

2012 Open Enrolment Programmes
for Managers and Executives

“SINCE ASHRIDGE
I’VE CERTAINLY BEEN
GETTING RESULTS”



ASHRIDGE
business school

“WHEN YOU REACH A CERTAIN LEVEL... BEING GOOD AT WHAT YOU DO ISN'T ENOUGH”

Wayne Arthur, Head of Trading, Whitbread Group

Why did you choose the Impact and Influence programme at Ashridge?

I wanted to have more gravitas and the ability to influence more at a senior level. Previously I tended to concentrate on doing a great job and letting that shine through, but actually how you are perceived and your ability to influence is as important as the delivery of the work itself.

How did you find the experience?

It was excellent from beginning to end – enjoyable and thought provoking. Ashridge is very beautiful and calming. The faculty got to know us all individually and we were able to share any personal business issues.

What did you learn?

Having more influence and impact is definitely something you can learn. A key take-out was to be more definite and more assertive with the language I use.

Back at work I have started making tweaks to the wording I use, flexing according to the audience. I feel more in control – the conversations don't go off on tangents and the result is a more productive communication process.

It taught me to stop and think who I am presenting to, who am I meeting with, how I will be perceived when I enter the room and what messages my body language is conveying? I realised that with a conscious effort and applying the skills learnt on the programme, I can influence people more effectively. In senior level meetings, I'm conscious of when people are actively listening. If anyone talks over me, I'll make a mental note and adjust my approach the next time.

It has also made me more aware of behaviour in other people, both good and bad. If someone isn't having the desired impact, I understand why.

How has it helped you?

I have been promoted quickly during my career. I am technically strong, bright, hard working and get on well with people.

But when you reach a certain level, you need a different skill-set and being good at what you do isn't enough. You need to be able to influence across a wide group of people. I have a role in mind and to get there, I need to have a presence, be visible and leave an impression.

The programme was an excellent time investment and a relatively small spend for a large organisation. I would pay for it myself.

