

THINK

Cranfield
UNIVERSITY
School of Management

HIGH PERFORMANCE
LEADERSHIP



THE
PRAXIS
CENTRE

releasing the power inside

High Performance Leadership

Our flagship High Performance Leadership programme will take you on a journey to discover your potential to become a high performance leader. You will discover how to release the inspirational leader within – enabling your team to achieve levels of performance that exceed all previous expectations.

As a delegate you will leave the programme with an increased self-knowledge and the new skills to find your unique, sustainable path to high performance. This will give your organisation the capability to move forward in new ways.

Here at the Praxis Centre we are committed to the belief that increased self-awareness will improve your performance and that of your organisation. We lead the field as an innovative centre of excellence in management development and have been responsible for pioneering many new approaches in the development of managers. We aim to focus our attentions on the personal development of you – who you are, and who you could be.

Professor Susan Vinnicombe OBE

Director

The Praxis Centre

Cranfield School of Management



Cranfield is one of only 20 business schools to hold the triple accreditation of AMBA, EQUIS and AACSB. In 2006 Cranfield was ranked as one of the world's top 20 providers of Executive Education.



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WHAT WILL I GET OUT OF IT?

You will:

- Increase your self-knowledge
- Clarify your own sense of purpose as a leader
- Discover your unique leadership path
- Develop practices for sustaining yourself, your teams and your organisation
- Prepare and implement personal change programmes
- Harness the power of your creative imagination to explore new futures.

Your organisation will:

- Improve leadership performance of senior managers and directors
- Increase the pool of wisdom and maturity in the organisation
- Lay foundations for a more effective learning culture
- Develop the capacity of the company to venture into unexplored territory
- Create a framework for a more sustainable organisation
- Open possibilities for imaginative leadership
- Build capability for leading through challenging times.

“True success is the achievement of purpose without compromising core values.”

Jim Hayhurst

'leader' – from 'laedare':
a guide on a journey beyond
the known horizon.

LEARNING STYLES

High Performance Leadership has been designed to reflect leading-edge thinking in the field of leadership development;

- It is **holistic** in approach;
- It is **integrative** in nature, bringing together concepts and practices from different disciplines;
- It is **imaginative** and **creative** and opens up new possibilities;
- It is **transformative** providing a gateway to an entirely new sense of yourself as a leader;
- It **challenges** the participants' assumptions about leadership and the role of the leader at work.

Our programme utilises a broad range of learning and development styles:

- Interactive lectures
- Group work and discussion
- Individual coaching
- Creative visualisation
- Film case studies from business, literature and history
- Experiential exercises
- Breakthrough work
- Work on live business issues
- Individual reflective work.

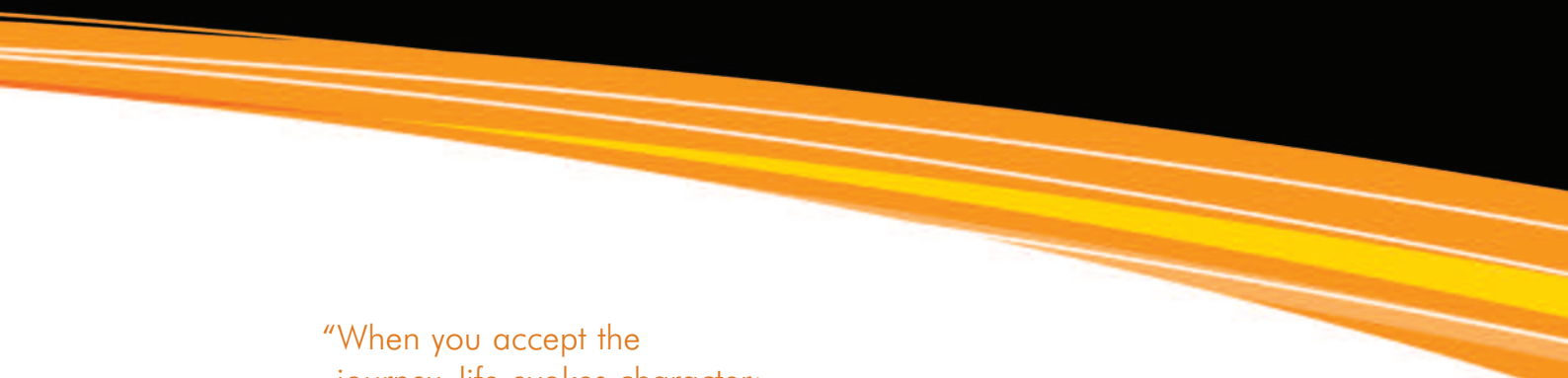


OUR APPROACH

High Performance Leadership achieves lasting and impactful change.

