

# Executive Learning Partnership 2019

# Executive Education at Southampton Business School

**Southampton Business School** is an internationally recognised Business School with worldwide influence in education and with research that leads to real-world business impact.

How we achieve this:

World-class, widely-published faculty and practitioners with international business experience to ensure learning is relevant and centred around the latest thinking and practice.

Learning design innovation, creating impactful, practical and challenging learning processes which move participants from insight to action.

Access to world-class research and uncompromising knowledge transfer to stimulate thinking beyond 'business as usual'.

# Executive Learning Partnership

**The Executive Learning Partnership (ELP)** is a progressive partnership between Southampton Business School and a wide range of member organisations who have chosen to contribute to a connected business learning community.

The Executive Learning Partnership leverages the wider business network across a range of industries and geographies to draw out business critical issues and insights to align our research focus to drive the learning agenda.

The Executive Learning Partnership annual programme of events tackle the enduring and emerging management and leadership challenges facing our members at both the individual and organisational level.

The ELP business led approach ensures that the learning agenda is agile and has the intended impact. The ELP delivers topical, relevant and rigorous input to ensure that the participants are capable of dealing with future business critical challenges.

# Executive Learning Partnership Membership Benefits

## **Masterclasses**

An annual programme of 12 master-classes delivering ongoing, relevant, complementary learning for key groups of current and future senior leaders and managers which directly impacts the business learning agenda and has sustainable enterprise at its core.

## **Critical Forum**

The ELP provides a critical forum leveraging the experience and diversity of thinking and practices of the ELP community. Syndicated work in this context often provides actionable ideas from outside specific industry norms.

## **Southampton Business School – Evening Seminar Series**

ELP member organisations have 4 reserved tickets to the Southampton Business School Evening Seminar Series. These topical seminars are held monthly at Southampton Business School.

# Executive Learning Partnership Membership Benefits

## **Demand-Led Focus**

The strategy and delivery of the Executive Learning Partnership master class programme critically depends on knowing, understanding and responding to our members' learning and development needs. New insights and ideas increasingly do not appear from formal industrial research and development (R&D), but instead from collaboration with members that lead to new and improved solutions. The ELP member community is frequently best placed to identify what research and development projects could add value to the member organisations. This approach enables the co-creation of the programme of events for the Southampton Executive Learning Partnership for the following year.

## **Consultancy**

Academic experts and industry practitioners from our extended educator network at Southampton Business School can work directly with member organisations to provide valuable consultative advice on a wide range of subjects.

# Executive Learning Partnership Membership Benefits

## **Research Partnerships**

Southampton Business School is continuously engaged with solving real business problems across the board from issues including risk management, human relations management, marketing analytics, scheduling and logistics.

## **Knowledge Transfer Partnerships**

A skilled graduate, employed by the University, will work within your organisation to tackle a long-term strategic project for up to three years. They will be supported by expert academic supervision. UK Government grants are available for up to 67 per cent of costs for SMEs and 50 per cent for larger businesses.

## **Student Placements and Projects**

Our talented and enthusiastic students want to connect with businesses. We offer many ways to work together and all our undergraduate programmes have placement options. Students can bring new insights and expertise by working in your organisation. We also welcome business leaders who can talk about their career experiences and network with our students, especially if you are looking to recruit.

# Executive Learning Partnership Membership Benefits

## **Executive Development Programmes**

The Executive Development Programmes(EDP) portfolio has been designed to be accessible, adopting a multiple modular structure throughout the year and covers current and emerging themes highlighted in our new Masters in Business Administration (MBA), to ensure it prepares participants to be successful in their career and the new global marketplace.

The individual modules have been designed to provide a rich and challenging learning experience. The EDP portfolio can provide the essential building blocks for those recently appointed to, or about to step up to, a senior leadership role.

## **Networking**

The Executive Learning Partnership provides an excellent opportunity for networking within the membership peer group and wider industry.