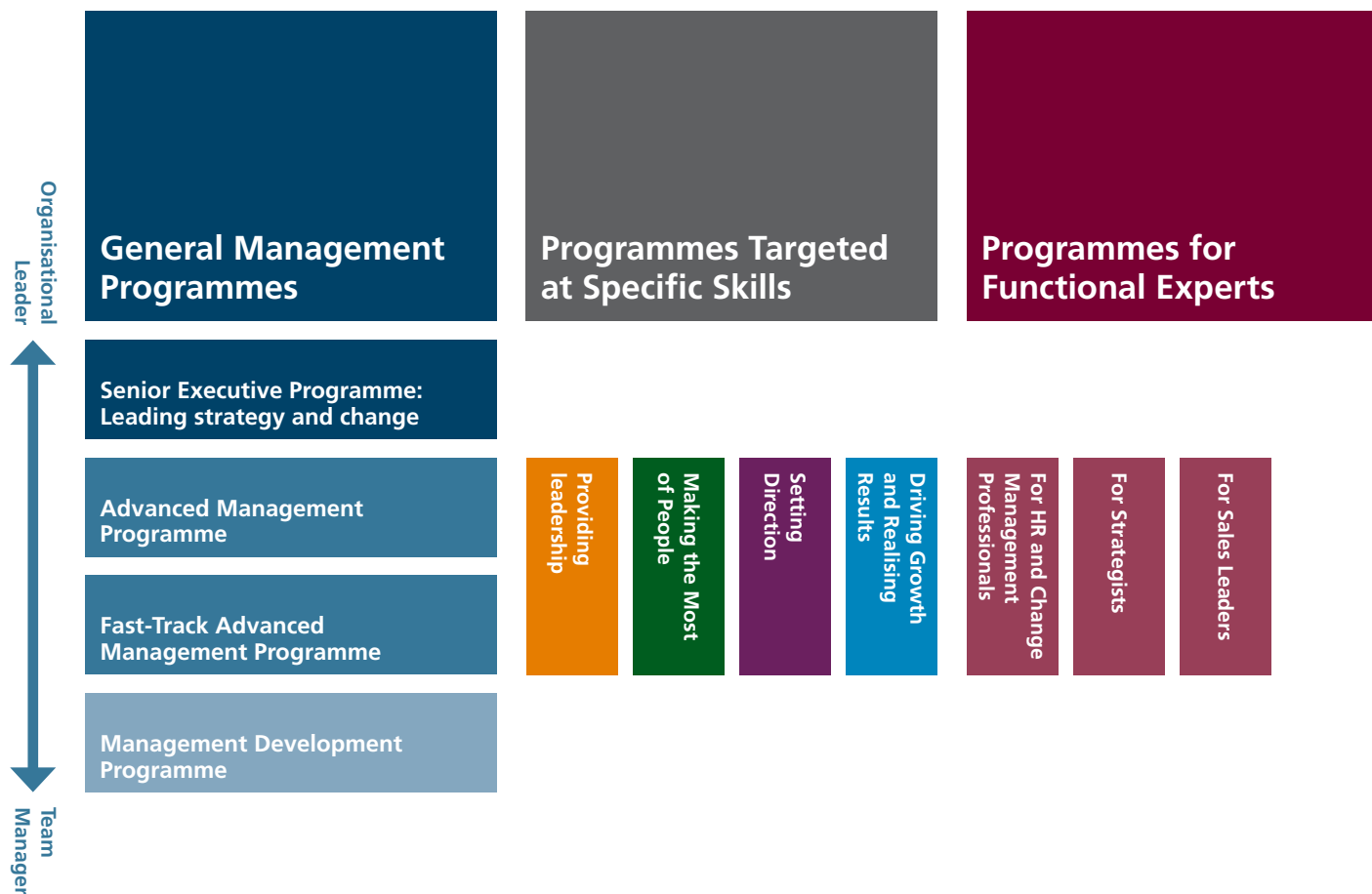


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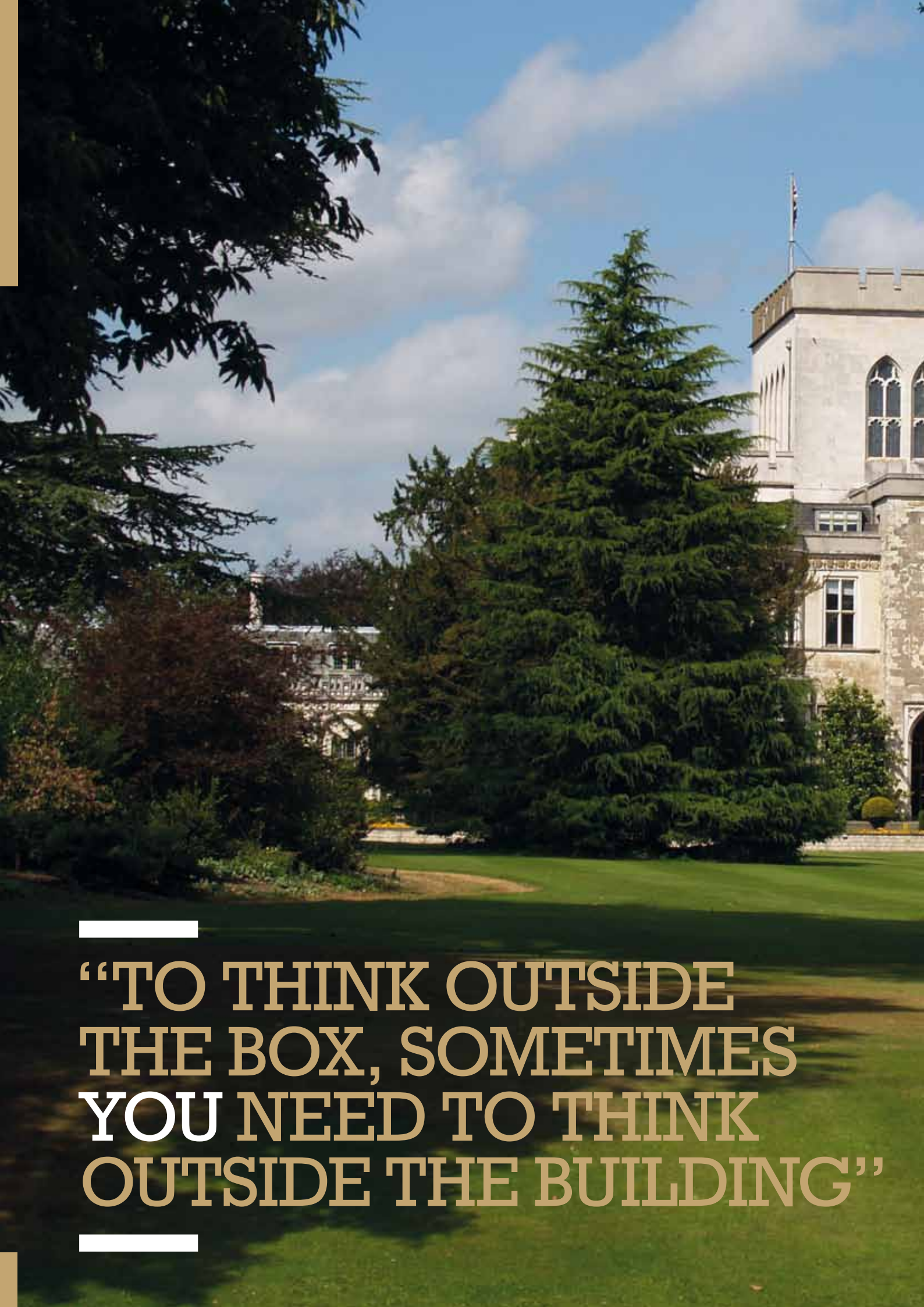
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**“TO THINK OUTSIDE
THE BOX, SOMETIMES
YOU NEED TO THINK
OUTSIDE THE BUILDING”**



The Ashridge experience

Unparalleled learning environment

We offer a great learning environment; we use classic models and proven new thinking from Ashridge and elsewhere. We make the most of the Ashridge setting, its house and grounds – ideal for reflecting on your learning.

Accommodation and meals are provided as part of your Open Programme package and our leisure facilities (gym, pool, squash and tennis courts) complete the ideal learning environment that supports the whole person.

People like you

We have unique faculty who are not professors but practitioners; real business people who have felt your pain and will offer practical support and input coupled with academic rigour, to help you be your best.

On your programme you will meet and network with likeminded individuals from different backgrounds, cultures and countries. Post-programme, all participants become members of the Ashridge Alumni group, which runs webinars, networking events and other activities around the world to keep those connections going.

A learning process rather than just a residential programme

We won't lecture you; we will make you participate and push you so that the learning sticks. We will put you under pressure; you will not be able to sit back and spectate; we make the most of YOU.

We are driven to help you make changes and get results back in your workplace and will always be behind the scenes supporting you.

Post-programme, ongoing learning support is provided via continuing access to the programme's bespoke virtual portal for 12 months. This might also include webinars, one-to-one coaching or learning reminder emails from your tutors.

As a programme participant, you can credit your learning days towards the five days face-to-face requirement of Ashridge's unique virtual Masters in Management. Find out more at www.ashridge.org.uk/mim



“EACH MODULE IS INTENSE... AT THE END OF A WEEK YOU FEEL SHATTERED BUT YOU KNOW IT’S WORTH IT”

Helen Whitten, Marketing Manager, Roland UK

Why did you choose the Ashridge Advanced Management Programme?

As part of the senior management team at Roland UK, I have aspirations to become Marketing Director in the near future. The AMP gave me the skills to move out of a functional role to a more strategic board level one.

How did you find the experience?

It absolutely met all my expectations, I was buzzing when I drove home after the first module! Each module is intense and to get the best out of it, you really have to concentrate and work hard, which means at the end of a week you feel shattered but you know it's worth it.

I found the modular approach gave me more focus and meant I got to meet different people on each course. I built up a great network of contacts from all levels and backgrounds. It was good to work with a mix, recognise the differences and how your own approach can be improved.

What did you learn?

My colleagues who had attended previously said that Ashridge combines business tasks and personal development. I joined the AMP to learn more about myself, my approach and my leadership skills, and that's what I got the most from.

The Ashridge approach was practical, hands-on and interactive. For my first module, the *Ashridge Leadership Process*, which is very much about you as a person, the work included a 360-degree feedback questionnaire and post-module personal coaching. During the programme, I was not sat behind a desk reading content from a PowerPoint presentation, I was learning through reflection, interaction and discussion with other people. That's the best form of learning.

What has been the impact?

It is helping me every single day. I have a clearer picture now of what is required of me for the next step as Marketing Director. Before, I naively thought it was only a

change of job title as I already report to the MD and have the whole marketing team reporting to me. But actually I recognised that I needed to learn a whole set of new skills to move forward. It has given me a realisation of what's expected of me.

Has there been a stand out element?

One of the highlights was the personal feedback from the other participants. That process was amazing because at work, perceptions of you are built up over a period of time. At Ashridge, you are meeting people for the first time. Hearing and understanding their perceptions of me really increased my confidence.



To view more, please scan the code

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A group of three people are gathered around a white Roland Fantom GB keyboard synthesizer. A man on the left is looking at the keyboard. A woman with red hair in the center is looking directly at the camera. A woman with blonde hair on the right is looking down at the keyboard. In the background, a large illuminated sign displays the Roland logo and the brand name.

Roland

Fantom GB

General Management Programmes

Advanced Management Programme

www.ashridge.org.uk/amp

Overview

For over 50 years, managers from the private and public sectors across the world have accelerated their career progression with the support of Ashridge's *Advanced Management Programme*.

