



Cranfield
School of
Management

Sue Ledgard – Grant Thornton

Lyn Lanka – Cranfield University

Neil Godfrey – Cranfield University

Bryn Bebbington – Compleat Foods

In Partnership with



Grant Thornton



Agenda

Topic	Speakers	Timings
Welcome and introductions	<i>FDF & Sue Ledgard (GT)</i>	5 minutes
Leading with Your Heart: Unleash the Power of Emotional Intelligence in Leadership	<i>Lyn Lanka (Cranfield)</i>	20 minutes
Senior Leadership Development Programmes	<i>Neil Godfrey (Cranfield)</i>	20 minutes
My Cranfield Journey	<i>Bryn Bebbington (Compleat Foods)</i>	5 minutes
Q&A panel discussion	<i>All</i>	10 minutes



Understanding your leadership blind spots through emotional intelligence

Dr. Lyn Lanka
Cranfield University

In Partnership with  Grant Thornton

www.cranfield.ac.uk

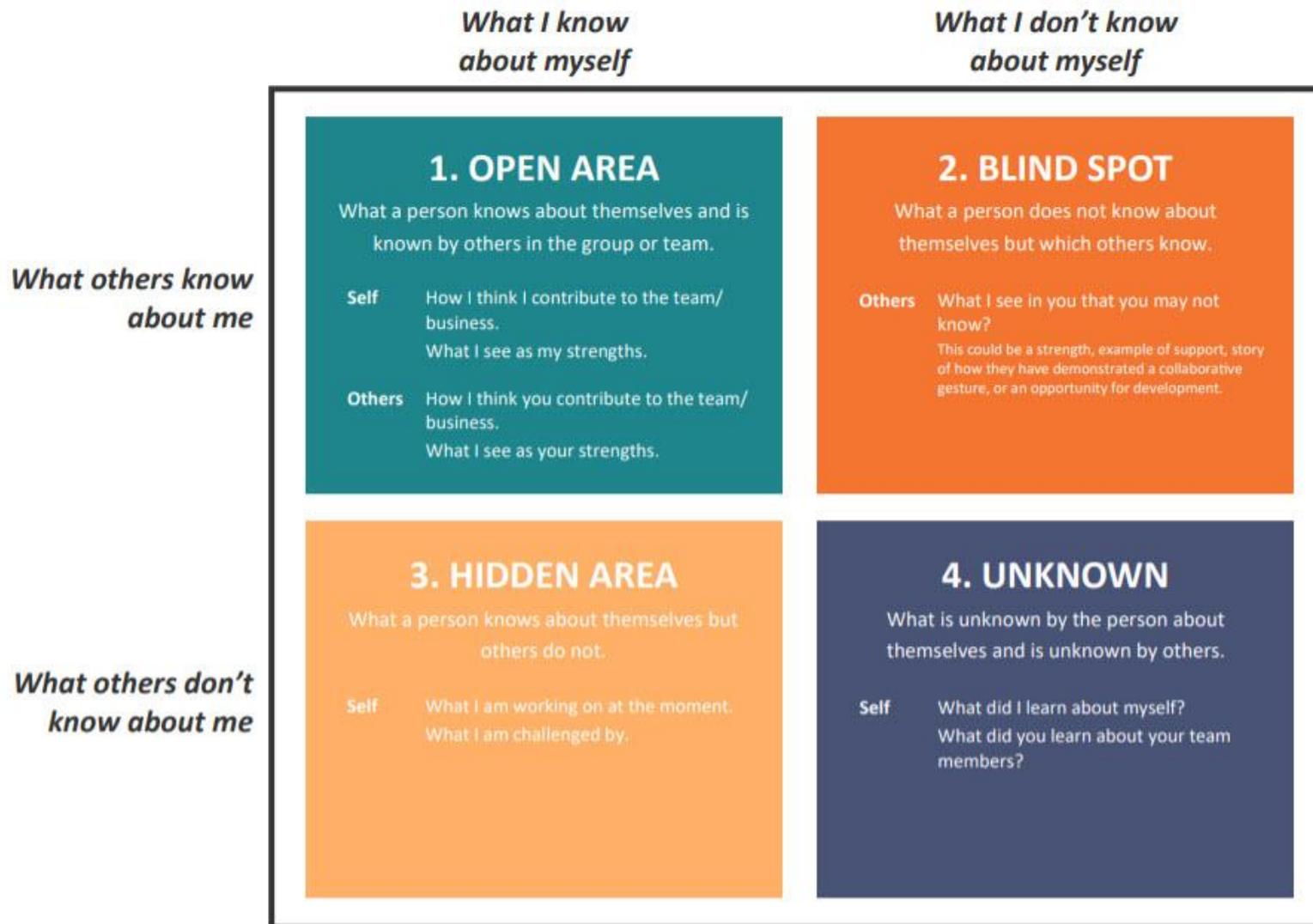


IQ and technical skills are important,
but Emotional Intelligence is the
Sine Qua Non of Leadership.

Daniel Goleman

quoteancy

THE JOHARI WINDOW





Emotional Intelligence

- Emotional intelligence is defined as the “**ability to identify emotions accurately, express your emotions clearly, and regulate emotions in yourself and others**” (Wade et al., 2020).
- People with high emotional intelligence use their emotions to motivate themselves, engage in critical thinking, and deal empathetically with others.
- Individuals with lower levels of emotional intelligence maybe less capable of identifying their own emotions and may express emotions inappropriately, for example shouting or yelling in meetings or making jokes at inappropriate times.

