

Advanced Management Programme

Accelerated development for senior managers

Developing leadership in a changing world

The Advanced Management Programme (AMP) prepares and develops senior managers to lead in an increasingly uncertain, ambiguous and changing world. It helps you develop judgement and decision making skills even when you don't have all the information you would like to have. The flexible, modular approach of the programme means you can schedule it to fit in with the demands of your work.



For senior managers ready to take on a broader leadership role

‘The leadership and coaching parts of module one were of extreme value to knowing myself better and developing a personal plan. I learned a lot in the AMP through the good interaction with all of those in the tutorial and on project work, the kind of things that I would not be able to pick up in the normal office environment.’

Peter Yeung

Chief Electronics Engineer,
Civil Aviation Department,
Hong Kong Special
Administrative Region

The Advanced Management Programme is an essential building block for those recently appointed to an executive leadership role, particularly those moving out of a technical or functional role. It provides a rich, challenging and stretching learning experience, allying the essential practical and conceptual skills of an MBA with the necessary capabilities to drive and engage people in ways that unlock their potential, and lead to better business results.

In a public service or not-for-profit context, the programme will be relevant for those tasked with accountability at a senior level for service delivery, external stakeholder management or the protection and management of reputation. It will also appeal to mid-career executives ready to build on their experience and skills to make a more substantial contribution to the success of their organisation.

Individuals on the programme come from a range of senior roles, including:

CEO
CFO
Director of Finance
Divisional Director
EMEA IT Director
General Manager
Head of Channel Marketing
MD
Operations Director
Projects Director
Sales Director

Some global organisations that have benefited from the programme

Barclays Bank
Berry Bros and Rudd
BDO Stoy Hayward
Cable & Wireless
Hewlett Packard
Hitachi
HSBC
ISS Nederland BV
Maersk Group
Microsoft
Oxfam
Petronas
Ralph Lauren
Scottish & Newcastle
Scottish Water
Trader Media Group
TNT Express International

Benefits to the individual

Personal coaching begins before you attend the programme and continues when you have completed it – this is key in making sure you get the maximum benefit from the AMP – making the learning and experience really work for you back in the workplace.

Through the AMP you will:

- drive personal improvement from new insights
- gain deeper self-awareness of your personal leadership approach
- have the opportunity to ‘unlearn’ what might inhibit your ability to manage and lead at more strategic level
- take time to reflect on you
- take your management skills to a new level
- grasp the organisation-wide impact of your decisions.

Benefits to the organisation

The AMP:

- provides a comprehensive development process for experienced managers to reach a higher level of performance and contribution
- increases the leadership talent pipeline for the organisation to support growth and succession planning
- injects the latest thinking on key strategic topics that underpin organisational success at a senior level where this can get immediate leverage.

‘The AMP is an incredibly rewarding and stimulating course. The line-up of lecturers was excellent, an eclectic, professional and challenging group. But it was not the session leaders alone that make the course what it is; the diversity of backgrounds and therefore stimulation and challenge delivered by the group of attendees plays a vital role.’

Miranda Rennie,
Marketing Director, Drambuie

Three modules over three weeks

Below is a broad outline of the scope of each module. The AMP is flexible so that you can take all three weeks sequentially, or do them one at a time spreading them throughout the year, which may make it easier to accommodate within your work schedule.

Week one

Broadening perspectives – differing world views

- What does your organisation stand for? Values, reputation and the role of leadership in delivering the promise
- The global environment: macro-economic, political and social trends
- Customers – their power, their values, their influence
- Value drivers and creation
- World-class performance – what it takes
- You as a leader – being authentic and the importance of managing oneself
- Leadership as a practice

Week two

Making strategic choices and decisions

- Building trust and confidence internally and externally
- Managing complexity and ambiguity
- From external environment to positioning – the positioning choices; the importance of focus
- Portfolio management and profit drivers
- Market-driven strategies
- Personal vision and direction
- Seeking alignment, commitment and engagement to succeed
- Inspirational leadership for high performance

Week three

Implementing change for performance

- Strategic implementation
- Components of hard and soft change
- Change communication
- Performance direction and management
- Leadership legacy
- Continuous personal development and innovation to succeed

Throughout the programme, you will be employing and discovering the benefits of coaching, innovation and high performing teams in achieving objectives through others.

Key programme contributors



Professor Moira Clark

Professor of Strategic Marketing and Director of the Henley Centre for Customer Management.



Paul Bennett

Programme Director AMP, Director Henley Partnership.



Dr Kevin Money

Associate Professor and Director of The John Madejski Centre for Reputation.



Professor Dominic Swords

Visiting Professor, Henley Business School.