The *AMP* equips you for general management and leadership responsibilities with the broadest toolkit there is. Its modular design is flexible which allows you to schedule the 16 plus days' participation to fit your diary. It is also personal: meaning that you can choose modules in areas where you need most development with the support of your Programme Coach and access to the programme's tailored Virtual Learning Portal.

Why choose the Advanced Management Programme?

The *AMP* allows you to:

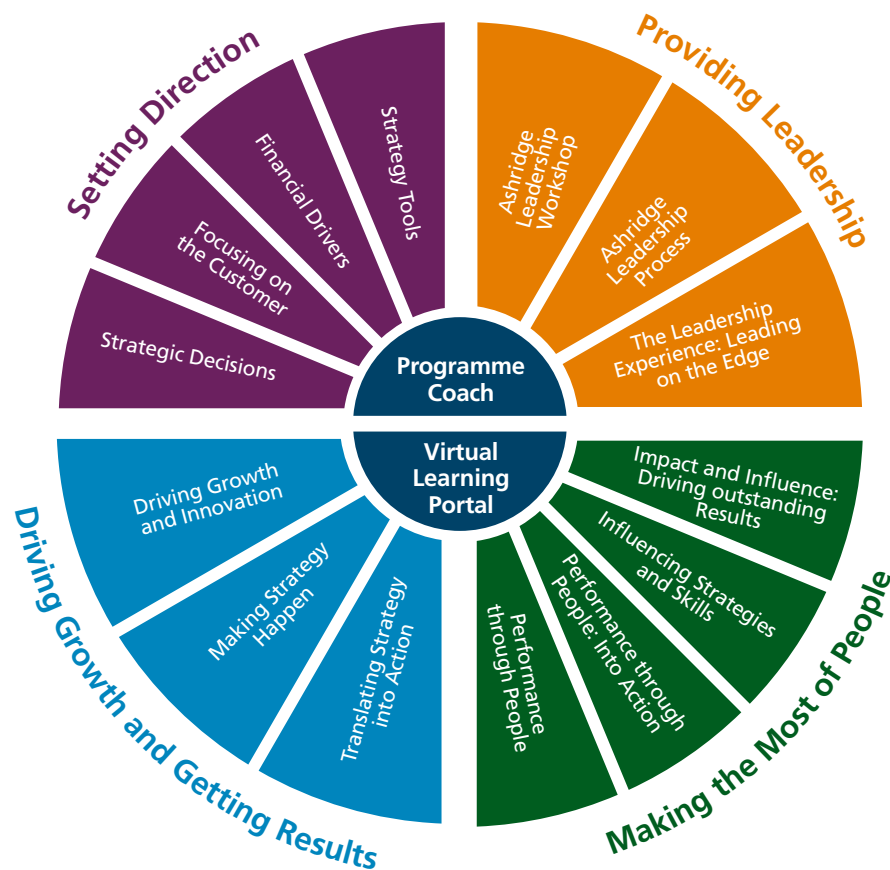
- Choose your focus – you may select from a range of modules depending on which areas you want to develop including at least one module from each of the four competency areas in the diagram on the left
- Choose your dates – you can easily fit the programme into your diary with a wide selection of dates for our easy-to-schedule short modules
- Choose your pace – we understand that work pressures may kick in, so you have up to two years to complete the programme.

Dates: Please call our Programme Advisors to discuss what will work best for you.

Length: 16 days with the option of further development at no extra cost.

Fee: £16,950 +VAT

The AMP Modules



Ashridge's experience across industry and across the globe tells us that successful executives looking to succeed in business leadership positions excel in four areas of competence:

- Setting Direction
- Providing Leadership
- Driving Growth and Getting Results
- Making the Most of People

Our *Advanced Management Programme (AMP)* and *Fast-Track Advanced Management Programme* help people build on success they have had and prepare for continued advances in their careers by: extending expertise in all operational parts of their job; building their leadership approach; testing themselves against high standards; building skills for increased effectiveness.

Who are these two programmes for?

You are likely to be:

- A high potential mid-level manager who is new to general management
- A senior functional or technical specialist in transition to general management
- A country manager or business unit head
- Managing a large/complex project across teams, functions or borders.

Fast-Track Advanced Management Programme

www.ashridge.org.uk/ftamp

Overview

The *Fast-Track Advanced Management Programme* provides the core components of the *Advanced Management Programme* in two intensive five-day modules. It will give you the essential learning and development you need to become a high-performing general manager and covers key topics such as:

- Providing Leadership
- Mobilising Teams
- Leader as Coach
- Personal Impact
- Risk and Decision-Making
- Implementing Change
- Creating Customer Focus
- Financial Drivers
- Strategy Tools
- Making It Happen.

Why choose the Fast-Track Advanced Management Programme?

The *Fast-Track AMP* allows you to:

- Cover the breadth of the *Advanced Management Programme* in two intensive week-long modules, scheduled two months apart
- Build relationships with fellow learners taking the same development path
- Instantly try out the tools in a live case consulting assignment and day long simulation – exclusive to the *Fast-Track AMP*
- Work with tutors on your own personal takeaway, with final day sessions on your 100 day plan and with preparation for critical next-step conversations.

Dates:	Module 1	5-9 Mar
	Module 2	21-25 May
	Module 1	24-28 Sep
	Module 2	12-16 Nov

New two-site programme

Module 1	14-18 May
Module 2*	30 Sep - 4 Oct

Length: 2 x 5-day modules

Fee: £9,000 +VAT

*This module takes place in the UAE.

General Management Programmes

Management Development Programme

www.ashridge.org.uk/mdp

Who is it for?

You are likely to be:

- New to management
- Moving from functional or technical specialism into team management responsibilities
- In a team management role and seeking to develop your effectiveness
- Looking to increase your business acumen in strategy, finance, and customer focus, to build your self-confidence and to raise your own and others' performance.

Overview

This intensive five-day programme focuses on the specific areas where managers need practical support: managing yourself and others; motivating your team; understanding how strategy, marketing and finance interrelate, enhancing your people skills and how to get the best out of your management style.

Why choose the Management Development Programme?

The *Management Development Programme* allows you to:

- Understand how a variety of management development topics fit together offering you a core framework of People, Processes and Perspectives to build on
- Integrate and apply the concepts and ideas you learn so that you can use them back in the workplace straightaway

- Benefit from the diverse business experience of faculty and from that of your peers in the group, giving you a fresh outlook.

Taking the Management Development Programme

The five-day residential programme includes the following intensive sessions:

People

- You in relation to others: Understanding your own skill and adapting your approach in order to get the best out people
- Developing team excellence: identifying the skills and behaviours which are important in delivering team excellence.

Processes

- Developing customer focus: Understand your customers and serve their requirements more effectively
- Personal and team management processes.

Perspectives

- Finance fundamentals: Understanding the terminology and appreciating the significance of the various organisational financial measures
- Strategic thinking – defining strategy and exploring how strategic decisions are.