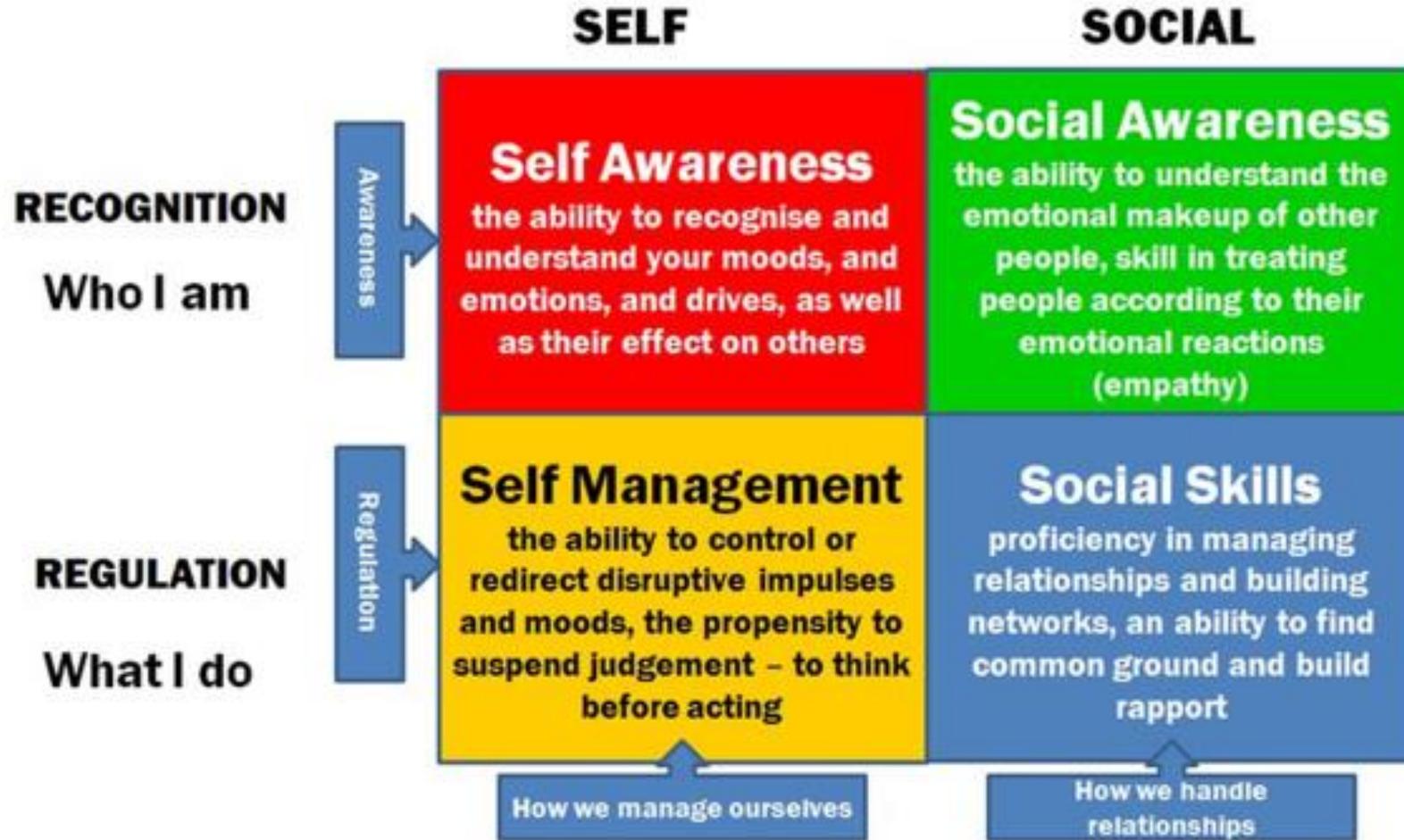


Emotional Intelligence

- We have to learn EQ/EI.
- We develop it from childhood.
- Identifying what we do well and maintaining this is important.
- Understanding points of development is necessary.
- EQ/EI is linked with leadership skills.



Emotional Intelligence



Emotional Intelligence

- Individuals with high levels of emotional intelligence are very skilled at reading nonverbal signals from others.
- Conversely an individual with low levels of emotional intelligence may misread nonverbal signals from others, for example giving a long, detailed account of their terrible day when a cashier asks how they're doing.





Examples of good emotional intelligence in leaders

- **Self-awareness:**

- Example: A leader recognizes and understands their own strengths, weaknesses, and emotions. They are aware of how their mood can impact their decision-making and interactions with others.

- **Social skills:**

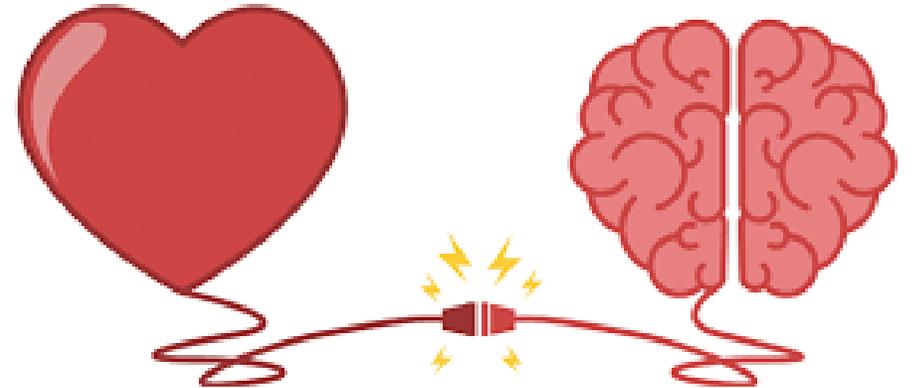
- Example: A leader is skilled in managing relationships and communication. They can navigate through conflicts diplomatically, build rapport with team members, and create a positive and collaborative work environment.

- **Emotional regulation:**

- Example: A leader remains calm and composed under pressure. They can manage their own emotions effectively, preventing negative emotions from influencing their decisions or interactions with others.

How can we develop our EI/EQ?

- Building emotional intelligence is an ongoing process that involves self-reflection, practice, and a commitment to personal growth.
- Psychometric inventories such as the EIP3 can help you understand your current level of EI.





How can we develop our EI/EQ?

- **Self-awareness:**
 - Practice mindfulness: Engage in regular mindfulness or meditation exercises to become more attuned to your thoughts and emotions.
 - Keep a journal: Reflect on your daily experiences, noting how you felt in different situations and why.
- **Emotional regulation:**
 - Stress management: Develop healthy coping mechanisms for stress, such as regular exercise, deep breathing exercises, or time management techniques.
 - Pause before responding: When faced with a challenging situation, take a moment to pause and collect your thoughts before responding emotionally.

