement concept and importance of an employee engagement definition
- Identifying where your organisation is positioned along the Employee Engagement curve
- Identifying your organisation's EE capabilities and 'capability holes'
- Identifying the link with human capital (talent) management practice
- Appraising the process of employee engagement survey data and its measurement
- The application of measurement connecting employee engagement with other attributes of organisational performance
- Developing a realistic business case for EE strategic interventions
- Implementing 'breakthrough' EE strategies and creating 'agendas for change'
- Assessing the implications for the organisation's stakeholders and their expectations
- Employing License-To-Lead/License-To-Manage programmes
- Creating an organisational EE management 'Playbook'

KEY LEARNING BENEFITS/IMPACT

- Deeper understanding of the employee engagement multidimensional concept
- Access to the latest thought leadership on employee engagement together with an integrated Employee Engagement strategy toolkit
- Greater appreciation of the employee engagement 'big picture' issues and how to address them effectively
- Develop a customised execution plan to implement your strategic objectives
- Creating a strategic decision-making 'mindset' when engaging in employee engagement discussions
- The ability to contribute more effectively to embedding employee engagement in your organisation
- Improved skills to create, evaluate and implement EE breakthrough strategies
- Insights into various employee engagement initiatives and associated results/unintended consequences
- Direct feedback on your organisation's employee engagement issues
- Return to work with relevant and applicable ideas, actions and thinking on high performance work cultures
- Focus to re-think linkages between employee engagement, talent management processes and change programmes
- Knowledge and confidence to successfully confront and challenge employee engagement 'challengers'

WHO IS THE COURSE FOR?

- Senior executives, including CEOs and board members responsible for strategy execution in organisations or who have responsibility for the delivery and implementation of strategic change projects and programmes
- HR Directors/senior HR practitioners and professionals managing projects that cut across different business units
- Managers from all functions, organisation sizes and industry types who have, or will have, people management responsibility.
- Managers or general managers of a business unit or part of the management team who are interested in understanding employee engagement and the challenges to successful embedding and its leverage



Mastering Organisation Performance & Measurement Bootcamp

PROGRAMME OVERVIEW

All organisations operate some form of performance measurement 'system' that is designed to assist with meeting and managing strategic objectives down through to the level of individual operational delivery. However the capability of organisations to possess a fully working world class 'system' that optimises performance and performance evaluation is a much under-rated challenge. Alongside the successes and partial successes are many war stories of failed or abandoned projects. In fact, too many organisations suffer from a 'half-working' or compromised system that impacts on operating culture or distorts organisational behaviour whether through inadequate target-setting, performance-reward linkage and/or inadequate metric-analytic reporting. Well-designed performance measurement and management plays a key role in successful change initiatives as well as providing a mean of maintaining strategic and operational relevance in a dynamic business environment whether in the private, public or NFP sectors.

Duration:	5 Days	Dates: 2020	20-24 Jul; 02-06 Nov
Investment:	£1,995	Location:	London

PROGRAMME OVERVIEW

Mastering Organisation Performance and Measurement Bootcamp is a practical, intense programme for managers and directors who want to increase their knowledge of the science of organisation performance and measurement as a means of importing successful tools, techniques, approaches and 'nous' into their organisation. Added to this is the emergence of 'big data' which provides potential opportunities to leverage insightful decision-making and subsequent performance though this should not over-ride the 'measurement basics' organisations should already be utilising. Masterful knowledge of successful performance and measurement and its implementation is both art and science and is under-represented in many organisations from a practitioner/expert perspective.

The programme delivers a high impact experience that connects grounded, evidence-based practice with the use of Harvard organisation case studies employing our SCART methodology. Throughout the programme, participants will also be able to use the learned critical and systems thinking, approaches and insight to assist with subsequent organisational implementation.

WHY CHOOSE THIS PROGRAMME?