Integrating Concepts

- Business simulation: The People, Processes and Perspectives management framework are integrated and put into action in a competitive, live business simulation
- Action plan: You will leave with an action plan relating to your specific work situation
- Follow up: Online discussion and webinar to review topics in order to support taking learning from awareness into action.

Dates: 29 Jan - 2 Feb*
19-23 Mar
28 May - 1 Jun
16-20 Jul
10-14 Sep
5-9 Nov
9-13 Dec*

Length: 5 days

Fee: £4,500 +VAT

*This programme takes place in the UAE.

Senior Executive Programme: Leading Strategy and Change

www.ashridge.org.uk/sep

Who is it for?

You are a Senior Manager or Director of a top team, looking to put 'top thinking' in strategy, leadership and change into action in your organisation.

Overview

This programme has been developed for people who contribute to strategy in their organisation and need to see it through to execution. You will take both the latest and the tried and tested ideas, strip them apart and apply them to your own needs. You will work on real issues with a peer group, helping you build on your ability to devise strategy, work out how to make it happen and develop your own effective leadership style.

The programme is delivered over four modules:

- Essentials of Strategic Leadership: how to create success for organisations and leaders
- Leading Change and Growth: how to find growth and lead change successfully
- Your Agenda: how you will make it happen from now on
- Optional *Workout*: how to use 'top thinking' and get to the answer in real life.

Why choose the Senior Executive Programme?

The *Senior Executive Programme* is special because:

- It is focused on putting 'top thinking' into action: the programme is built around management issues – not business school theory. Our faculty come from industry – not academia – so we have unique insights into what drives results
- It is built around you: with personal packages of work, workshops, clinics and coaching, our mission is to ensure your issues come first
- It is cross-disciplinary: in our sessions, we combine faculty disciplines to help participants work out the multi-faceted strategies that managers need
- It is a general management programme for people who have 'made it' already: this is an intensive experience for busy managers unable to escape for long periods.

Dates:	Module 1	20-22 Feb
	Module 2	16-18 Apr
	Module 3	11-13 Jun
	Module 1	2-4 Jul
	Module 2	17-19 Sep
	Module 3	29-31 Oct
	Module 1	5-7 Nov
	Module 2	10-12 Dec
	Module 3	4-6 Feb (2013)

Length: 3 x 3 days

Fee: £11,250 +VAT

Optional *Workout* module (non-residential)

Dates: 8-10 Oct

Length: 3 days

Fee: £2,950 +VAT

Key steps of your SEP

Personal Programme Launch

Discussion to establish your personal needs

Personal Preparation

Package of preparation work customised for you

Module One Essentials of Strategic Leadership

How to create success for organisations and leaders

F W C

Module Two Leading Change and Growth

How to find growth and lead change successfully

F W C E

Module Three Your Agenda

How you will make it happen from now on

F W C E

Optional Module *Workout*

How to use 'top thinking' and get to the answer in real life

F W

Coaching

F Faculty sessions

Intensive sessions on 'top thinking' and tools on Strategy, Leadership and Change Management.

W Workshops

Participants work in small teams or alone to apply the tools to their own or their colleagues' personal challenges.

C Classic sessions

Sessions and exercises to review/revise fundamental work on Strategy, Finance and Leadership.

E Electives

Sessions designed around the interests of sub-sets of participants. Decided by the group.



**“WHEN WE DO COME
UP FOR AIR AT LEAST
IT’S FRESH AIR”**



Providing Leadership

Ashridge Leadership Workshop

www.ashridge.org.uk/alw

Who is it for?

This is for anyone who needs to understand the key elements of successful leadership, whether you lead teams or projects or just need to make things happen.

Overview

This three-day workshop is based on emerging and recent Ashridge research. You are invited to revisit and refine your own assumptions and understanding to improve your leadership practice. The workshop combines input with discussion, provides support and challenge, both in groups and in two 1:1 coaching sessions, one during and one after the residential phase, to deepen reflection and support learning transfer. Discover Ashridge's perspective to improve your own.

- Part of the *Advanced Management Programme*

Dates: 7-9 Mar
16-18 May
12-14 Sep

Length: 3 days

Fee: £3,750 +VAT

Ashridge Leadership Process

www.ashridge.org.uk/alp

Who is it for?

You are a mid to senior level manager or experienced team leader. You have recently or will soon be taking on more responsibility, have a new or expanded leadership role or a personal desire to lead more flexibly.

Overview

This will help you become the best leader you can be in the context of your professional role. It will increase your ability to lead with greater confidence and with a broader range of capabilities, through a richer understanding of yourself and your impact on others. It will challenge you to review and set new personal and professional goals, and help you to achieve these with the support of a personal executive coach. You will have four 1:1 coaching sessions: two whilst you are at Ashridge, plus one at three and one at six months following the residential part of the programme.

- Part of the *Advanced Management Programme*

Dates: 6-10 Feb
25-29 Mar*
23-27 Apr
25-29 Jun
1-5 Oct
14-18 Oct*
3-7 Dec

Length: 5 days

Fee: £6,200 +VAT

*This programme takes place in the UAE.

The Leadership Experience: Leading on the Edge

www.ashridge.org.uk/tle

Who is it for?

You are a high potential manager moving into a leadership role, on a fast track to greater leadership responsibility or you may be part of your organisation's succession plan. You are keen to see how your newly developed leadership skills will stand up in practice.

Overview

Based on rigorous research, this innovative, experiential process provides you with an opportunity to accelerate your leadership development. You will be a director of an organisation, working with other members of the Board, dealing with various challenges along the way. These challenges were highlighted by our research to be some of the critical learning events that influenced and shaped current leaders' careers. In the process you will gain a wealth of personal feedback to aid your leadership development. You will also have three 1:1 coaching sessions, one before and two after the residential phase of the programme.

- Part of the *Advanced Management Programme*

Dates: 27-30 Mar
9-12 Oct

Length: 3.5 days (Starts 6pm Tuesday)

Fee: £4,350 +VAT

The Virtual Leader: Developing and Leading Virtual Teams

www.ashridge.org.uk/tvl

Who is it for?

You lead projects, teams or departments remotely and/or across geographies.

Overview

This unique and experiential programme is all-virtual in its delivery. You will have the opportunity to experiment with new ways of leading virtual teams and to stretch your virtual leadership capacities and skills in practical situations. You will learn not only how you can fully exploit the real potential of virtual working and leading but you will also understand virtuality as a strategic asset for your organisation and its people.

Dates: 6-8 Jun
14-16 Nov

Length: 1.5 hour briefing session, three 4-hour sessions on consecutive days, four 3-hour follow up sessions over several months.

Fee: £3,900 +VAT

Making the Most of People

Performance Through People

www.ashridge.org.uk/ppx

Who is it for?

You are directly or indirectly responsible for the performance of others and delivering results through teams. You know that genuine engagement is the best way to create sustainable, productive working relationships and you are willing to evaluate and refine your leadership approach in order to release the best potential in others.