The dark side of leadership

- The "Dark Triad" refers to a set of three personality traits that are associated with negative and socially undesirable behaviors.
- In the context of leadership, the Dark Triad traits can have detrimental effects on organizational culture and interpersonal relationships.
- The three components of the Dark Triad are:
 - **Narcissism**
 - **Machiavellianism**
 - **Psychopathy**





The dark side of leadership

- Effective leadership typically involves qualities such as **empathy, integrity, and a genuine concern for the well-being of others.**
- Leaders who exhibit Dark Triad traits may struggle to build positive relationships, maintain trust, and foster a healthy organizational culture.
- Organizations often benefit from promoting leadership development programs that emphasize **emotional intelligence, ethical decision-making, and interpersonal skills** to counteract the negative impact of the Dark Triad.

Together, we make a difference



Grant Thornton



- Over 50 years of experience delivering outstanding leadership and management development programmes
- Course lecturers with real world, industry backgrounds – 70% still working in industry
- 6th in the world for teaching power

- Bringing together academic excellence and commercial acumen to develop industry leaders
- Course design input
- Guest speakers and events
- Access to executive coaching to support personal and career development

Build leadership capabilities to drive change, encourage innovation and achieve sustainable business growth

Invest in retaining your highest potential employees and develop clear succession plans

Accelerate the progression of diverse talent to deliver on D&I and wider business objectives.

Celebrating the success of our apprentices



Cranfield
School of
Management

#1 in England

Top ranked Apprenticeship Levy provider in the 2023 FT European Business School Ranking

National coverage

Our Apprentices and Sponsor Companies span across 35 English counties

Ofsted

“...experts in their fields, delivering the academic content to a high standard.” • “...many showing exceptional improvement throughout the programmes and promptly gained promotions”

Supporting the third sector

Over 5% of our Apprentices are third sector employees, many supported by our bursary schemes

Highest pass rate in the country

100% success overall and 86% achieve merit/distinction

CMI

Achieve CMI Chartered status



Who is the Management and Leadership (MML) programme for exactly?



Ambitious organisations who want to develop the skills of their people



Self-motivated individuals who are keen to improve themselves, enhance their skills, knowledge and abilities, and become more effective leaders.



Managers and future leaders who want a real-world business education which they can apply directly back to their workplace.



High-potential early career and second career professionals moving into management and leadership positions.



Apprenticeship+ *Management and Leadership Postgraduate Diploma (PgDip):*

Use the Apprenticeship Levy to
fully fund course costs of £14,000.



Fully
funded



Build a
sustainable
leadership
talent pipeline

Invest the time to support leaders to
develop today and you'll be encouraging a
**learning culture of continuance
improvement** now and into the future.

Teaching weeks are
once per quarter for:

- 15 months taught
- 5 months assessment.



20-month
programme

Delivered from **Cranfield campus**,
Grant Thornton London offices and
online asynchronous modules.



Accelerate
progression
of diverse
talent

Interact with a **diverse network**
of leaders from ambitious
organisations:

- cross-section of industries
- varied professional
backgrounds
- develop inclusive leadership.

Successful participants gain:

- **Chartered Management status**; and
- **Management and Leadership PgDip.**



Recognise and
reward performance



Choose a cohort of **future leaders** that will represent the
business, **influence change** and **lead improvement gains.**



Module teaching and assessment

- Economics for Managers
- Leading with Impact: Organisational Behaviour
- Leading Strategic Operations
- Strategic Marketing
- Leading Corporate Sustainability
- Accounting and Finance
- Strategic Management and Finance
- People Management and Leadership
- Supply Chain Management
- Management Consulting
- Programme and Project Management

End Point Assessment
(5 months)

Access to asynchronous
evidence-based
management teaching and
research proposal
sessions

- Awards:
- ✓ Level 7 Senior Leader Apprenticeship
 - ✓ Management and Leadership Postgraduate Diploma

Students work towards achieving the recognised competencies of a **Level 7 Senior Leader**, Postgraduate Diploma and Chartered Manager status.

Academic modules provide a **general management grounding** to develop leaders in their current role and shape leadership style.