- Enrich your knowledge and experience of organisation performance, performance measurement and management through case studies, exercises, group discussions, critical incident analogy and reflection
- Gain a professional understanding of the science and art of measurement
- Real-world relevance - programme content is based on relevant research and case studies of organisation performance in various scenarios.
- Join other managers in a dynamic business forum, where dialogue and structured debate challenges, stimulates and inspires
- Learn from leading faculty - internationally recognised as business experts.
- Return to your workplace with the skills and knowledge to change/enhance your organisation/current area of operations

CORE CONTENT

- The concepts of performance, measurement and intellectual capital
- Strategic measurement frameworks
- Thinking in systems and system dynamics
- Strategy Maps and performances scorecards
- Designing appropriate performance measures
- Performance management and performance improvement approaches and challenges
- Targets, risk and reward/remuneration
- Cause-effect and correlation
- 'Big data', 'Little data', metrics, analytics and informed decision-making
- Financial, customer, human capital and supply chain reporting
- Operational measurement tools and techniques
- The context of operating culture influence and challenges to change

KEY LEARNING BENEFITS/IMPACT

- Understanding the multidimensional aspects of organisational performance and measurement
- Creating/clarifying alignment across the organisation through good performance measurement design and implementation
- Effective performance management approaches
- Improved skill in analysing and interpreting organisational data and analytic information
- Increased ability and understanding in creating and applying metrics and analytics
- Ability to make more informed decisions in both strategic and operational areas
- The ability to create/clarify strategy maps to communicate strategic direction
- An understanding of how performance measurement guides strategy execution
- The benefits and limitations of using balanced scorecards
- The importance of effective target setting in performance improvement
- Identifying and overcoming operating culture barriers to learning and change
- Benchmarking and its limitations

WHO IS THE COURSE FOR?

- Directors and managers who are responsible for implementing strategy, creating/clarifying scorecards or developing their organisational performance management system and/or need to improve their knowledge to manage their business areas more effectively
- Managers from all functions, organisation sizes and industry types who have, or will have, general budget responsibility.
- Managers or general managers of a business unit or part of the management team who are interested in a deeper understanding of organisation performance and measurement
- Management specialists from a diverse range of backgrounds and industry sectors, including marketing, operations, human resources and project management who have responsibility for performance management and improvement projects



Finance & Accounting For Managers Bootcamp

PROGRAMME OVERVIEW

Profit, cost, value, investment, accountability and results are important factors for managers and directors to understand and cope with the demands of the technical and complex field of finance and accounting. However many managers lack formal training and knowledge of tools and techniques to interpret and utilise financial data. Organisations can overlook the impact the lack of technical appreciation for finance and accounting and its impact.

Duration:	5 Days	Dates: 2020	11-15 May
Investment:	£1,995	Location:	London

PROGRAMME OVERVIEW

The Finance & Accounting for Managers Bootcamp is a practical, intense programme for managers and directors who want to increase their financial and accounting knowledge that will help give them the confidence and the credibility when making business decisions that impact on financial performance together with demanding decision-relevant information.

The programme delivers a high impact experience that connects grounded, evidence-based practice with the use of Harvard organisation case studies employing our SCART methodology. Throughout the programme, you will be able to use the learned critical analysis and insight will be able to communicate effectively and confidently on financial matters within, and external to, your organisation.

WHY CHOOSE THIS PROGRAMME?

- Enrich your knowledge and experience of finance and accounting through case studies, group discussions, and practical exercises
- Gain a professional awareness of business and market valuation and their pros and cons
- Real-world relevance - programme content is based on relevant research and case studies of finance and accounting in various scenarios.
- Join other managers in a dynamic business forum, where dialogue and structured debate challenges, stimulates and inspires
- Learn from leading faculty - internationally recognised as business experts.
- Return to your workplace with the skills and knowledge to change/enhance your current area of operations