Professor Chris Bones

Former Dean, Henley Business School.



Professor Eddie Obeng

Visiting Executive Professor, Henley Business School.

The three modules over three weeks can be taken individually or together, but all modules to be completed within 12 months.

The programme runs three times a year during February, June and October – details on our website

www.henley.com/amp

Fee: £15,995

Changing world

The AMP evolves with developments in the business world – each experience will not be identical. At Henley, we regularly review the content of the programme to ensure it reflects the challenges that senior managers face, the decisions and choices they have to make, and the developments in the economy, the work environment and the global marketplace.

‘Very engaging. Good use of exercises and role plays. This week was very enlightening and exceeded my expectations. Looking forward to putting it into practice.’

Mike Harris

Contracts Manager,
Interserve Project Services, Dubai

Authentic leadership

One of the principles underpinning the foundation of Henley Business School was the belief that character and integrity are as important in a leader as capability. This was reflected in the very early decision to study the importance of personal example in leadership. This suggests that there is an ethical and moral context to leadership in organisations. The responsibility for authentic leadership in any organisation rests firmly with the individual. Leadership has to be genuine, coming from within, or people will not trust and believe in the leader.

Recognising that each individual has to discover for themselves how to lead, and what works best for them and the people they are privileged to lead, has resulted in Henley introducing a discovery-learning process to the leadership development content of the AMP.

Discovery learning

The discovery learning approach provides a different model of learning that moves away from the traditional classroom environment to that of encounters in the field. This enables the participants to challenge their mindsets, explore, experiment and generate their own unique ideas, insights and solutions.

The AMP participants are encouraged to cross boundaries into different leadership environments from their own. The discovery process is enquiry based, encouraging programme members to be deeply curious about their leadership practice. Henley and the participants identify exemplary examples of leadership and leadership environments into which the programme can be immersed. Operating in small groups, programme members meet a variety of leaders in diverse situations and backgrounds. The groups reconvene at Henley and explore and share their experiences and insights from the day. The debrief is often profound and very thought provoking and encourages the programme members to re-evaluate what success as a leader can mean for them.

Discovery learning allows the participants to cut through the vast amount of noise surrounding leadership, and extract the significant insights that are relevant to their leadership capability going forward.



Why the Henley Advanced Management Programme?

Philosophy

At Henley we have a distinct learning philosophy, it is all about:

- intellectual and emotional impact;
- integration of organisational and personal development;
- integration of new learning and implementation;
- time, space and permission to think.

Learning process

Our research shows that the learning process needs to engage at an emotional and intellectual level to ensure sustainable success.

The Advanced Management Programme combines taught sessions, small syndicate working, and one-to-one coaching giving you the opportunity to apply what you learn, reflect on issues it raises for you personally and be ready to put it all into practice immediately you are back in the workplace.

Diversity

You will work with a diverse group of individuals – from public sector and not-for-profit to multinational and overseas-based organisations. The number of people on any given programme is strictly limited so that you can receive more personal attention and advice.

Case studies

Tony Short

Vice-President for Europe, Middle East and Africa,
Dresser Wayne

Dresser Wayne is one of the largest business units of Dresser Inc. and is a global leader in the design, manufacture, and servicing of fuel dispensers, payment platforms, control systems, and technology.

Tony Short took the Henley Advanced Management Programme over a three-week period in February 2010 just before he took up his current role of Vice-President for Europe, Middle East and Africa.

'As I was moving into a new role within the organisation, I wanted to develop some extra skills around mergers and acquisitions (M&A), fine-tuning my strategic thinking. I started looking for the right programme in the third quarter of 2009, and I wanted to do the course all in one go. It was quickly loud and clear that Henley was the best course, and by taking all three weeks at once, I would have all the tools in place from the end of the programme to complement my new role.

'Although I have close links through friends with other schools, it was the name and reputation of Henley which swung it for me. More than anything else, it was the construction of the course the combination of practical experience with learning experience.

'The discovery learning part of the programme is unique. We went to see leadership in action in a soup kitchen and it was uplifting in a positive way to see how wonderful people help people who are less fortunate than them. That taught you a lot about yourself. We had a conversation with the chairman of BA, Martin Broughton, and then took part in a discussion with a London chief fire officer. We also met a senior nurse at Great Ormond Street Hospital for Children, and then an editor on The Daily Telegraph.

'Now I'm thinking more strategically and taking slower and, I think, better decisions. Colleagues are saying to me that I take more time to listen to other people. I hope that means that in the long run I will make better decisions which benefit both me and my company.'

