



**SPD**  
SALFORD PROFESSIONAL  
DEVELOPMENT

# THE DIRECTOR DEVELOPMENT PROGRAMME

For practising and aspiring Directors, Heads of the Department and Senior  
Business Professionals



## Overview

Business pressures make it difficult to focus on your own personal and professional development. Take control of your own development with this intensive 5-day Director Development Programme.

Designed and delivered by the University of Salford Business School MBA tutors and seasoned Directors from industry, the Director Development Programme prepares new and experienced Directors to excel in their role and drive their organisations forward.

Explore the relationship between strategy, governance and risk and learn how to use tools and frameworks that support strategic thinking and decision-making. Get the practical insights into how to deliver your current business objectives while future-proofing your organisation.

Gain knowledge on how an effective boardroom operates, the key topics for discussion, how to decipher the financials and how to fully understand the risk profile.

# Programme Benefits



## **Maximum impact on your professional and career development**

Your time is your most precious asset, get the essential knowledge and skills to become an effective director in just 5 days. You have an option to obtain ILM Level 7 qualification in Strategic Leadership.



## **Accredited Director training with minimum time away from the office**

Business demands attention and time. This programme is perfect for modern directors who simply cannot take too much time away from the demands of their business.



## **Peer to Peer Support**

Your fellow learners are all leaders in their own organisations, so you'll not only learn from their shared experience, but you'll grow your network alongside like-minded professionals.

# Agenda

During the week, the programme focuses on the following key area:

## Day 1

### Strategy for Directors

Learn the difference between strategic and operational thinking and the director's role in implementing the former. You will engage in a range of individual and group workshop activities using role-play, scenario setting and thought leadership.

## Day 2

### Finance for Non-Finance Directors

Discover how to interpret key financial statements/ratios and recognise where to focus your effort and ask questions. Effective company monitoring will also be explained as well as reporting to stakeholders in an interactive day delivered by finance professionals.

## Day 3

### Marketing and Digital Leadership

Gain a director-level overview of marketing, reflecting latest best practice and effective theory. Topics will include brand development and stakeholder communications, providing you with invaluable take-away techniques to put into practice. Delegates will work in group workshops and practical sessions.

# Agenda

## Continued:

### Day 4

#### **Leadership for Directors and Driving Change**

Expand your understanding of how current practice in leadership and management can be developed in today's digital, global economy. Subjects include influencing a positive workplace culture and developing resilience within your team. Again, role-play, scenario setting, thought leadership and didactic learning will be used.

### Day 5

#### **Governance for the Modern Business**

Explore the duties and legal responsibilities of a director, and their application within a Board Director role, with a focus on effective corporate governance and risk management. You will learn through case studies and the real-life experiences and knowledge of your course leader and peers.



# Learning Objectives



Understand the basic legal requirements that a Director must fulfil and provide an insight into the steps that can be taken to ensure risks are mitigated for the Director and the organisation.



Be aware of your own leadership ability and how to use this to drive change and influence your teams.



Be confident in reading financial reports that Directors must understand, including P&L, Balance Sheet and cashflow reporting. Ensure you can read the numbers as well as the words!



Understand the role marketing plays in the organisation and how to analyse competition, trends and behaviours that will shape your strategy and exploit new opportunities.



Improve your confidence in Board Meetings by understanding how to play your part in the board room by challenging and influencing others effectively.



Gain an overview of how technology is changing the marketing landscape and what you can do to make sure your organisation stays relevant.



Take away ideas that you and your peers can use to develop effective organisational strategies that will promote innovation and value.



Build a network of trusted business leaders through our Alumni Community.



## Top 5 Director Skills



### Strategic Thinking

Directors need to review their strategies to identify possible vulnerabilities, such as a potential takeover, availability of large cash balances and under-performing divisions. Once concerns are identified, directors need to evaluate how to address them, whilst also bearing in mind the shareholders' best interests. Good strategic thinkers can analyse the marketplace and identify opportunities to stimulate growth. They act decisively and are not afraid to change tack if a product isn't delivering the anticipated results.



### Communication

Effective communication and effective leadership are closely intertwined. Leaders need to be skilled communicators in countless relationships at the organisational level. You need to think with clarity, express ideas, and share information with a multitude of audiences. You must learn to handle the rapid flows of information within the organisation, among customers, other stakeholders and influencers.



## Decision Making

As a Director and leader in your organisation, you're concerned with implementing the decisions and the policies made by the board. But once you become a director you will be required to determine the future of the organisation, its strategy and structure and protect its assets and reputation. You also need to consider how decisions relate to 'stakeholders' and the regulatory framework. Stakeholders are generally seen to be the company's shareholders, creditors, employees, customers, and increasingly, a community in which it operates.



## Leadership

The question of what makes a good leader, in other words, what are leadership skills, is widely debated. The ability to lead effectively relies on several key skills, but also that different leaders have very different characteristics and styles. There is, in fact, no one right way to lead in all circumstances, and one of the main characteristics of good leaders is their flexibility and ability to adapt to changing circumstances.