CORE CONTENT

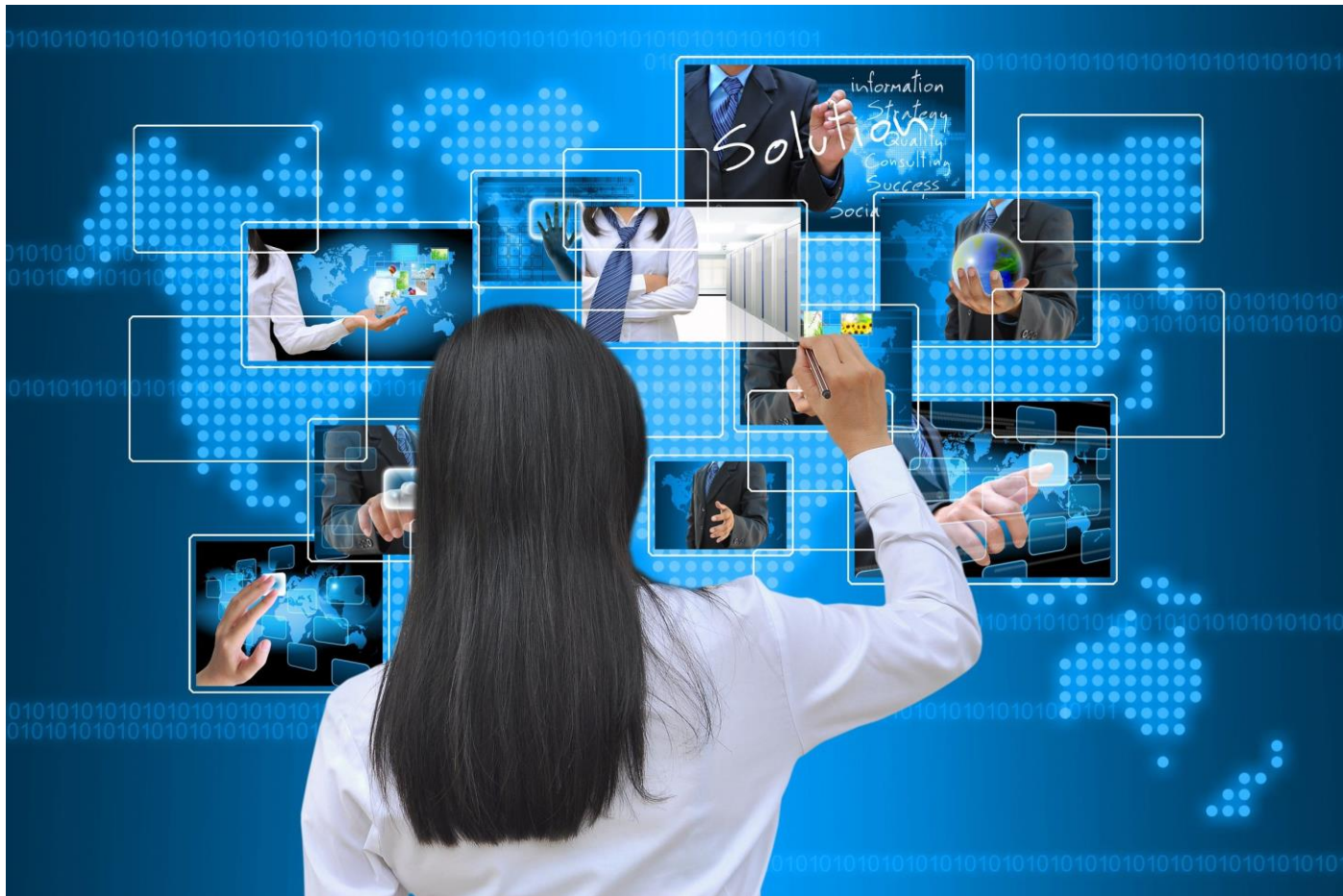
- Understanding and analysing the balance sheet, income and cashflow statements
- Planning, budgeting and cash flow forecasting
- Understanding, allocating and managing costs
- Managing cash flow and working capital
- Analysing breakeven and contribution
- The cost of capital, its relevance to decisions and how to determine an appropriate capital structure
- Models of valuation – DCFs, EVA, CFROI etc
- The efficient markets hypothesis

KEY LEARNING BENEFITS/IMPACT

- Improved skill in analysing and interpreting financial and accounting information
- Increased ability and understanding in financial concepts, metrics and their applications
- Understanding of how business models translate into financial numbers
- Ability to make better decisions, both on day-today matters and investment decisions
- The concept of Value Based Management
- What corporate accounts say and don't say
- The efficient markets hypothesis and its limitations
- Examples of creating and destroying corporate value

WHO IS THE COURSE FOR?