Chris Dixon

Head of Group Procurement,
Moy Park

Many of Henley's clients choose to adopt the Advanced Management Programme (AMP) as their core senior management development tool, as it provides flexibility for individuals to attend the same programme at different times. This provides them with a common experience to take back to the organisation, but at the same time allows them to benefit from the shared experiences of a diverse group of people from outside of their own organisation.

Moy Park Ltd, founded in 1943, is Northern Ireland's largest food processing company and one of Europe's leading poultry companies, employing over 7,000 people with a proven reputation as a highly-innovative food company.

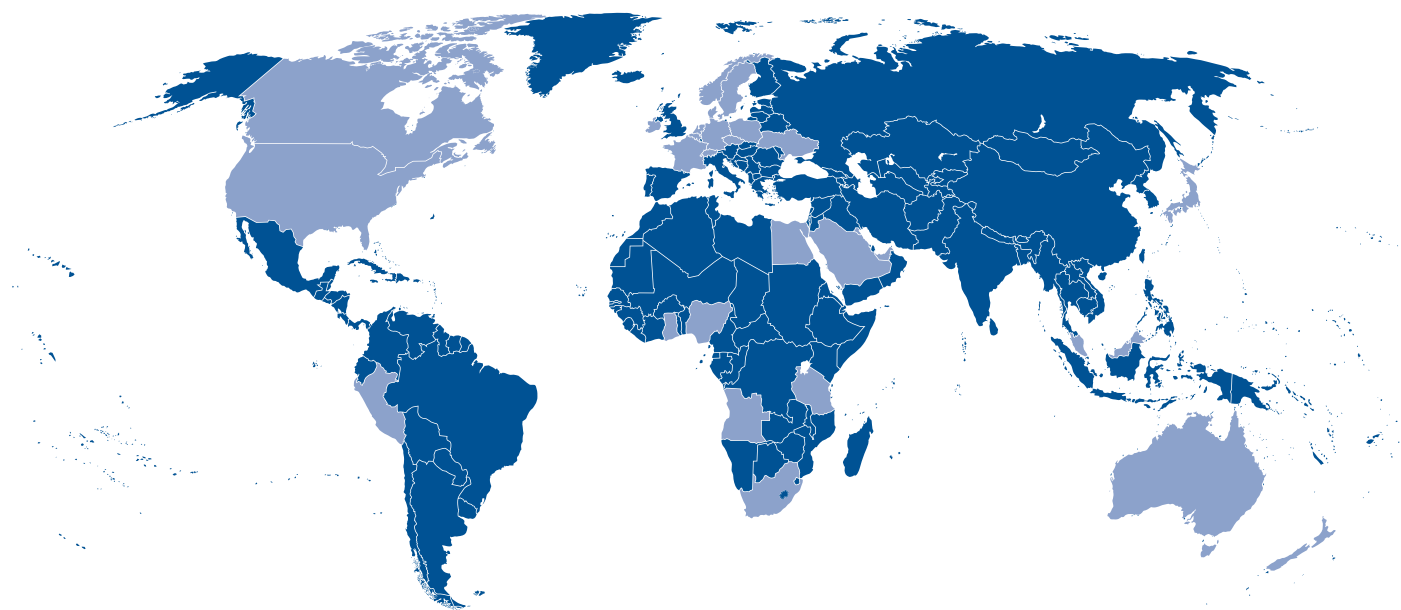
'My motivation to attend Henley came initially from a colleague who had already attended the AMP at the Business School and his obvious enthusiasm for both the quality and reach of material delivered to a select, yet diverse, international group of participants.

'The course is well pitched to encourage interaction and feedback. It's challenging without being exhausting, and because of its delivery in 'bite size' sessions there is sufficient time for consideration and offline discussion and debate with all those involved. It's heartening to learn that in senior management there are common issues which appear to have no international boundaries, yet through a shared learning experience, such as Henley, it's very beneficial to be able to engage other senior managers in both related and non-related industries.

'By design, the course was split up so that we would work in groups. On the particular course we were on, the people were very strong, and you had to be at the top of your game for your voice to be heard. I felt that people were being very honest about their approaches and any weaknesses they had, and this helped us to relate to people. I was surprised how quickly I turned off from a very busy period at Moy Park. I zoned out and put everything into the course because I realised that this was a significant investment we would benefit from.'



International participation on the Advanced Management Programme



Angola	Germany	Norway
Australia	Ghana	Peru
Belgium	Guyana	Poland
Brunei	Hong Kong	Saudi Arabia
Canada	Ireland	South Africa
Czech Republic	Kuwait	Sweden
Denmark	Malaysia	Switzerland
Dubai	Netherlands	Tanzania
Egypt	New Zealand	Ukraine
France	Nigeria	United States of America

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