

## **LEADERSHIP EXCELLENCE APPLIED DIPLOMA (LEAD)**

### **Background**

The Leadership Applied Excellence Diploma is a unique and exclusive program, which was initially validated by the University of Cambridge – International Examinations (CIE), global leaders in international assessments and subsequently by Judge Business School, Cambridge University.

### **Vision of LEAD**

“To inspire a new generation of leaders”

### **Aims**

- Strategically develop leadership qualities and abilities of students
- Provide a foundation upon which students can build to respond to the constantly changing and dynamic business atmosphere in United Arab Emirates
- Update students with the most current managerial practices and trends
- Expand analytical abilities enhancing the students’ leadership capabilities within multiple business environments
- Successfully lead students to implement and achieve the strategic vision of their organisations for the benefit of the United Arab Emirates

### **Advantages**

- The Leadership Excellence Applied Diploma is a unique and exclusive program for UAE Nationals.
- Prestigious and internationally recognised qualification
- The programme has maximum 25 students per intake
- The students represent a cross section of industries within United Arab Emirates
- The program’s success is built from the UAE Nationals in management posts whether governmental or private sectors who avail of this unique opportunity
- Due to the support of numerous companies, this diploma has substantial credibility in the local market
- Students can participate without leaving their full time employment
- The diploma is unique to the whole region and students receive regular support and guidance from the LEAD Assessment Advisor.
- Curriculum content is adapted to the region

### **University of Cambridge – Some Facts**

- 800 years of educating leaders: founded in 1209
- World-wide reputation for outstanding academic achievement, high quality research and excellence in management education
- 80 plus Nobel Prizes have been awarded to University members
- 15 British Prime Ministers educated at the University of Cambridge

- More than 20 Heads of State have attended the University of Cambridge
- Famous alumni include Isaac Newton, Francis Bacon, John Harvard (founder of Harvard University), Jane Goodall.
- The University consists of over 100 departments, faculties and schools
- There is a strong focus on collaborative research programmes with industry
- Home to the “Cambridge innovation ecosystem”
- We have over 200,000 alumni, 17,000 students and 2,000 faculty and academic staff from over 100 countries

### **Cambridge is ranked among the best in the world:**

- No.1 University in the World in 2010 QS World University Ranking
- No. 1 University in Europe and no. 2 globally (*The Times* of London) 2009
- Recognised as one of the top five 1-year MBA Programmes globally (Forbes, 2009)
- Top 4 One-Year MBA Programme (*Forbes*) 2009/10
- Top 25 Ranked MBA Programme Globally (*Financial Times*)
- No. 2 MBA Programme in the UK and no. 11 globally (*Economist Intelligence Unit*) 2009

Since its launch in May, 2007, there has been no looking back for the programme. LEAD has till date over one hundred participants from various, public and private organisations including various ministries and key government departments.

The first Graduation Ceremony was held in the presence of H.E. Sheikh Nahyan Bin Mubarak Al Nahyan and the Chairman of Aldar Properties H.H. Ahmed Al Sayegh. Thirty five participants received their LEAD Diploma from H.E. Sheikh Nahyan.

LEAD has also witnessed a remarkable acceptance in the Emirate of Abu Dhabi which is evident from increase in its sponsor base which includes organisations like:-

1. Al Fahim Group
2. The General Secretariat of the Executive Council
3. Environment Agency of Abu Dhabi
4. ABU DHABI COMMERCIAL BANK
5. Dolphin Energy
6. Injazat Data Systems
7. TDIC

## Appendix 1 - LEAD Course Structure

Module Name	Duration
Introduction and Study Skills	04 Hours
Leading Organisations	16 Hours
Globally Responsible Leadership	16 Hours
Strategic Management	12 Hours
Organisational Behaviour & Change	08 Hours
Leading Innovation	08 Hours
Entrepreneurship	16 Hours
Personal Leadership	08 Hours
High Performance Teams	16 Hours
Successful Negotiations	16 Hours
<b>Total</b>	<b>120</b>
Assessments (Individual)	15 Hours
Business Plan (Group)	15 Hours
<b>(Total Hours for Assessments)</b>	<b>(30)</b>
Total Course Duration	150 Hours

## **Appendix 2 - LEAD Course Outline**

### **1. Introduction & Study Skills**

The programme opens with a study skills session which will ensure you have the key skills to be able to engage in an academic programme of study. The session will include:

- Structuring quality written work e.g. reports, essays, thesis, executive summary etc
- Research skills: including how to use electronic databases, reference materials and bibliographic information
- How to critically analyse case studies and write constructive assessments of organizational phenomena
- The importance of ethics in scholarly work and the perils of plagiarism

### **2. Leading Organisations**

This module sets the context for examining leadership from a range of perspectives throughout LEAD. It will explore the requirements of leaders to shape their organisations and teams and also to influence at an individual level. The topic of leadership will be introduced, with an overview of state of the art leadership approaches in terms of the broad vision of the firm or group and how this is translated into practical terms for each employee. There will also introduce the importance of the relationship between leader and follower, and how to leaders can get the best out of followers, examine the need to build employee engagement and commitment and the notion of building trust and support, particularly during times of change.

