



explore, engage, execute, evaluate



CMI Level 7 Award, Certificate & Diploma in Strategic Management & Leadership – 6 days at either Newark or London Victoria.

About the programme:

The CMBD Ltd Strategic Management and Leadership programme offers a high level journey of exploration into strategic leadership practice, organisational direction, financial management and strategic performance management. As delegates are likely to be CEO's, Managing Directors and Senior Executives, attendance on the programme requires delegates to be operating at the most senior level in their organisations and to have the experience and prior knowledge required to get the best out of the course and the interaction that they will experience with the peer group.

The programme is delivered over 6 days (usually 2 to 3 weeks apart) and is delivered by tutors who are specialists in their disciplines as well as being commercially experienced. Tutors include Brent Warren, Mike Epton, Richard Merrick, Simone Greasley, Dr John Collins and Serena Humphrey. Their biographies can be found on the 'People' page of the CMBD website at: <http://www.cmbd.org.uk/tutors.html>

As with all CMBD Ltd programmes, the course gives the delegates the option of completing a CMI (Chartered Management Institute) Level 7 qualification if they require. This involves the completion of a number of assignments, attendance on the course and a number of hours of self-study. For more information on what is involved with qualifications, please feel free to contact us for a more in-depth chat or feel free to browse or download the CMI documents that are available on the CMBD Level 7 website page.

Designed for:

The programme is designed for leaders and managers who have the authority and personal inspiration to translate organisational strategy into effective operational performance. The programme requires delegates to build on their strategic management and leadership skills and to focus on the requirements of implementing the organisation's strategy. The programme is suitable for delegates from the private, public and third sectors who have sufficient knowledge and experience of leadership and management at a strategic level.

One of the features of the CMBD Ltd Level 7 programme is meeting, working with and discussing strategic level issues with like-minded people at a senior level. The course brings together a diverse range of people from differing sectors and creates the opportunity for knowledge transfer to take place between the delegates, creating peer groups that can thrive and grow well after the finish of the formal programme.

The Programme content:

The 6 workshop days are supported by our on-line resource centre for those delegates completing the qualification. This is provided in conjunction with the CMI's Management Direct facility and is accessed with a user name and login details provided. Management Direct contains one of the largest libraries of management material available in the UK. These include executive briefing documents, access to the majority of management journals available in the UK, videos from leaders in industry and commerce and a library of thousands of e-books. Access to Management Direct is also available for delegates not completing the qualification. That CMI charge for this service depends on the number of people per organisation, but starts from £295 plus vat per delegate for a 12 month period.

Delegates are also supplied with an appropriate text book for the duration of their course (*Organisational Behaviour* Huczynski & Buchanan), along with the CMI 'Pathway' guides for the six topics covered on the course and can keep these for their own use after the programme has finished.

The six topics covered during the course of the programme are;

- Strategic leadership practice
- Organisational direction
- Financial management
- Organisational Change
- Strategic performance management
- Human Resource Planning

Each of the six days provides the underpinning knowledge and resources to give the delegates a comprehensive understanding of the CMI assignment assessment criteria detailed below for each topic. As an example, to complete the Level 7 Certificate in Strategic Management and Leadership requires delegates to complete two or three (depending on which are chosen) of the six topic assignments. Those delegates completing the optional qualification will also receive tutorial one-on-one support during and after the programme to assist them in producing their written assignments.

Delegates deciding not to complete the optional qualification will find the topics covered in each session to be thought-provoking, challenging and of direct relevance the day to day issues and challenges of being a leader and a manager at a senior and strategic level in their organisation. Inter-action with the peer group is also a valuable part of the learning journey.

Whether delegates are completing the qualification or not, the programme is a unique opportunity to increase skill levels, knowledge, understanding and confidence in a wide range of high level topics that are relevant to strategic leadership and management in the 21st Century.

Topic One – Strategic Leadership Practice – Day 1 (CMI Unit 7014)

This topic is about the links between strategic management and leadership, key leadership principles, theory and organisational strategy. Delegates will be able to:

- Analyse the concept of managers as leaders
- Analyse the concept of leaders as managers
- Analyse the balance needed between the demands of strategic leadership and strategic management
- Evaluate the role of the strategic leader in the creation of the organisation's vision, mission and values, and in the communication of these to others
- Analyse how personal energy, self-belief and commitment impact leadership styles and their application in the strategic environment
- Discuss how ethical leadership engenders empowerment and trust, and identify its impact on organisational practice
- Evaluate transformational leadership and identify its impact on organisational strategy
- Evaluate transactional leadership and identify its impact on organisational strategy
- Evaluate situational leadership and identify its impact on organisational strategy