Overview

This intensive three-day programme will help you develop your skills in encouraging, promoting and facilitating the performance of others. You will have the opportunity to reflect on your leadership approach, discover how to engage others and build a high performance team. You will leave with all the tools you need for performance leadership, coaching, motivation, team building, giving and receiving feedback and difficult conversations.

- Part of the *Advanced Management Programme*

Dates: 27-29 Feb
2-4 May
2-4 Jul
19-21 Sep
19-21 Nov

Length: 3 days

Fee: £3,350 +VAT

Performance through People: Into Action

www.ashridge.org.uk/ppa

Who is it for?

You are directly or indirectly responsible for the performance of others and delivering results through teams. You know that genuine engagement is the best way to create sustainable, productive working relationships and you are willing to evaluate and refine your leadership approach in order to release the best potential in others.

Overview

This in-depth five-day programme will guide you through all aspects of people management. You will receive personal feedback, and have an opportunity to focus on your challenges of delivering performance through others, as well as gain a greater understanding of managing performance through change and transition. A live performance exercise will enable you to draw together all your learning.

- Part of the *Advanced Management Programme*

Dates: 27 Feb - 2 Mar
2-6 Jul
19-23 Nov

Length: 5 days

Fee: £4,350 +VAT

Influencing Strategies and Skills

www.ashridge.org.uk/infx

Who is it for?

You are a busy manager or leader who must influence others to achieve success in your role. You need to work with others by obtaining voluntary buy-in, commitment and co-operation.

Overview

This lively three-day programme will help you diagnose, analyse and refine your influencing approach and style, and practise the latest strategies for persuasive success. You will also appreciate the importance of creating and managing the impression that you project when influencing and will know how to apply a range of tools and techniques to achieve tangible results.

- Part of the *Advanced Management Programme*

Dates: 22-24 Feb
11-13 Jul
10-12 Oct

Length: 3 days

Fee: £3,350 +VAT

Impact and Influence: Driving Outstanding Results

www.ashridge.org.uk/iid

Who is it for?

You are a manager or leader who must influence others to achieve success in your role. You know that you need to adapt and develop your influencing approach, and that a clear understanding of how to work with stakeholders and influence in an organisational context is vital to achieving results.

Overview

This five-day programme focuses on influencing as a key leadership skill for achieving outstanding results. You will build a greater awareness of other's perspectives and of your impact on them; develop a deeper understanding of the organisational context in which you influence; be able to apply a range of strategic influencing tools that enhance the way you operate as soon as you return to work. You will practise impactful influencing in a full-day experiential exercise working with your own issues in a live setting.

- Part of the *Advanced Management Programme*
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Dates: 16-20 Apr
18-22 Nov*
26-30 Nov

Length: 5 days

Fee: £4,350 +VAT

*This programme takes place in the UAE.

Setting Direction

Strategy Tools

www.ashridge.org.uk/st

Who is it for?

You are, or will soon be involved in making strategic decisions, either in a general management position or a functional role and you want to understand both the theory and the practice of how to structure and address a strategic decision.

Overview

Senior managers need to be good decision makers, but many lack knowledge of the concepts, tools and frameworks that are most helpful in thinking strategically. This two-day programme will give you a practical but rigorous foundation of frameworks and tools to help you be a more effective participant in strategic decision-making.

- Part of the *Advanced Management Programme*

Dates: 5-6 Mar
14-15 May
10-11 Sep

Length: 2 days

Fee: £2,500 +VAT

Strategic Decisions

www.ashridge.org.uk/stdc

Who is it for?

You are likely to be in a management position in a department such as planning, finance, marketing or operations or you provide advice on strategic decisions or are involved in multifunctional strategic issues.

Overview

This practical and highly interactive five-day programme will help you improve the quality of your strategic decision-making, providing practical tools for addressing both the analytic and process management challenges. Your increased understanding will raise the quality of your strategic thought process. This will be reflected in the outcome of your future decisions.

- Part of the *Advanced Management Programme*

Dates: 30 Apr - 4 May
12-16 Nov

Length: 5 days

Fee: £5,500 +VAT

Strategy and Finance

www.ashridge.org.uk/sf

Who is it for?

You are a director at division level of a large company or on the board of a smaller company. You are a manager who has recently been given responsibility for a profit centre.

Overview

If you are confident with your own professional discipline, but less so when faced with strategic or financial issues, then this highly interactive five-day programme will help you solve this programme. Its objective is to make you comfortable with strategic and financial decisions and help you make a substantial contribution to improved decision-making.

Dates: 6-10 Feb
11-15 Jun
17-21 Sep

Length: 5 days

Fee: £4,850 +VAT

Financial Drivers

www.ashridge.org.uk/fdr

Who is it for?

For non-financial managers from any sector who are looking for the ultimate financial awareness pit-stop.

Overview

Successful managers know how the numbers work: they can tell a story from the financial accounts, they know what drives value in their business and they can hold their own with the accountants. With a little pre-work before you arrive, we will equip you to understand the financial drivers of your organisation so that you have all the commercial acumen to set an agenda to raise performance.

- Part of the *Advanced Management Programme*

Dates: 26-27 Apr
15-16 Oct

Length: 2 days

Fee: £1,950 +VAT

Finance for Managers

www.ashridge.org.uk/fm

Who is it for?

You are likely to be a manager or director with budgetary responsibility but have little or no financial or accountancy training. You are aware that an improved appreciation of how finances really work in your organisation would make you far more effective.

Overview

This practical five-day programme is for all managers, not a finance course for accountants. It is focused on what you need to understand as a manager – how to interpret financial data to make more effective decisions, how your decisions impact on financial results and how to talk confidently to financial specialist. You will also join the ranks of those who understand value creation and its role at the heart of business.

Dates: 28 May - 1 Jun
19-23 Nov

Length: 5 days

Fee: £4,050 +VAT

Focusing on the Customer

www.ashridge.org.uk/fc

Who is it for?

You are a manager with new responsibilities for customers or an existing manager of any business discipline who needs to understand and act on customer insight to achieve greater customer focus. Sales, technical support, operations and customer service managers and marketers will benefit.

Overview

With a mix of taught input, quizzes, case studies and group exercises you will find out the true meaning of customer focus and the techniques to turn it into market advantage. You will leave with a better appreciation of customer needs, a closer ability to track and respond profitably to market trends, clarity of organisational focus through the value proposition and more effective ways to differentiate your organisation from your competitors.

- Part of the *Advanced Management Programme*

Dates: 26-27 Mar
8-9 Nov

Length: 2 days

Fee: £1,950 +VAT

Driving Growth and Realising Results

Making Strategy Happen

www.ashridge.org.uk/msh

Who is it for?

You are a manager involved in turning plans into action. You may be responsible for developing those plans yourself or for translating broad strategic objectives into operational reality.