## Analysis and Use of Information

Whether it's crunching the numbers, identifying market trends or simply cutting through the jargon that often masks what somebody is really trying to say, it's important to know how to successfully harness the information and intelligence available about your business or sector. Ultimately, it can help you to understand where your business has a competitive advantage and what issues you should be addressing.

# Accreditation

The Director Development Programme can be accredited to a CMI Level 7 Certificate in Strategic Management and Leadership Practice.

The The CMI Level 7 in Strategic Management and Leadership is a masters level qualification which is designed for Directors and Senior Managers who have the responsibility for developing and implementing effective strategies across their organisations while translating organisational strategy into effective performance.

This qualification requires you to build on your skills in strategic direction and focus on the requirements of inter-organisational strategy.





TUTOR PROFILE

## **JULIE CHARGE**

Director of Finance, University of Salford & Non-Exec Director of Mid Yorkshire Hospitals Trust

Julie Charge has been the University's Director of Finance since December 2014, having joined the University earlier that year as the Associate Director.

Before joining the University of Salford, Julie held a number of senior management financial roles in the private sector. She was the financial lead in the commissioning of two newly built hospitals in Bath and Reading Hospital under Circle Health Ltd, subsequently becoming the Head of Finance for both of them. Prior to this she was instrumental in the development of a joint venture company before holding Finance Director and Commercial Director roles within that company - Innserve Ltd.

She also worked for Scottish and Newcastle (now Heineken) for 15 years in a number of financial roles across the company.



TUTOR PROFILE

## **MARTIN CORLETT MOSS**

Martin has worked in the marketing industry for 31 years. For the first part of his career, he worked client-side for various major motor manufacturers and for the last 20 years has worked agency-side for a broad range of large and small clients.

As both Marketing Director and Managing Director, he has worked with clients at every level to implement marketing strategies and develop tactical campaigns across companies as diverse as Lloyds TSB, Mercedes, Scania and Harper Collins. Over the last 8 years he has worked with companies throughout a wide range of industry sectors, from start-up entrepreneurs, to larger, well-established brands.

He delivers training, coaching, and consultancy on every element of marketing, and has trained hundreds of companies in how to develop their marketing: what to do, what not to do, and how it all fits together.

He is a combination of strategist, planner, and tactical marketer with a wealth of real experience working as, and with, marketing directors, owner-drivers, CEOs and teams.

## HR Director – Change Leaders – Non-Executive Director

Anne is a successful leader of change and is a passionate believer in setting people up to succeed. In her Royal Mail Career Anne has worked with the CEO and her team to deliver transformational change.

This included:

- / Designing and leading the people strategy to underpin Delivery Transformation focused on organisation design, learning and engagement touching 100,00 people.
- / Leading Organisation Design for the HR Function.
- / Changing the way Learning and Development was practiced in the organisation.
- / Designing and implementing a talent review for the top 200 operations leaders.
- / Leading a £360m negotiation to reform operations in London.

Anne brings good energy to her work. She is renowned for understanding the business proposition first and applying HR practice to it. She stays up to date with current thinking and her trademark it is to translate even the most complex change into simple communication which people can relate to.

A non-exec director, interim HR Director and Prince's Trust mentor, Anne is now sharing her expertise across a broad range of business and not for profit organisations.



TUTOR PROFILE

**ANNE MCCARTHY**



TUTOR PROFILE

## **JACKIE NJOROGE**

Director of Strategy at University of Salford and Non-Executive Director and Chair of the Audit Committee, Bolton NHS Foundation Trust

Jackie joined the University of Salford in 2016 as its first Director of Strategy. Prior to this, she led the Strategic Planning and Management Information team within MMU, with a mandate to help change the strategic planning direction of the University.

A qualified management accountant, Jackie had a career in financial planning and management within the steel industry, before moving into Higher Education in 2003, where she eventually moved into Strategic Planning and Performance, successfully leading the team to an industry award for the implementation of Northumbria's business intelligence solution. Jackie is also Deputy Chair of the Higher Education Strategic Planning Association.



TUTOR PROFILE

**KATE O'SULLIVAN**

Kate is a motivational leader and coach with over 33 years' experience in facilitating organisational design, development and transition for a broad range of companies, sectors and individuals. Kate is focused on helping companies understand that people are their greatest asset and in cultivating the environment and culture that enables leaders to raise their performance and deliver sustainable change. She also holds a wealth of board experience and is especially adept at venturing constructive challenge and building strong relationships between the executives and non-executives of a board.

Kate has a successful track record of working with a variety of stakeholders, to identify solutions to problems and implement strategies and operational plans - focused on the environment and culture that enables them to raise their performance and deliver sustainable change. She has a proven track record across a broad range of sectors and disciplines, developing strategic roadmaps for outstanding organisations including the University of York (a member of the Russell Group), Huntsman, ICI and British Rowing.