A transformative experience requires us to build awareness of what is going on around us, to understand what it means and to challenge ourselves to let go of old frameworks in order to make way for something new. Only then can we begin to develop the practices that will enable us to embody new learning in a meaningful and productive way.

- **Discover**
 - what is calling you to a leadership role?
 - what challenges do you face?
- **Reflect**
 - what does your challenge mean to you?
 - what are your leadership gifts?
- **Challenge**
 - what do you leave behind?
 - what could stop you?
- **Transform**
 - what needs to be brought forth?
 - can you imagine a new future?
- **Embody**
 - how can you make it real for you and others?
 - who else needs to be engaged?



“When you accept the journey, life evokes character; when you refuse the journey, character defines life.”

Joseph Campbell

“The problems we face will not be solved by the same level of consciousness that created them.”

Albert Einstein

PROGRAMME OUTLINE

Themes that run through the programme:

- Qualities of high performance leadership illustrated by examples from business, the military, history, sport and myth
- Learning what to do, when you don't know what to do
- Exploring your individual leadership story
- Developmental stages for high performance leadership illustrated by The Leader's Journey
- The psychology of leadership, growth and change
- Learning from failure and success
- The inner and outer worlds of leadership - live issues from organisational life
- The power of the land of adventure, what can be gained from trust & respect in a co-creative group
- Constructing personal practice for leadership development to apply to daily life.

Each day begins with gentle physical awakening exercises to prepare the body and mind for learning.

PROGRAMME CONTENT

- Module 1** Preparing to journey – a leadership biography
Challenge, calling and commitment
Guides, allies and gifts
Confronting inner and outer blocks to high performance
Bringing learning back to the organisation
60-day action plan
- Module 2** Review of leadership learning in practice
Transformational change and the imagination
Transformational values
Building personal resilience
- Module 3** Review of leadership learning in practice
Integrative leadership: individual and collective
Leadership and organisational culture
High performance teams

"Out of great complexities,
great simplicities emerge."

Winston Churchill

THE EXPERIENCE

"...I was managing the business within my comfort zone and 'doing' leadership, rather than being a leader. I expected to do a few role plays and be taught some tricks about how to appear to be a leader... It's as if the experience has opened up another part of my brain. Faces look different, music sounds much clearer. I feel more relaxed, empowered, in control... I have a new inner confidence, a sense of calmness... I am actively seeking out leadership opportunities in the business. The programme has changed the way I relate to people... now I find people's stories – their jobs, lives and problems – fascinating. I feel much more connected to the people around me."

Peter Twelftree

Managing Director, international engineering consultancy

"I have been meaning to write to you for some months now just to express my sincere and personal thanks for giving me something which was missing from my life. Without doubt it was a life changing experience and one which continues to influence me. Before the course I was really struggling with my new role as Chief Executive. The HPL experience really sorted all that out and placed me on the path of a true leader."

David Doig

Chief Executive, OPITO

"The course has been, as an experience, extremely meaningful to me and one that I believe I will look back on as a key turning point in my life. This is clearly a unique course. It is extremely powerful."

Richard Petrie

Plc Director

"Who looks outside, dreams.
Who looks inside, awakens."

Carl Jung

WHO IS IT FOR?

Senior executives, partners and directors wanting to review their current approach to leadership and discover new capabilities.

- Those looking for leadership development to support a promotion, often to board level
- Those with extensive experience who want to revitalise and re-imagine what their future contribution can be
- Recently promoted executives facing significant leadership challenges for the first time
- Senior executives who want to learn from the experiences of business leaders facing similar challenges, opportunities and dilemmas.