Students are matched with a **learning team** to establish an immediate peer network, complete business simulations and share industry experience.

Each module is assessed with either **individual or group assignments**, including research reports, exams and presentations.

20 months



Option for further study

Following successful completion of the Senior Leader Apprenticeship, participants have the option to continue on to further study and gain the **MSc in Management and Leadership (MML)**.

Phase two of this programme includes completion of a research thesis to develop a strategic business proposition that pushes leaders to think beyond their current role and lead new initiatives.

Teaching is highly experiential, designed to push leaders outside of their comfort zone and in a safe environment.

Executive coaching from Grant Thornton provides further challenge and support for strategic role development.

Phase Two: MSc core modules

Research proposal

Business Skills and Negotiation Module

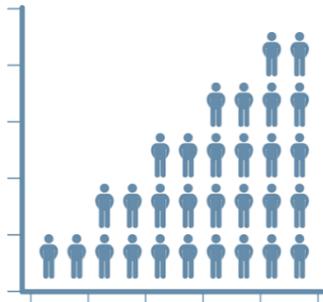
Evidence-Based Management and Thesis

Four sessions with Grant Thornton
Executive Coach

6 months



Who is the Executive MBA for?



Ambitious organisations who want to develop the skills of their people



Leaders and managers who want a real-world business education



Individuals who are committed to developing themselves and others

- Candidates will normally have at least five years' post-qualification experience in any sector
- Candidates normally possess a first- or second-class UK honours degree (or international equivalent). We will consider a professional qualification (such as CIMA, ACA, ACCA)
- Candidates who have already undertaken a Level 7 qualification in Business and/or Management may not be eligible for the programme. This will be determined by our Apprenticeship Team once the prospective student has submitted their Initial Assessment

Senior Leader Apprenticeship+ Executive MBA





Compulsory Modules

Part 1

Compulsory modules

Organisational Behaviour

Leading Sustainable Business

Strategic Management

Managing Strategic Innovation

Strategic Marketing

Economics and Business Strategy

Strategic Operations Management

Global Macroeconomics and Business Environment

Accounting and Finance

Reputational Risk Management

Data Analytics

Part 2

Compulsory modules

Challenges for Leaders:
Managing People and Change

Research Evidence
and Decision Making

Leading with Impact

Negotiating in Business
and Organisations

Disruptive Technologies

Business Research Project



Pathways

Commercial pathway

Organisational Resilience
Strategizing in Challenging Contexts
Programme and Project Management

All modules are indicative only, and may be subject to change for your year of entry.

Finance pathway

Managing International Mergers and Acquisitions
Corporate Financial Strategy
Corporate Finance Transactions

All modules are indicative only, and may be subject to change for your year of entry.

Entrepreneurship pathway

Leading and Managing the Family Enterprise
Entrepreneurship and New Venture Creation
Entrepreneurial Finance

All modules are indicative only, and may be subject to change for your year of entry.



International Exposure – The EMBA Consortium

Our Executive MBA students have access to a high-quality international experience and networking opportunity.

Each September, Cranfield students travel to one of the 10 partner business schools for a week-long programme which includes visits to employers, guest speakers, lectures, and plenty of networking opportunities.

Students can attend destinations including San Jose, Bologna, Stellenbosch, Rio, Miami, Lima and more.

The business schools each run a programme based on a topic that they excel in, and Cranfield students apply to attend the destination that is the best fit for them.



Next steps

- **Expression of Interest form (employer contact):**
 - ✓ SL+ PGDip/MML: 8th January 2024
 - ✓ SL+ EMBA: 10th January 2024
- **Application deadlines (candidate):**
 - ✓ SL+ PGDip/MML: 22nd January 2024
 - ✓ SL+ EMBA: 24th January 2024
- **Start dates:**
 - ✓ SL+ PGDip/MML: March 2024
 - ✓ SL+ EMBA: March 2024

Further information:

[Senior Leader Apprenticeship:
Management and Leadership PgDip +
MSc](#)

[Senior Leader Apprenticeship+
Executive MBA](#)



My Cranfield/Grant Thornton Senior Leader journey...



Bryn Bebbington





Q&A



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