The purpose of the module is to:

- increase understanding of a range of concepts and models central to leadership and human resource management
- critically examine the contribution of structures, processes and people to organisational effectiveness
- explore important conceptual tools necessary for understanding and influencing behaviour in organisations
- To evaluate current and developing practice in key areas of leadership and people management

### **3. Strategic Leadership**

The purpose of this module is to explore the external context within which businesses are developing for future success. Students will gain an understanding of the challenges facing leaders in the public and private sectors in the 21<sup>st</sup> Century and how they might take forward their own leadership role.

Specifically the module will enable the students:

- to think about the role of leadership in the context of a changing world

- to understand the major challenges and changes taking place that are shaping our world for the future
- to gain insights into how societies and businesses around the world are responding to these challenges
- to reflect on what may be demanded of leaders in the future to rise to the new business context
- To reflect on what the major challenges and changes mean for their organisations and for themselves in their leadership roles.

#### **4. Strategic Management**

The principal objective of this Module is to introduce core concepts and tools/ techniques used in Strategic Management. Specific emphasis is laid on the increasingly important issue of strategic change as a means of ensuring that the organizations' operations are aligned to its Strategic Objectives.

The Module focuses on how organizations can use strategy to enhance impact, value and performance. An overall Framework of Strategic Management Process will be examined, along with its key elements of Strategic Analysis & formulation, Strategic Implementation and Evaluation.

#### **5. Organisational Behaviour & Change**

At a time when organisations need to be at their sharpest and able to flex and bend with changing markets and trends, the need for change experts within the management group is vital. This module explores the tools and insights to develop a culture and process for change. It will address such questions as: what type of change approach is appropriate for your organisation by understanding the situation in which it currently operates and its strategic goals; what role does HR play in reinforcing shifts in culture and practice; what can you do to influence others and lead the organisation through uncertainty. It will examine tools that enable change agents to manage and influence a range of key stakeholders and explore how they can engage the wider organisation to increase commitment and performance even during change and uncertainty

The session will involve the following:

- Understanding organisation dynamics
- Exploring different change architectures
- Roles, tools and skills of the change agent
- Strategies to make change happen
- Challenges to impact change

#### **6. Innovation**

This module will explore how businesses innovate for sustained advantage in a fast-paced, converging world. It will look at how to drive strategic innovation in the organisation including:

- Understanding innovation: *how does innovation work and how can it help you create a successful new business*
- Different business models for innovation, especially open innovation
- How to build a culture of innovative
- The leadership behaviours needed to maintain a culture of innovation

## 7. Entrepreneurship

This Module will look at new business creation both within an existing business and as a separate new business entity. It will review the motivations and outcomes of entrepreneurship as well as addressing the main elements of 'how to do it' and the preparation of a 'business plan'. Innovation will be considered as a key driver of new business creation and delegates will be encouraged to seek ambitious new business opportunities. There will be a significant level of delegate participation for delegates working in groups during and between teaching sessions and each of these groups will prepare a business plan for a new business concept that they will develop as part of the programme.

By the end of the Module delegates will have gained an introduction to the following areas:

- Entrepreneurship; the opportunities and challenges
- Starting and leading an entrepreneurial team
- Customers, wants & needs, markets, segments and chasms
- Finding money to get started; managing money when you've got going
- Writing and presenting a business plan

## 8. Personal Leadership

This Module allows delegates to develop deeper insights into their own leadership strengths and capabilities. The beginning of effective leadership is self-awareness: participants will therefore have the opportunity to explore their own assumptions about leadership and to reflect on their leadership styles and development needs. During the course participants will complete practical team and leadership activities. The practical outcomes will be the development of an individual's leadership role in adapting to varied circumstances within organisations and assessing the key leadership actions for successful transformation.

## 9. High Performance Teams

This module provides insights into building high performance teams through focusing on state of the art research conducted at University of Cambridge which unlocks the black box of team composition and team dynamics, and uses examples from organisations as diverse as the University of Cambridge Boat Crew through to major public corporations.

Participants will explore the area of leading high performance individuals in a team setting. Managing these "Alpha" individuals, and ensuring they bring their talents to bear for the good of the team, is a crucial and fascinating management challenge. The Module will also highlight issues of leading teams with individuals below elite level, who are highly important to the organisation yet who require rather a different management approach than the 'A' players.

It is expected that by the end of the Module delegates will

- Develop new perspectives on how to manage teams
- Explore the importance of high performance cultures
- Understand how the segmentation of employees affects team practices
- Develop an understanding of effective leadership in teams

## **10. Successful Negotiations**

Relationships are central to business success. Good management - of one's life and career - requires a set of distinct 'relational' skills: the ability to distribute value, to spot opportunities for value creation, to deal with differences, to circumvent or resolve conflict, to be seen as fair and objective, and to handle difficult conversations. The reality is that many of those you meet have different world views, ambitions, values, risk preferences, loyalties, prejudices, likes and dislikes. Being able to reconcile these differences through effective negotiation - even using them to create value - thus becomes a valuable skill. It is also a skill you can use more or less immediately.

The Module will include the following:

- The seven critical elements to successful negotiations
- Managing conflict to reconcile different interests and objectives
- Reconciling the interests of principals and agents
- Managing the balance between empathy and assertiveness to achieve a successful outcome
- Cross-cultural negotiations
- Multi-party negotiations