- Managers and directors who have little or no financial or accountancy training, and need to improve their knowledge to manage their business areas more effectively
- Managers from all functions, organisation sizes and industry types who have, or will have, general budget responsibility.
- Managers or general managers of a business unit or part of the management team who are interested in a deeper understanding of finance and accounting in business contexts
- Management specialists from a diverse range of backgrounds, including marketing, operations, human resources and project management



The *Innovation Bootcamp*

(see also the Entrepreneur 'Pioneer' Programme)

PROGRAMME OVERVIEW

Gaining a competitive advantage or delivering requisite products/services on lesser budgets in today's business environment demands that organisations know how to innovate. From the potential entrepreneurial start-up through to the corporate 'new product' team or the latest government departmental productivity 'initiative', creativity, continuous improvement and the ability to turn ideas into action are critical. In addition, quite often, organisations spend money and time and commit resources to developing new products/services only to discover that market adoption (diffusion) is much less/far slower than expected or that, in the case of expected benefits, these are not realised – a question of failed execution or a more fundamental flaw in the original innovation process?

Duration:	5 Days	Dates: 2020	12-16 Oct
Investment:	£1,995	Location:	London

PROGRAMME OVERVIEW

The Innovation Bootcamp, the first module of The VaLBS 'Pioneer' programme, is a very intense hands-on programme that takes participants on a significant professional journey which looks at the successful practice of innovation. This involves the application of various methods/frameworks, for example, rapid prototyping, value chain/business model analysis, design thinking, VotC and/or CVPs together with other tools/exercises that enables participants to tackle the myriad challenges to successful commercial innovation. The Bootcamp delivers a high impact experience for those attending, that connects grounded, evidence-based practice with the use of Harvard organisation case studies employing our SCART methodology enhancing critical analysis and insight.

WHY CHOOSE THIS PROGRAMME?

- Enrich your knowledge and learning experience of innovation and successful innovation practice through case studies, exercises, group discussions, critical incident analogy and reflection
- Gain real-world relevance - programme content is uniquely based on relevant research and case studies of innovation in various scenarios.
- Discover examples of best practice in innovation management and develop an action plan to help you boost the innovation performance of your organisation.
- Examine the fundamentals of innovation in practice, from idea generation to execution.
- Identify/diagnose barriers to innovation in organisations and takeaway a proven framework to make your organisation more innovative.
- Explore practical steps to address the specific innovation challenges you face and develop the skills to infuse a culture of innovation within your organisation to drive sustainable growth.
- Uncover why organisations fail to innovate effectively and how to overcome common pitfalls
- Discover how to effectively apply the latest thinking for continually creating new business models, improving customer experience, leveraging value propositions, opening new markets, and launching new products.
- Join other managers in a dynamic business forum, where dialogue and structured debate challenges, stimulates and inspires
- Explain why so many companies struggle with innovation and what improvements can be made.
- Align innovation with your business strategy and implement it across all areas of your organisation

CORE CONTENT

- Understanding and defining the concept of innovation and its application in organisations
- Models and frameworks to assist in the "innovation process"
- Developing an Innovation strategy together with a strategic road map
- Manage the main types of product, service, process and business model innovation and overcome challenges
- Understand the economics underlying established and emerging business models
- Identifying and analysing customers' potential needs
- Explore case studies of commercial and public organisations to understand innovative commercial practices
- The concepts of value curves and differentiation
- Innovation across the value chain
- Building and maintaining an innovation culture
- Corporate venturing techniques
- Problem-solving and systems thinking toolkit