ABN AMRO Bank

Alliance & Leicester Plc

BAA Plc

Bacardi-Martini Ltd

BAE Systems

Bank of Ireland Treasury
& International Banking

Barclays Bank PLC

Baxters Food Group

Britvic Soft Drinks Ltd

BT

BUPA

Cable & Wireless Mobile Plc

Chevron Texaco Norge AS

Ernst & Young

Ford Motor Co Ltd

GlaxoSmithKline plc

Halifax plc

HM Revenue & Customs

HSBC Bank plc

Lloyds TSB Bank plc

Mobil Producing Nigeria

O2 UK Ltd

PricewaterhouseCoopers

Schering AG

Visa Europe

High performance leaders empower others to venture into unknown territories; inspiring colleagues to take difficult decisions. They move organisations forward in new ways made possible by their strength.

Key to achieving this is the courage to live their vision and the ability to motivate others to follow. High performance demands sustained and exceptional standards, achieved under pressure, for the benefit of others. This programme helps leaders find their unique, sustainable path to high performance.



PROGRAMME LEADER

Andy Logan is a founding member and director of Cranfield's Praxis Centre. He has contributed much to the Centre's innovative and in-depth approach to management and leadership development. Andy has degrees in Business Studies and Organisational Psychology and over twenty years' of management development and consulting experience with a wide range of organisations. The focus of his work is on drawing out the leadership potential in individuals and teams.

"Leadership is more a 'way of being' than a role... The process and act of leading has a moral, spiritual, ethical and developmental requirement. It is not something to be taken lightly."

Andy Logan



Jon Chapman



John Faulkner



Kate Lowry

TUTOR TEAM

The Tutor team combines a broad range of leadership development expertise with personal experience of leadership at the top of their chosen field – this enables them to bring practice and examples from the world of organisations, sports, business, history, literature and psychology.

BOOKING FORM

PLEASE WRITE IN BLOCK CAPITALS

PROGRAMME DETAILS

Programme title: **HIGH PERFORMANCE LEADERSHIP** Dates : From _____ To _____

DELEGATE DETAILS

Title _____ Initial(s) _____ First name _____ Surname _____

Nationality _____ Are you fluent in English? Yes No

Date of birth _____ Male Female

Department _____ Job title _____

Your present level of responsibility:

Chief Executive/President/Chairman Managing Director/Director of Board/Senior Partner

General, Divisional, Senior Manager/Partner Function Manager/Middle Manager/Associate

Direct telephone _____ Mobile _____

Direct fax _____ Email _____

ORGANISATION DETAILS

Organisation _____

Address _____

Town _____ County _____ Country _____ Post/Zipcode _____

Switchboard telephone _____ Switchboard fax _____

Primary industry sector _____ Parent company name _____

JOINING INFORMATION

A web link for your joining instructions will be sent to you by email approximately four weeks prior to the programme start date.

Please specify the email address you would like this sent to: _____

YOUR CAREER HISTORY Please provide a brief description of duties and responsibilities in current position or attach CV.

Number of employees reporting to you _____ Number of years in present position _____

Please list your previous employment with dates (starting with the most recent):

Organisation _____ Job Title _____ From _____ To _____

Organisation _____ Job Title _____ From _____ To _____

PRE-PROGRAMME EXPECTATIONS

Please state the specific benefits you expect to gain from the programme. (Continue on a separate sheet if necessary)

HOW DID YOU FIRST HEAR ABOUT THIS PROGRAMME? (tick as appropriate)

Insert in a magazine Mailing Email marketing

Advertisement - publication? Article in publication - publication?

Training directory (please specify) Search engine (please specify)

Recommendation (by whom?) Name _____ Job title _____

PAYMENT TERMS

Payment is required no later than eight weeks before the course starts, or immediately for bookings made within eight weeks of the beginning of the course. A VAT invoice will be sent on receipt of payment or shortly before the programme.

Please complete the payment method overleaf...

BOOKING FORM

AUTHORISATION AND PAYMENT DETAILS This section should only be completed by a person with appropriate purchasing authority.