Calendar of Events  
2019



# Calendar of events 2019

Date	Title	Speaker	Event Summary
<b>Wednesday 23<sup>rd</sup> January 12.00-16.30</b>	<b>Non-Executive Directors' - What they do and how you become one</b>	<b>Graham Durgan and Louis Cooper</b>	The Non-Executive Directors' Association was founded in order to represent NEDs and support them in their training, education and personal development. At this event Graham, NEDA Chairman and Louis, NEDA CEO will draw on their significant experience of being a Chairman, NED and Board Advisor to outline the key requirements of being a good NED. Being an effective NED requires skills that reach far further than simply understanding corporate governance regulations. Successful NEDs have a skills base that also encompasses understanding strategy, risk, people and performance. They will of course need to be of exemplary character and integrity and also have the ability to influence others. Graham and Louis will draw on real life examples to guide you and will work through scenarios that NEDs on Boards actually face. Southampton Business School in partnership with NEDA have created an Advanced NED Certificate open programme which will commence in Q3, 2019.
<b>Wednesday 27<sup>th</sup> February 12.00-16.30</b>	<b>Neuro-diversity and social behaviours: when good teams go bad</b>	<b>Professor Nick Maguire</b>	Although humans have evolved over millions of years to be basically similar in cognitive structures, we are hugely diverse in factors such as temperament, physical attributes and cognitive processing. Some of those differences are associated with diversity in terms of the way our brains are wired; some are around how sensitive we are to emotional stimuli. During this workshop we will examine how differences in cognitive and emotional factors are manifest in terms of social behaviours in organisations – in other words how do we treat each other when we work in teams, and how can we improve those behaviours knowing a little about how our minds work. We can consider how threat perception affects the decisions made in team contexts, and how to develop resilience enabling better quality decisions to be made.
<b>Thursday 28<sup>th</sup> March 18.00-20.30</b>	<b>The Leadership Debate 2019</b>	<b>Chaired by General Sir Richard Barrons KCB CBE</b>	The Executive Learning Partnership is delighted to be hosting the 2019 Leadership Debate on the evening of Thursday 28 <sup>th</sup> March 2019. The event will be held at J.P.Morgan, Chaseside, Bournemouth. There can be little doubt we are now living in a time of unprecedented change. The immediacy of Brexit and its potential impacts, have made the business landscape undoubtedly more complex, ambiguous and competitive. What will leaders need to do, to best prepare their organisations to thrive and succeed in the new world order? What will make the difference between success and failure? The 2019 Leadership Debate will once again be Chaired by General Sir Richard Barrons KCB CBE who will ensure our esteemed panel members answer your questions and explore the many challenges facing business leaders today and in the future. The 2019 Leadership Debate agenda is set by you, and your enquiry, by way of questions to the panel. We look forward to providing a critical forum to challenge current thinking and offer differing perspectives around this complex subject.

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Date	Title	Speaker	Event Summary
<b>Wednesday 24<sup>th</sup> April 12.00-16.30</b>	<b>Exceptional influence and impact</b>	<b>Peter Nelson</b>	We have all observed executives who do not do themselves justice, however experienced. In meetings, some executives never really listen, they are only on transmit, others hold back or are not constructive. On a one to one basis, there are executives who just do not inspire. In more formal settings; some do not appear to have the gravitas which is expected at their level within an organisation, or indeed external to the organisation. Watch an executive who has real influencing skills, has real impact, assuredness and a quiet authority in meetings, who really engages with individuals, is able to negotiate solutions, resolve problems and you will be witness to exceptional influence and impact. This workshop will enable the participants to assess their own influence and impact, as well as develop skills and confidence by applying specific methods and techniques which will progress them towards exceptional influence and impact.
<b>Wednesday 22<sup>nd</sup> May 12.00-16.30</b>	<b>Innovation matters: Does remote working effect innovation?</b>	<b>Dr David Baxter</b>	Does remote working make your company less likely to innovate, because people are not working together in the same room? Or does it make you more likely to innovate? This workshop describes a study into the perceived effects of telework on social capital and innovation capability. Social capital theory predicts that telework should reduce innovation capability, but current research evidence is mixed. Some studies suggest a negative impact, but others find positive effects. Our recent research study suggested that telework appears to reduce the relational dimension of social capital. However, people do report significant benefits from working free from the distractions of an office. Emerging web-based communication systems are also improving the structural dimensions of social capital, increasing the accessibility of knowledge across the whole organisation. Telework continues to have both positive and negative effects, we will explore the specific systems and practices which appear critical, and how this impacts innovation.
<b>Wednesday 19<sup>th</sup> June 12.00-16.30</b>	<b>Strategy Pit-stop</b>	<b>Jeff Callander</b>	As the Brexit deadline has passed (and uncertainty persists), it is an ideal time to conduct a Strategy Pit-stop for your organisation. Strategy is often left to an away day once a year with senior management contemplating the future of the organisation. As with pit-stops in Formula one, if the environment changes or there is an opportunity to seize a competitive advantage a pit-stop is called. A good strategy should provide an ongoing reference for the business providing guidance and ensuring a common direction. However, when markets and circumstances are changing at such a pace, strategies require more routine updating, validating or challenging previous assumptions, refocusing priorities and identifying new opportunities to remain relevant and competitive. The Strategy Pit-stop will enable the participants to take a critical look at existing business strategies during plenary discussions and syndicated exercises in small groups. This approach allows wider challenge and often makes a positive contribution towards developing better strategies in the future.

