

THE PRAXIS CENTRE

# HIGH PERFORMANCE LEADERSHIP

TIME TO DISCOVER...



# YOUR JOURNEY TO HIGH PERFORMANCE LEADERSHIP

[www.cranfield.ac.uk/som/hpl](http://www.cranfield.ac.uk/som/hpl)

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For directors and senior managers who want to review  
their leadership approach and discover new capabilities.

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Our flagship High Performance Leadership programme will take you on a journey to discover your potential to become a high performing 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.



*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.*

## “ MY CRANFIELD EXPERIENCE

*"I have experienced an epiphany which has unlocked a whole world of opportunity. The course has gone way beyond my expectations, surprising at every turn, revealing day by day and unlocking a corner of my mind which has been closed for many years."*

**MIKE GEDYE**

HEAD OF EMEA ACCOUNT MANAGEMENT  
**CB RICHARD ELLIS**



## WHAT WILL I GET OUT OF IT?

- 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.

## WHAT WILL MY ORGANISATION GET OUT OF IT?

- 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.

## 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?



## PROGRAMME OUTLINE & CONTENT

### 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.

### 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

## 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.

## ORGANISATIONS THAT HAVE ATTENDED THIS PROGRAMME:

ABN AMRO Bank  
American Express  
AstraZeneca  
Alliance & Leicester Plc  
BAA Plc  
Bacardi Martini Ltd  
BAE Systems  
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  
McLaren Racing  
Merlin Housing Society  
National Savings & Investments  
NHS Education for Scotland

## PROGRAMME TEAM

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 DIRECTOR



**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.

### 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.

#### Jon Chapman & Kate Lowry





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

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## PROGRAMME DETAILS

**Visit:** [www.cranfield.ac.uk/som/hpl](http://www.cranfield.ac.uk/som/hpl)

**Contact:** Mary Mills, Business Director  
E: [m.k.mills@cranfield.ac.uk](mailto:m.k.mills@cranfield.ac.uk)  
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**Faculty:** Andy Logan, Programme Director

**Duration:** 5 + 3 + 2 days, residential

# CRANFIELD MANAGEMENT DEVELOPMENT CENTRE

**The High Performance Leadership programme is held three times a year at the Cranfield Management Development Centre (CMDC). Full board accommodation (if required) and all sessions are usually held in this conference centre which has an established reputation for being one of the best centres in the country.**

Located in a rural setting on the Bedfordshire/Buckinghamshire border, CMDC is conveniently situated to the M1 motorway, railway stations and major airports. We even have an airport on site!

## TAKING CARE OF YOUR EVERY NEED

We understand that development doesn't only happen in the lecture room. That is why the CMDC provides inviting lounge areas where you can network with your colleagues, restaurants that allow conversation to flow easily as you enjoy the excellent cuisine, and fitness facilities including a swimming pool, sauna and exercise room, to relax and invigorate you at the end of the day.

## A HOME FROM HOME

After a hard day's learning, lie back and relax in one of the 186 modern en-suite bedrooms, all of which are designed to make you feel at home. The amenities include free broadband access, freeview television, a great working area with appropriate light and desk space and a music centre to help you unwind.



### Our residential Open Programme fees include

tuition, course materials, full board accommodation and lifelong access to The Cranfield School of Management Alumni Network.



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I COMPLETED THIS PROGRAMME SOME YEARS AGO IN MY CAREER AND MUST SAY THAT IT WAS THE SINGLE MOST REWARDING LEARNING EXPERIENCE OF MY CAREER TO DATE. AS A HR PROFESSIONAL I HAVE RECOMMENDED THE PROGRAMME TO A NUMBER OF KEY TALENTS.

LIAM O'CARROLL  
HUMAN RESOURCES DIRECTOR  
Pfizer Nutritionals Ireland Limited

**YOUR CRANFIELD  
EXPERIENCE STARTS HERE**



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