KEY LEARNING BENEFITS/IMPACT

- Understanding of innovation as a process and many examples of the different types of innovations
- Invaluable insights of successful and unsuccessful innovation approaches
- Deeper understanding of successful innovation practice using innovation tournaments to surface the best opportunities
- Identifying opportunities for pursuing specific types of innovation and overcoming the challenges
- Embedding a culture of innovation across an organisation whilst recognising and dealing with internal resistance
- Re-assessing the value chain to develop value-enhancing products/services
- Identify an organisation's innovation capabilities and 'capability holes' and its capacity to adapt/change where necessary
- Learn how to recognize the key drivers of innovation and understand the critical role of effective leadership
- Possess a personalised toolkit of knowledge, practical skills and frameworks
- Applying design thinking to connect deep customer insights into what is needed and accelerate team innovation
- Takeaway is applying learning to an individual organisational context and knowledge to create an action plan of how an organisation can boost its output of breakthrough products, services and processes, or develop a more innovative business model where appropriate

WHO IS THE COURSE FOR?

- Executives and senior managers whose organisations need an innovative edge
- CTOs, CIOs, R&D directors and senior executives responsible for driving organic growth and developing new businesses
- Managers of new businesses and/or who have responsibility to start new projects or ventures within their company or division
- Entrepreneurs looking to put their experiences into a broader context
- Corporate professionals eyeing entrepreneurship as their next move
- Managers/executives in public sector/NFPs with responsibility or interest in service delivery innovation



The New Venture Development Bootcamp (see also the Entrepreneur 'Pioneer' Programme)

PROGRAMME OVERVIEW

New ventures, whether uniquely created or from reinvention, are the driving force behind all economies. Every big company today started from humble beginnings or from an unproven idea. Today's marketplace places high demands on new or existing ventures. 'Venture failure' is countenanced far more today, almost advocated as a precursor to success. However, ask any entrepreneur and most, if not all, would agree 'getting it right first time' is the preferred option. So what are the key ingredients that drive success in entrepreneurial companies? How do entrepreneurs capitalise on new ideas? What is their uniqueness? And, how can they avoid 'failure'? One thing is certain, understanding the proposed business model that encapsulates the chosen product or service, customers/clients, and provides the economic engine to meet profitability, growth or mission objectives is critical. This is true for either new (in discovering) or existing businesses (in defending/evolving). Secondly, a clear plan of mobilisation (with back-up) is needed that requires pinpoint execution. Thirdly, the management team needs to know its strengths, limitations and, most importantly, understand its rationale.

Duration:	5 Days	Dates: 2020	19-23 Oct
Investment:	£1,995	Location:	London

PROGRAMME OVERVIEW

The New Venture Development Bootcamp is the second module of The VaLUENTiS 'Pioneer' Programme that is designed for entrepreneurs to kickstart new businesses or for executives and senior managers to transform existing ones. It is a very intense hands-on programme that takes participants on a significant 'venture journey' delivering a high impact experience for those attending, that connects grounded, evidence-based practice with the use of Harvard organisation case studies employing our SCART methodology – providing new tools and techniques to prioritise thinking and resources that assist in deriving market strategies delivering sales and profit growth.

Throughout the programme, participants will be able to use the learned critical analysis and insight which can be applied through a 360° review of the competitive landscape and the intended new venture. Each participant also receives a TI DISC personality profile that provides an accurate insight into their professional/entrepreneurial work style.

WHY CHOOSE THIS PROGRAMME?

- Enrich your knowledge and learning experience of new venture creation, development or re-invention through case studies, exercises, group discussions, critical incident analogy and reflection
- Join other managers in a dynamic business forum, where dialogue and structured debate challenges, stimulates and inspires
- Gain real-world relevance - programme content is uniquely based on enterprise case studies in various scenarios
- Discover examples of best practice in business planning that converts idea generation into viable commercial success
- Explore practical steps to address challenges faced and develop the skills to create breakthrough strategies and drive sustainable growth.
- Discover how to effectively apply the latest thinking/practice to creating new business models, improving customer/client experience, leveraging value propositions, spotting new markets and launching new products.
- Learn from leading faculty - internationally recognised as business experts