Overview

Building on research into public company, private equity and military methods for implementing strategy, this four-day programme will show you how to bridge the gaps between plans, actions and outcomes. You will learn a tried and tested process and apply it to your actual situation, creating an organisation that achieves its aspirations.

- Part of the *Advanced Management Programme*

Dates: 16-19 Jan*
12-15 Mar
24-27 Sep

Length: 4 days

Fee: £4,700 +VAT

*This programme takes place in the UAE.

Driving Growth and Innovation

www.ashridge.org.uk/dgi

Who is it for?

You need to better understand how your organisation can find growth, accelerate performance and make innovation work in practice.

Overview

With a detailed map of all the routes to growth, we will help you assess your options and find the best way forward for your organisation. Everything will come under review – the potential and requirements for efficiency initiatives, market penetration, product range development, acquisition, tapping hidden assets and more. Drawing on the best thinking in applying innovation, we will also equip you with techniques for unlocking new ideas from your teams.

- Part of the *Advanced Management Programme*

Dates: 9-10 Jul
29-30 Nov

Length: 2 days

Fee: £1,950 +VAT

Translating Strategy into Action – NEW

www.ashridge.org.uk/tsa

Who is it for?

You are a manager tasked with implementing strategy and you need to equip yourself with the necessary tools to turn strategy into action and get results for your organisation.

Overview

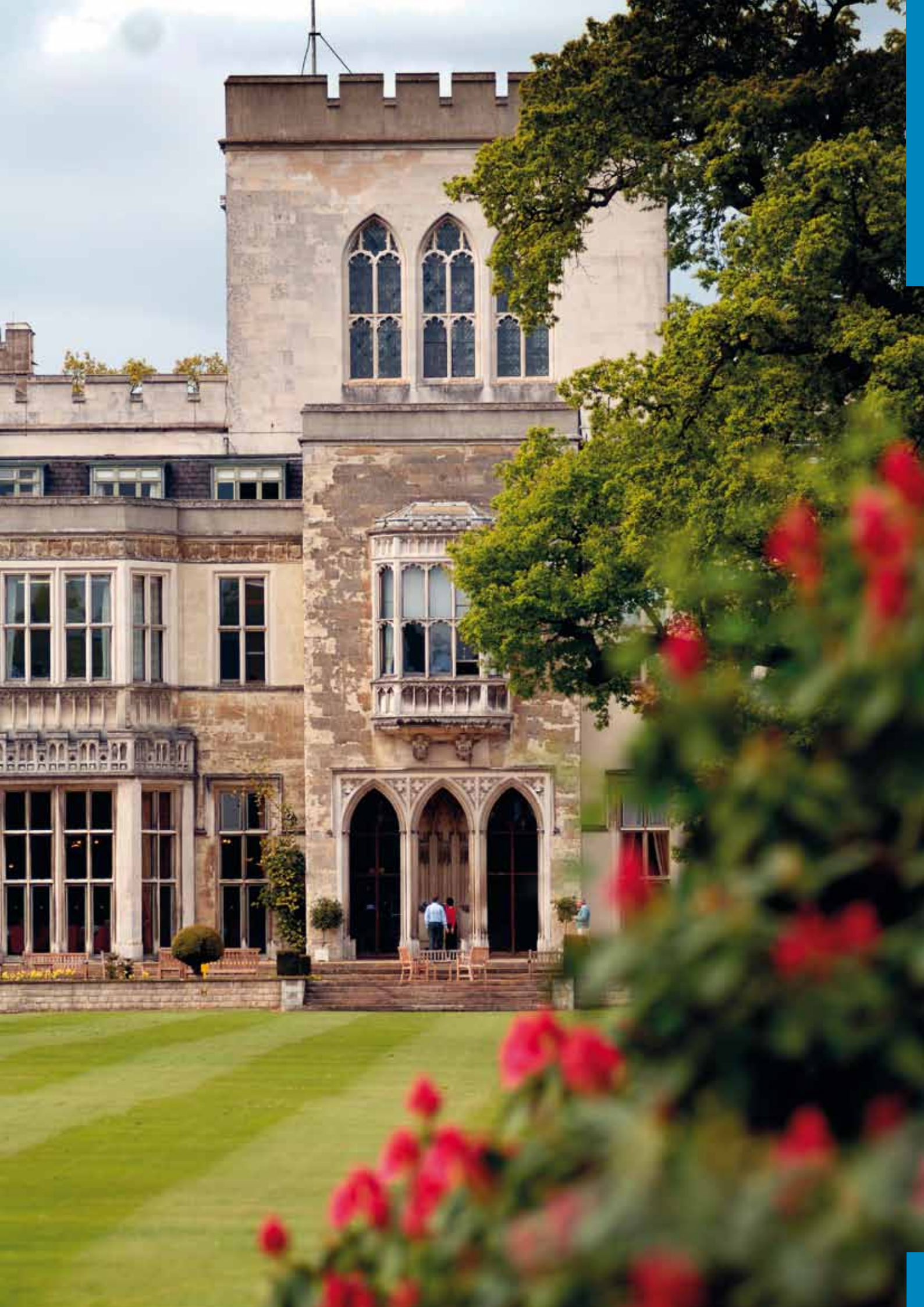
This two-day programme will provide you with all you need to implement your strategy successfully: how to design an implementation process; how to translate the strategy into the right things for people to work on; how to align an organisation behind its strategy; how to harness the power of your people (and how to assess where the resistance is); how to keep the pressure up and push through the obstacles; how to approach risk; how to assess the weaknesses of an implementation plan; how to secure synergies when integrating functions.

- Part of the *Advanced Management Programme*

Dates: 5-6 Jul

Length: 2 days

Fee: £1,950 +VAT



For HR Managers and Change Management Professionals

Strategic Human Resource Management

www.ashridge.org.uk/shrm

Who is it for?

You are a senior human resource professional or line manager responsible for strategy implementation through HR management.

Overview

This packed five-day programme will help you focus on the real value-adding activities of HR. It will demystify the strategy formulation process and give you the confidence to challenge at boardroom level, influencing your organisation's ability to stay ahead of the game – competitive advantage through people.

Dates: 18-22 Jun
19-23 Nov

Length: 5 days

Fee: £4,600 +VAT

Coaching for Organisation Consultants

www.ashridge.org.uk/cfc

Who is it for?

You are a consultant working with a number of client organisations, or an internal management/organisation consultant or change consultant. You are already working as a coach or in a similar role and have an opportunity for coaching practice between workshops.

Overview

This five-part modular programme focuses on the coaching relationship and how this can be used within an organisation to make a real difference. It will develop your coaching skills and enable you to engage with your clients at a profound level, increasing your impact on your organisation. It also forms part of the first year of the Ashridge Masters in Executive Coaching. For details visit: www.ashridge.org.uk/amec

Dates: Module 1 14-15 May
8-9 Oct

Length: 5 x 2 day modules

Fee: £5,995 +VAT

Virtual Action Learning Facilitation

www.ashridge.org.uk/valf

Who is it for?