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Date	Title	Speaker	Event Summary
<b>Wednesday 17<sup>th</sup> July 12.00-16.30</b>	<b>Strategic HR: The Human Advantage</b>	<b>Carrie Foster</b>	Strategic HR is focused on the people dynamic and how the uniqueness of people is the key driver of organisational performance and competitive advantage. Artificial intelligence (AI) can really be seen as a major opportunity for people in the workplace because our human-ness will become even more important. AI relies on control loop processes that standardise outputs, but Strategic HR is about disruption, and open loop learning. It is literally the difference between thinking inside the box (AI) and forcing people to think outside the box (HR). Computers are good at predicting the predictable, but life and business is not predictable, it can be ambiguous, complex and volatile. Humans are incredibly flexible and can adapt quickly. In the future it will be effective Strategic HR practices that will enable your organisation to access and maximise the human advantage.
<b>Wednesday 7<sup>th</sup> August 18.00-20.15</b>	<b>An evening with.....</b>	<b>Lord Mark Price</b>	Lord Mark Price started with the John Lewis Partnership after graduating and became a member of the Waitrose board in 1997. In 2005 he moved to join the John Lewis Partnership Board taking on responsibility for group strategy and IT as Development Director. Mark was appointed MD of Waitrose in 2007. In 2016, having been appointed a Life Peer, the then Lord Price, retired from the John Lewis Partnership and was appointed Minister of State for Trade and Investment in February 2016 by the then Prime Minister the Rt Hon David Cameron. He was subsequently reappointed twice by the Rt Hon Theresa May PM as Minister of State for Trade Policy. He stepped down from the government in September 2017 to pursue his writing and business interests. Mark is very passionate about employee engagement and happiness at work and is very much looking forward to engaging in conversation with you around the many aspects of his career, experiences and perspectives.
<b>Wednesday 18<sup>th</sup> September 12.00-16.30</b>	<b>A practical exploration of Artificial Intelligence</b>	<b>Paul Ellis and guests</b>	With the assistance of industry specialists, Paul and his guests will take an in depth look at real-world applications of Artificial Intelligence (AI) in business today, tomorrow and in the near future. Despite the sceptics and the visionaries, Artificial Intelligence is here today, and it is here to stay. AI applications are deployed in a variety of business situations, and where many end-users are oblivious of it; in fact, is that not what AI in business should be? Where deployed, AI should offer an experience that is as good as, or perhaps even more satisfactory than interacting directly with a person. This session will not only demonstrate the practical applications of AI in business but will also discuss the implications particularly for leaders in business. Guest speakers will describe and demonstrate AI working today, and highlight new areas of opportunity that are imminent, and what is currently being worked on in their concepts and idea labs.