Topic Two – Organisational Direction – Day 2 (CMI Unit 7006)

This topic is about reviewing strategic aims and objectives, analysing progress towards achievement and evaluating alternatives. Delegates will be able to:

- Identify the current strategic aims and objectives
- Undertake an evaluation of the component parts of a strategic plan
- Analyse the factors affecting the strategic plan
- Apply a range of strategic analysis tools to audit progress towards strategic aims and objectives
- Review and assess the expectations of all stakeholders and their influence on the organisational strategy
- Analyse, interpret and produce a structured evaluation of the organisational strategic position
- Identify and develop a range of alternative strategic options to meet strategic aims and objectives
- Determine and justify the strategic option that meets the revised strategic position

Topic Three – Financial Planning – Day 3 (CMI Unit 7007)

This topic is about identifying, developing, agreeing and monitoring a financial plan that supports agreed strategic objectives. Delegates will be able to:

- Explain how the strategy of the organisation impacts the financial plan
- Identify the component parts of a financial plan
- Identify issues of risk within a financial plan
- Identify the level of importance of each component of the plan
- Produce a financial plan
- Discuss how the plan supports strategic objectives
- Outline an approach to gain agreement for the financial plan
- Identify an evaluation and review measure for the agreed plan

Topic Four – Organisational Change – Day 4 (CMI Unit 7010)

This topic is about identifying and developing change strategies to meet organisational objectives. Delegates will be able to:

- Identify a range of organisational change, models or frameworks
- Apply a range of creative problem solving techniques to address change challenges
- Identify and justify change solutions that link to organisational strategic plans
- Evaluate a range of change implementation models
- Identify the criteria to select a change implementation model that supports organisational change
- Demonstrate the use of analytical tools to monitor the progress and the effect of change
- Assess monitoring and measurement techniques to change within an organisation
- Analyse strategies to minimise adverse effects of change
- Identify the processes to review the impact of the change
- Analyse the results of the impact review
- Present the findings of the change analysis

Topic Five – Strategic Performance Management – Day 5 (CMI Unit 7002)

This topic is about ensuring that the performance of the team contributes to meeting strategic objectives. Delegates will be able to:

- Assess the links between team performance and strategic objectives
- Evaluate tools and techniques available to set team performance targets
- Assess the value of team performance tools to measure future team performance
- Analyse how to determine required performance targets within teams against current performance

- Discuss the need to encourage individual commitment to team performance in achievement of organisational objectives
- Relate the application of delegation, mentoring and coaching to the achievement of organisational objectives
- Evaluate a team performance plan to meet organisational objectives
- Assess the process for monitoring team performance and initiate changes where necessary
- Evaluate team performance against the agreed objectives of the plan
- Evaluate the impact of team performance in contributing to meeting strategic objectives

Topic Six – Human Resource Planning – Day 6 (CMI Unit 7012)

This topic is about the role of human resource planning and the links with strategic objectives. The delegates will be able to:

- Assess the strategic importance of current, future and anticipated HR requirements
- Analyse how HR planning impacts on the strategic plan
- Evaluate the current legal requirements influencing an HR plan
- Describe a process for recruitment and selection of new staff (external candidates) that complies with current legislation and organisational requirements
- Discuss how organisational culture affects recruitment and retention of staff
- Assess work life balance issues and the changing patterns of work practices
- Identify the process to be followed in a grievance situation
- Describe the stages of a discipline issues that results in dismissal
- Explain the role of ACAS, employment Tribunals and other external agencies that could be involved in grievance, discipline and dismissal processes

More information:

The programme is designed for six to twelve delegates on an open course basis and can also be run in-house with bespoke content to suit your organisation if required. Please contact us for details of this service.

The course fee depends on which venue is selected. Please contact us for details.

Should delegates require registration with the awarding body to complete any of the optional Level 7 qualifications that are available with this programme, then a further fee (to cover CMI registration, tutorial support and assignment marking) will be payable. The fee depends on which level qualification is taken.

The qualification options are shown below but we suggest that you discuss with us which level may be most appropriate for you or your delegates. Further CMI qualification information can also be found on the Level 7 course page on our website.

Award (6 credit points & one assignment)

Certificate (13 credit points & 2 assignments)

Diploma (39 credit points & 6 or 7 assignments)

An optional personal embedding package (with one face-to face session per month for 6 months) is also available to delegates completing the programme. This is designed to provide personal training support to help the delegate embed the skills and knowledge acquired on the course. Further details on request.

Access to the CMI Management Direct resource centre starts from £295.00 plus vat per delegate (free for candidates taking a CMI qualification).

For more information, please see the www.cmbd.org.uk website or contact Brent Warren on 07850 410033 or email to brent@cmbd.org.uk