You are a practising action learning facilitator. You are being asked by your clients to do more of your development and/or consulting work virtually. You are looking for support in your first attempts to facilitate virtual action working.

Overview

Based on four years of research and work with our clients, this totally virtual programme will not only enable you to facilitate successful action learning sessions but also achieve successful virtual one-to-one coaching and virtual team coaching. You will also be given the opportunity to facilitate sessions of Audio Action Learning and receive feedback from the other participants and the facilitators.

Dates: 11-13 Apr
1-3 Oct

Length: Initial 2-hour briefing session, 3-day (3 x 5 hours) virtual workshop, followed by 3 half-day (3 x 3 hours) virtual action learning sessions over 7-9 months. Additional one-to-one coaching where necessary.

Fee: £3,300 +VAT

Leading Change and Growth

www.ashridge.org.uk/ic

Who is it for?

You are an experienced executive, looking to provide leadership through growth and change in your organisation.

Overview

This practical three-day programme will facilitate your exploration of the best thinking and approaches to leading change. You will take both the latest and the tried and tested ideas, strip them apart and apply them to your own needs. Working in groups, you will then have the time to tackle your own challenges and develop your confidence and judgement.

- Part of the *Senior Executive Programme: Leading Strategy and Change*

Dates: 16-18 Apr
17-19 Sep
10-12 Dec

Length: 3 days

Fee: £3,600 +VAT

Relational Consulting – Skills and Strategies

www.ashridge.org.uk/rcss

Who is it for?

You need to build relationships with a diverse range of people across different functions in organisations when you are working on projects where change is required.

Overview

This three-module programme will provide you with applied, practical insights into approaches to consulting, supported by leading-edge theory and practice. It will support the development of your consulting skills; you will have greater impact in your role and the projects you are working on; it will deepen your understanding and skills in partnering with a range of stakeholders and you will build an awareness of your personal consulting style.

Dates: Module 1 24-25 Jan
Module 2 12-14 Mar
Module 3 21-23 May

Module 1 3-4 Apr
Module 2 15-16 May
Module 3 2-4 Jul

Length: 2 x 2 day modules
1 x 3 day module

Fee: £6,500 +VAT

For Strategists

Group Level Strategy

www.ashridge.org.uk/gls

Who is it for?

You work in a divisional or group headquarters that is responsible for a number of businesses or operating units. You want to know how to add more value to the operating units and win their support for your plans. You are likely to be considering what to centralise and what to decentralise in your area of responsibility.

Overview

Companies consisting of groups of businesses are difficult to manage. This three-day programme will show you how to think strategically with a group-wide perspective and find the right combination of portfolio strategy and internal organisation. It is also a unique opportunity for you to rethink your role in creating value.

Dates: 5-7 Nov

Length: 3 days

Fee: £3,950 +VAT

Advanced Organisation Design

www.ashridge.org.uk/aod

Who is it for?

You are an HR professional, OD specialist, line manager or organisation consultant who has had experience of at least two re-organisations involving structural change. You want a more rigorous framework for choosing between different structures and for identifying where processes, skills, reward systems and leadership styles will need strengthening to make your chosen structure work.

Overview

At the heart of this four-day programme are the nine tests of good organisation design. These can be used to assess the effectiveness of a current organisation structure, challenge a proposed new design or refine a design prior to communicating and implementing it. This is an opportunity to raise your skills in an area most organisations under-manage.

Dates: 15-18 May
1-4 Oct

Length: 4 days

Fee: £3,950 +VAT

Making Successful Acquisitions

www.ashridge.org.uk/msa

Who is it for?

You are a manager involved in acquisitions: the person leading the process, a contributing specialist or senior manager who wants to understand the process better.

Overview

Run in either a three-day residential or a two-day non-residential format, this programme will examine the entire acquisition process from identifying targets through to integrating the new organisation. It will give you the experience you need to lead an acquisition or participate in any stage.

Dates: 5-7 Mar
15-17 Oct

Length: 3 days

Fee: £3,300 +VAT

Non-residential, central London

Dates: 16-18 April
17-19 Sept
10-12 Dec

Length: 2 days

Fee: £2,950 +VAT

For Sales Leaders

Strategy Team Seminars

www.ashridge.org.uk/sts

Who is it for?

You lead or are a member of your organisation's strategy team, or you are a manager with strategic responsibilities. Taken together, the eight seminars in the programme enable you to review the whole strategic agenda, or, taken individually, to review a specific strategic issue you are currently working on.

Overview

This series of eight seminars over a two year period is designed to help you think and act as a true strategist, not merely as a project or planning manager. They will offer you time to reflect on your strategy and keep up with the latest thinking. Topics include: the Essence of Strategy, Mergers and Acquisitions, Strategic Planning and Growth Initiatives. Participants may enrol for all or just one of the seminars.

Non-residential, central London

Dates: 12 Jan (Group-level Strategy and Corporate Parenting)
26 Apr (The Essence of Strategy)
12 Jul (Mergers and Acquisitions)
11 Oct (Strategic Planning in the Organisation)

Length: 1 day

Fee: £1,000 +VAT x 1 seminar
£3,000 +VAT x 4 seminars
£5,500 +VAT x 8 seminars

Sales Leadership Programme

www.ashridge.org.uk/slp

Who is it for?

You are a successful sales professional who leads or is about to lead a team managing other sales professionals. You may also have the added challenge of managing and leading the team remotely.

Overview

Growing from being a successful sales person to an effective sales leader can be a significant leap. With our expert support, you will focus on developing the skills which sales leaders really need for growth in today's challenging markets. This five-day programme will develop the skills and insights you need to motivate competitive people, raise performance levels and lead your team effectively.

Dates: 28 May - 1 Jun
29 Oct - 2 Nov

Length: 5 days

Fee: £4,400 +VAT

“THIS PROGRAMME HELPED ME CHANGE MY TEAM DYNAMIC FOR THE BETTER, ALMOST IMMEDIATELY”

Jim Deheer, Marketing Director, Navico

Why did you choose the Ashridge Leadership Process?

I was new to leadership and had some issues with a couple of team members, so I pre-empted the fact that things weren't going well by suggesting that Navico invested in my development. I wanted a theoretical understanding of the role of manager and insights into how I could better lead my team of six. A colleague recommended Ashridge.

How did you find the experience?

The fabulous environment at Ashridge and the immersive 24/7 learning experience meant that I could relax and open up in a way that just wouldn't be possible on a course where you come and go, or where you are with colleagues from your own organisation. The mixed group was a major benefit. They came from a broad mix of countries, backgrounds and industries. Sharing woes and troubles gave new perspectives and possible solutions.

What did you learn?

A huge amount! The faculty were excellent and had a broad range of delivery styles. One of the most useful elements was the 'profiling people' exercise in which we looked at how your personality can influence a group and change the dynamic.