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Date	Title	Speaker	Event Summary
<b>Wednesday 16<sup>th</sup>October 12.00-16.30</b>	<b>Hurling water bottles on the touchline: emotions really matter</b>	<b>Andrea Bacon and guests</b>	<p>Emotions are powerful things, as demonstrated by José Mourinho, the dismissed Manager of Manchester United. There can be little doubt he certainly finds his emotions hard to manage - hurling water bottles on the touchline. Such reactions have consequences; affecting his public perception, his players' performance and the mood of the crowd. Perhaps your reactions in the workplace sometimes get the better of you; affecting how others see you, your personal performance and possibly your team's success. Maybe, they have even had an impact on your career?</p> <p>During this workshop, we will explore emotional intelligence, how to bring logic to emotion and overcome setback. We will learn from others, including Ollie Phillips, former captain of England Rugby Sevens, who overcame bitter disappointment in his journey from scrum line to boardroom.</p>
<b>Wednesday 20<sup>th</sup> November 12.00-16.30</b>	<b>Evolution of leadership: which skills and behaviours are fit for the future?</b>	<b>Jonathan Bowring and Paul Bennett</b>	<p>If you google search the word 'leadership' you will be offered 891 millions pages. You will find endless theories, leadership styles, traits, skills and methodologies mentioned; authentic, autocratic, coercive, charismatic, democratic, distributed, heroic, servant, situational, strengths based, transformational, transactional and psychopathic (yes not all psychopathic traits are bad) etc. This list is by no means exhaustive. In this workshop we will explore what has gone before, to discover which core skills and behaviours are still relevant and as effective today as they were in the past. We will also investigate which new and adapted skills and behaviours will be required to be effective in a leadership role now and into the future. Leaders still need to make decisions, motivate and inspire others to take action and ultimately lead the successful execution of strategic imperatives. Cybernetics informs us that the element in the system that is the most adaptive and flexible will run the system. Leaders will need to adapt to be successful in the future.</p>
<b>Wednesday 11<sup>th</sup> December 12:00-16.30</b>	<b>Leading in a multi- generational organisation, busting the myths</b>	<b>Simon Walker</b>	<p>How do leaders maximise the potential of the current generational cohorts in the workplace? How do they navigate the cultural contortions of a multi-generational workforce to ensure the organisation operates effectively, fully engaging the strengths of every generation? The recruitment, retention and motivation of a multi-generational workforce, requires an inclusive culture, coupled to fit for purpose working practices, in order to create a great place to work for all generations, not just those most recently joining the world of work. Through interactive plenary discussion, this seminar will explore the evidence, and try to bust some of the myths surrounding the differences in the generations at work and identify what they really need to perform at their best. The participants will leave with a personal and organisational checklist to benchmark their multi-generational readiness in the workplace.</p>

# Member Organisations



NON-EXECUTIVE  
DIRECTORS' ASSOCIATION  
Developing Trusted Professionals



## What our members say.....

"The ELP Annual Calendar of events is always a sought after document in our organisation. The varied topics , great facilitators and the opportunity to learn from peers outside of our organisation provides a great opportunity for new thinking and insight.

*Managing Partner*

'The ELP events provide our senior management team an opportunity to get out of our environment and immerse themselves in a wider learning community. I would recommend the ELP to any company or individual who wants to hear wider perspectives and be part of a topical conversation around organisational learning".

*Assistant Operations Director*

"I attended the University of Southampton Leadership day, and it was a really valuable experience. The case study of the Columbia mission really helped to open my eyes on the benefits of effective communication in any organisation, and definitely provided me with some transferable ideas for our own business"

*Assistant Marketing and Communications Manager*

"I attended the day on Persuasion. A first class event. The speaker on persuasion was excellent. The mix between hands-on exercises, group exercises and speaking time was very well done. I left the day having learned several useful tricks and gained different perspective on the art of persuasion".

*Business Partner*

"I have attended a number of events over the last year and the variety of subject matter and quality of speakers have both been excellent. There is always a good mix of 'theory' as well as group discussion and practical application. The events are a great opportunity to get out of the office for a day and reflect on your business, think about how you can apply the topic being discussed and share ideas with people from other local businesses"

*Finance Director*

If you would like further details or a discussion about the Executive Learning Partnership or other Executive Education programmes please contact us:

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