CORE CONTENT

- Understanding the importance of the business plan and its purpose as a 'work in progress'
- Models and frameworks to assist in strategy, marketing and value chain analysis
- Understand the economics underlying established and emerging business models
- Deconstructing and reconstructing business models to discover new or non-conventional ideas to create new products/services
- Understand the structure and purpose of accounting reports, including cash flow, profit and loss statements and balance sheets
- The basics of financial decision-making
- Identifying and analysing customers/clients' actual and potential needs
- Understand customer/client segmentation, value propositions, multichannel strategy, viral marketing, lead generation and key account management
- Understand how you can successfully grow your business and sales profitability, apply new insights and build, manage and motivate your own team
- Explore your unique leadership characteristics through a TI DISC personality profile assessment and one-to-one feedback

KEY LEARNING BENEFITS/IMPACT

- Understanding the process of new venture creation/development
- Invaluable insights of successful and unsuccessful ventures
- Possess a personalised toolkit of business knowledge, practical skills and frameworks
- Understand the economics underlying common business models and competitive advantage
- Analyse the business models of competitors and incumbents
- Increased understanding of your customer or client base and how to maximise sales through focusing on key accounts and 'ideal' customers
- Identify an organisation's sales capabilities and 'capability holes' and its capacity to adapt/change where necessary
- The ability to analyse and interpret basic financial data, from your own company accounts and those of your competitors
- Takeaway is the 'kickstart' of a new venture or a business re-invention or simply ideas and 'knowhows' to change the current venture

WHO IS THE COURSE FOR?

- Entrepreneurs and aspiring entrepreneurs looking to put their experiences into a new venture or existing venture
- Senior executives responsible for driving organic growth and developing new businesses
- Managers of new businesses and/or who have responsibility to start new projects or ventures within their company or division
- Executives and senior managers who are looking for inspiring insights to refresh their organisations
- Current and future leaders of private businesses seeking innovative transformation
- Managers from all functions, organisation sizes and industry types who have, or will have, involvement in strategic planning and implementation



The Entrepreneur 'Pioneer' Programme

PROGRAMME OVERVIEW

The ValBS Entrepreneur 'Pioneer' programme is an exciting new development for entrepreneurs and business owners either looking to create new ventures or develop existing ones. The aim of the Pioneer Programme is to provide participants with a real earthed view of new business planning and implementation in a lean timeframe to provide maximum return.

The Pioneer Programme is comprised of two back-to-back modules over two weeks – The Innovation Bootcamp and New Venture Development Bootcamp. Registering for both modules of the Pioneer Programme provides an immediate 15% discount on the required investment (from £3,990 down to £3,395 +VAT).

Duration:	10 Days	Dates: 2020	12-16 & 19-23 Oct
Investment:	£3,395	Location:	London



Customised Corporate programmes

Our VaLBS Corporate Solutions team partners with organisations to design and deliver programmes that meet their specific requirements. The team undertakes a due diligent approach in identifying/clarifying the objectives and outcomes targeted and develops the appropriate solution. All elements of a custom programme – from the curriculum through to in/out classroom activities, learning materials and assessment architecture is tailored to optimise the learning experience and outcomes, together with programme evaluation. Set out below is a comprehensive example of VaLBS core solution phases:

- Business case articulation/clarification
- Option to embed 'License-To-Manage' protocols
- Adoption of change management principles
- Baselining (measuring) current organisation situation
- Organisation and individual needs assessment process
- Learning objectives/outcomes portfolio strategy
- Integrated programme design (constructing/combining standard and/or customised modules)
- Programme delivery pilot testing/fine tuning
- Programme delivery
- Ongoing measurement and evaluation
- Post-programme analysis
- Post-programme renewal

VaLBS' willingness to promote a collaborative working relationship with client organisations is key to achieving success. The team's commitment to observe the organisation progress and strategic challenges contribute greatly to future-proofing further learning initiatives and longer term success.

For more information on customised programmes please contact the VaLBS Solutions Team on +44(0) 20 7887 6108, or email info@VaLBS.com.



Executive education with a difference.

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Big experience.**





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