I have read and accept the Booking Conditions and understand that I/the Organisation will become liable for charges including cancellation and transfer charges if applicable.

Signature			Date
Title	Initial(s)	First name	Surname
Job title		Organisation	
Address			
Town		County	
Country		Post/Zipcode	

Payment Method (tick as appropriate)

Cheque. Enclosed is our cheque for £ _____ (including VAT)

Please make cheques payable to: **Cranfield Management Development Ltd.**

Credit card. Please note that we only accept Visa, Mastercard and Amex credit cards (subject to a 1.5% charge) which will be debited within 7 days of your acceptance on the course.

Please debit my: Visa Mastercard American Express Amount £ _____ (including VAT)

Card number: _____

Card Security Code: _____ Valid from: _____ Expiry date: _____

Cardholder's name _____ Cardholder's signature _____

Please invoice my organisation.

Is a Purchase Order number required on the invoice? No Yes. If yes, PO No. _____

Name and address to which the invoice should be sent to **if different from delegate.**

Send to delegate Send to different address, details given below:

Title	Initial(s)	First name	Surname
Job Title		Organisation name	
Address			County
Country			Post/Zipcode

Data Protection Act 1998: By returning this form you consent to Cranfield Management Development Limited processing data about you. We will store the information for the provision of services, administration and analysis of sales data. We may also share this information with Cranfield University and Cranfield Management Association for the above purposes. In the future we may write to, or email you with information about our products and services.

We do not pass your details to third parties to use. If you do **not** wish to receive further communications from us please tick this box.

Cranfield School of Management would like to ensure that our future email communications with you are conducted in the most efficient manner possible. In order to do so, please tick the following box if you would like to be kept informed about programmes and services offered by Cranfield University by email.

TERMS

FOR FULL TERMS AND CONDITIONS PLEASE SEE OUR WEBSITE:
www.cranfield.ac.uk/som/executive/tc

Cancellation charges

Our contract with you commences when we write to confirm that we have accepted the delegate onto the appropriate programme. If you find that you are unable to attend for any reason then you may cancel, transfer to another programme or transfer your booking to an alternative suitable delegate, subject to the following conditions:

All cancellations must be notified in writing to the Client Co-ordinator.

Cancellations will only be effective from the day of receipt. You may cancel at any time up to the first day of the programme subject to the following scale of charges:

Notice period	% Booking fee charged
43 days or more	0
42-29 days	25
28-15 days	50
14 days or less	100

For cancellations received after the first module of a modular programme, the entire fee will be retained.

Transfer booking to an alternative suitable delegate.

You may transfer your booking to an alternative delegate who meets the criteria for the programme, up to the first day of the programme, at no extra charge.

Transfer booking to another programme.

You may transfer your booking up to 43 days before the start of the programme at no extra charge. If you wish to transfer after this, and at any time up to the first day of the programme, the following scale of charges will apply:

Notice period	% Booking fee charged
42-29 days	20
28-15 days	35
14 days or less	50

Transfers to a course with a higher fee than the original (either a different course, or a future date where the course fee has been increased), the higher fee will apply.

Cranfield School of Management's Open Executive Programmes are provided by **Cranfield Management Development Limited**, a wholly owned subsidiary of Cranfield University, School of Management.

Occasionally, other accommodation is used as an alternative to Cranfield Management Development Centre, in which case this is made clear in the joining information.

Cranfield School of Management RESERVES THE RIGHT TO AMEND THE PUBLISHED PROGRAMME.



Fax to:

The Client Co-ordinator
The Praxis Centre
+44 (0)1234 754822



Post to:

The Client Co-ordinator
The Praxis Centre,
Cranfield School of Management,
Cranfield,
Bedford MK43 0AL

For multiple applications please photocopy this booking form or contact the Praxis Client Co-ordinator on:
+44 (0)1234 754 553

COURSE DETAILS

PROGRAMME DURATION:

5 days + 3 days + 2 days

This programme is residential at Cranfield School of Management

Visit the website for programme dates or to book online
www.cranfield.ac.uk/som/hpl2009

To find out if this is the right programme for you, or if you would like to speak to a previous delegate please call our management development guidance staff on **+44 (0) 1234 754502**.



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