The one-to-one coaching sessions halfway through and at the end of the programme were also very useful. It was the first time I'd had a framework to look objectively at where I am and where I'm going. We looked at my leadership style and what I needed to change in order to lead my team more effectively.

What has been the impact?

It was clear I needed to make changes and since Ashridge I've certainly been getting results. I recruited an administration person and made some structural changes. This programme helped me change my team dynamic for the better, almost immediately.

I am more self-aware. Whereas previously I tended to be too involved in other peoples' projects, I now encourage others to have a voice and try things out whilst giving them the space to prove themselves. We are a better organised team, delivering higher quality work, on time.



To view more, please scan the code

Scan this QR code with your smartphone to go straight to our dedicated microsite. (You need to have downloaded a QR code reader.)



Faculty



“OUR PARTICIPANTS VALUE THE EXPERTISE, DIRECT MANAGERIAL EXPERIENCE AND PRAGMATIC APPROACH OF OUR FACULTY. **WE GET TO KNOW THEM INDIVIDUALLY** AND MAKE SURE THEY TAKE AWAY THE TOOLS AND INPUT THEY NEED TO MAKE A DIFFERENCE BACK IN THEIR WORKPLACE”

Hamish Scott, Director of Open Programmes



“A THIRD OF ASHRIDGE FACULTY COME FROM OUTSIDE THE UK, AND WE HAVE WELCOMED PARTICIPANTS FROM OVER 50 COUNTRIES TO OUR OPEN PROGRAMMES OVER THE LAST TWELVE MONTHS”

Pam Jones

Lead faculty, specialist in all aspects of Leadership and Organisational Behaviour

“IN THE LAST YEAR, I HAVE WORKED WITH PARTICIPANTS ON OPEN PROGRAMMES FROM ALL SORTS OF BACKGROUNDS AND SECTORS INCLUDING HEALTH, MANUFACTURING, FINANCE, TECHNOLOGY, TRAVEL, RETAIL, ENERGY, FOOD AND DRINK, OIL AND GAS, GOVERNMENT AND ENGINEERING”

Paul Griffith

Lead faculty, specialist in Innovation, Marketing and Strategy Implementation

How to find the best programme for your needs

Call our Programme Advisors

It is important that you choose the programme that is right for you and our dedicated team of Programme Advisors will help you do that. They can give you information about what sort of people attend which programme, detailed overviews of programme content and what to expect.

The team can be reached on +44 (0)1442 841026 or via email at info@ashridge.org.uk

Visit us online

Visit www.ashridge.org.uk/open for further programme detail including downloadable brochures, scheduled dates, timetables and participant stories. You can also book your programme place online.

Visit us at Ashridge

Why not come and see us here on site to talk more about your development needs and get a feel for what the Ashridge Open Programme experience is all about; our Programme Advisors will be happy to arrange this for you.

General Management Programmes	DAYS	JAN	FEB	MAR	APR	P
Advanced Management Programme†	16+					P
Fast-Track Advanced Management Programme†	2x5			5-9 ¹		
Fast-Track Advanced Management Programme (two-site)†	2x5					
Management Development Programme	5		29-2*	19-23		
Senior Executive Programme: Leading Strategy and Change†	3x3		20-22 ¹		16-18 ²	
Optional <i>Workout</i> Module (non-residential)	3					
Providing Leadership	DAYS	JAN	FEB	MAR	APR	
Ashridge Leadership Workshop	3			7-9		
Ashridge Leadership Process	5		6-10	25-29*	23-27	
The Leadership Experience: Leading on the Edge	3.5			27-30		
The Virtual Leader: Developing and Leading Virtual Teams	3+					
Making the Most of People	DAYS	JAN	FEB	MAR	APR	
Performance through People	3		27-29			
Performance through People: Into Action	5			27-2		
Influencing Strategies and Skills	3		22-24			
Impact and Influence: Driving Outstanding Results	5				16-20	
Setting Direction	DAYS	JAN	FEB	MAR	APR	
Strategy Tools	2			5-6		
Strategic Decisions	5				30-4	
Strategy and Finance	5		6-10			
Financial Drivers	2				26-27	
Finance for Managers	5					
Focusing on the Customer	2			26-27		
Driving Growth and Realising Results	DAYS	JAN	FEB	MAR	APR	
Making Strategy Happen	4	16-19*		12-15		
Driving Growth and Innovation	2					
Translating Strategy into Action	2					
For HR and Change Management Professionals	DAYS	JAN	FEB	MAR	APR	
Strategic Human Resource Management	5					
Coaching for Organisation Consultants†	5x2					
Virtual Action Learning Facilitation	3+				11-13	
Leading Change and Growth	3				16-18	
Relational Consulting – Skills and Strategies	2x2 + 1x3	24-25 ¹		12-14 ²	3-4 ¹	21-2
For Strategists	DAYS	JAN	FEB	MAR	APR	
Group Level Strategy	3					
Advanced Organisation Design	4					
Making Successful Acquisitions (non-residential central London)	3 2			5-7		16-18
Strategy Team Seminars	1	12				26
For Sales Leaders	DAYS	JAN	FEB	MAR	APR	
Sales Leadership Programme	5					

†These programmes are modular *These programmes take place in the UAE

MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	2013
Please call our Programme Advisors to discuss what will work best for you								
21-25 ²				24-28 ¹		12-16 ²		
14-18 ¹				30-4 ^{2*}				
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	11-13 ³	2-4 ¹		17-19 ²	29-31 ³ 8-10	5-7 ¹	10-12 ²	4-6 Feb ³
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28-1						29-2		

Ashridge Business School at a glance

How Ashridge can work with you

As well as the Open Enrolment Programmes detailed in this brochure Ashridge also offers:

- **Qualification Programmes:** Designed for experienced professionals, Ashridge offers an MBA, Executive MBA and specialist Masters in Management, Organisation Consulting, Executive Coaching, and Sustainability. The programmes take a practical approach to learning which enables participants to reflect on their impact in their own context and to explore new areas – using live cases and action learning – with newly acquired skills
- **Virtual Ashridge:** Online insight from Ashridge that's available on-demand as a stand-alone resource or to integrate with overall executive education. Our focus is on creating a solution that's customised to the needs of the organisation and personalised to the needs of the individual
- **Customised Executive Development:** We are a world leader in the design and delivery of programmes customised to the specific needs of organisations. We are focused on enabling people to achieve great things and for organisations to fulfil their ambitions. Our programmes are proven to deliver significant impact by applying learning to situations of current importance to the organisation and addressing fundamental business challenges
- **Organisation Consulting:** Ashridge Consulting works with clients to create participative processes to bring about change, helping leaders to articulate and convey their strategic intentions to help mobilise an organisation's collective potential
- **Research:** Ashridge research aims to make a positive impact both upon management practice and management learning. By conducting rigorous and highly relevant research, we generate knowledge, insights and distinctive points of view which translate into a superior learning experience for our participants.

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