



# How to unlock the potential of your future leaders... from aspiring to inspiring!

**Sue Ledgard – Grant Thornton**

**Tom Pearce – Grant Thornton**

**Jayne Atkinson – Activate Business School**

**Neil Godfrey – Cranfield University**

**Wednesday 3 May 2023**



# Agenda

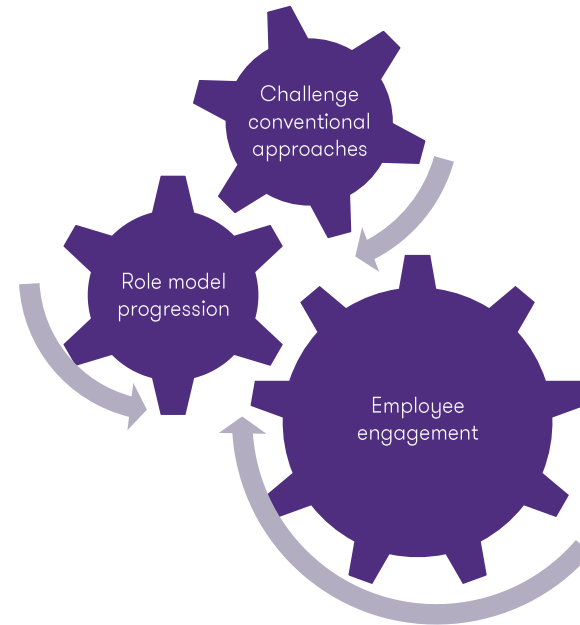
Topic	Speakers	Timings
Welcome and introductions	<i>FDF &amp; Sue Ledgard (GT)</i>	5 minutes
Learning into leadership development insights and use of apprenticeships	<i>Tom Pearce (GT) and Sue Ledgard (GT)</i>	10 minutes
Junior/middle management	<i>Jayne Atkinson (Activate)</i>	15 minutes
Senior leadership	<i>Neil Godfrey (Cranfield)</i>	15 minutes
Q&A panel discussion	<i>All</i>	15 minutes

# To train... or not to train?



# Value of learning for businesses

- Competitiveness starts with culture of continuance improvement for openness to new ideas and change
- Technical, industry specific training builds knowledge and helps maintain quality, encourages innovation and adapts old ways with new methods
- Developing core skills and behavioural change supports technical knowledge by taking professional ownership and delegated responsibility
- All employees have a desire to learn - often identified as the top priority for employee engagement surveys and particularly for managers.



# Research for Food and Drink manufacturers

- The Food and Drink Sector Council (FDSC):
  - Management and leadership skills consistently ranked as a top three priority to tackle gaps both for training and recruitment
  - Developing sector-wide leadership skills is a key area for the Workforce and Skills Group, set up in 2018 with a consultation supported by the FDF
  - Apprenticeships that drive productivity identified as leadership and management, automation, digital, engineering, and food science

Recent recommendation from the FDSC included:

1. professionalise leadership skills through third-party validation
2. place skills at the heart of a National Food Strategy to ‘deliver well-paid jobs’ across the country; and
3. encourage passionate sector leaders to champion lifelong learning.

*FDSC Workforce Skills Report, 2023*

# Leadership development – applied in practice to achieve enduring results

Only 1 in 5 managers ever receive formal, recognised management development...

Yet, despite this:

- 90% of managers say that completing a management qualification improved their performance
- 78% of organisations agree qualifications provide quality assurance for customers and that the benefits outweigh the time, money and effort invested in obtaining them
- More than 80% of managers said that a undertaking a management qualification is a key part of becoming a professional leader, and that transferring their new skills also improved the performance of their team

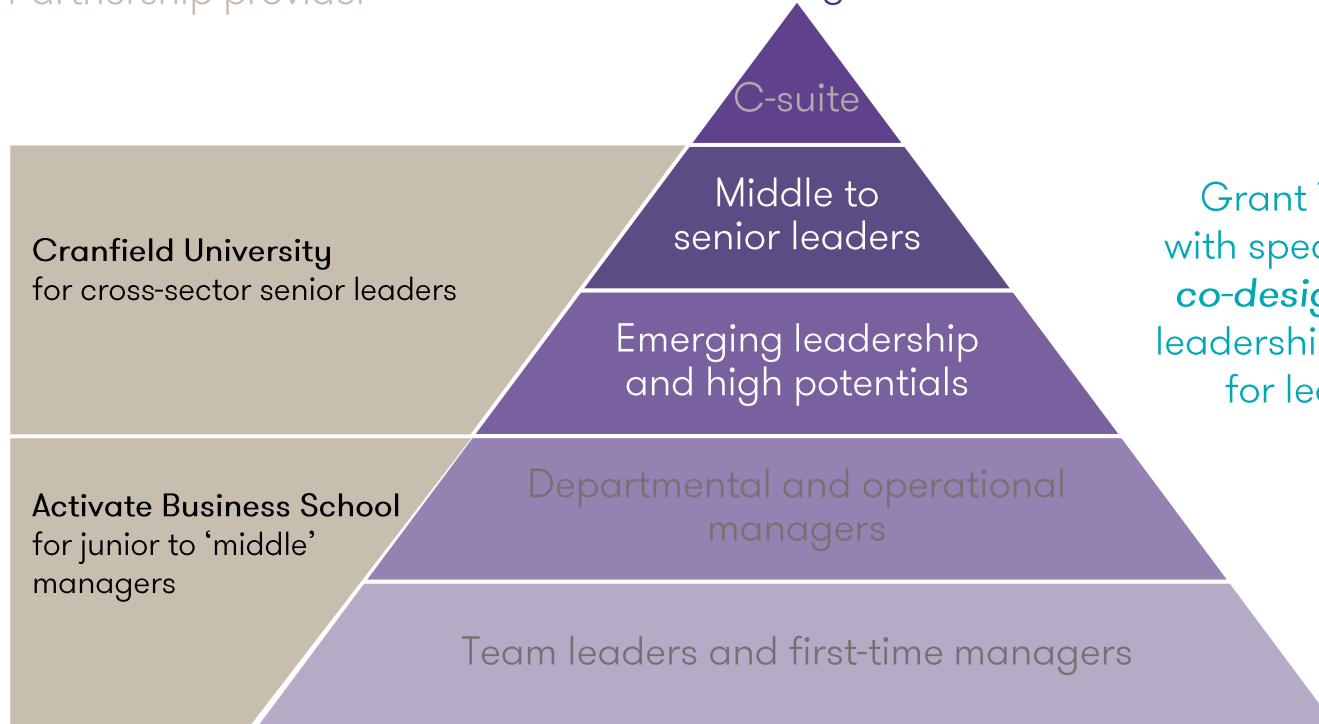
*Chartered Management Institute (CMI), 2012-2022*



# Leadership pyramid – strategic talent targeting

Partnership provider

Talent segment



Grant Thornton partners with specialist providers to *co-design and co-deliver* leadership apprenticeships for learners at all levels

# Apprenticeship Myths... BUSTED!

1

Apprenticeships are open to anyone of any age 16+, at any stage or level of their career – up to and including first-time managers, middle to senior managers and directors

2

Apprenticeships can be used to attract new and upskill/develop existing employees ... 46% of apprentices are aged 25+

3

Apprenticeships are available to all, irrespective of previous qualifications, even degrees, provided it is in a different subject

4

Apprenticeships are designed by industry expert, trailblazer groups who created the standards/criteria for over 700+ programmes

5

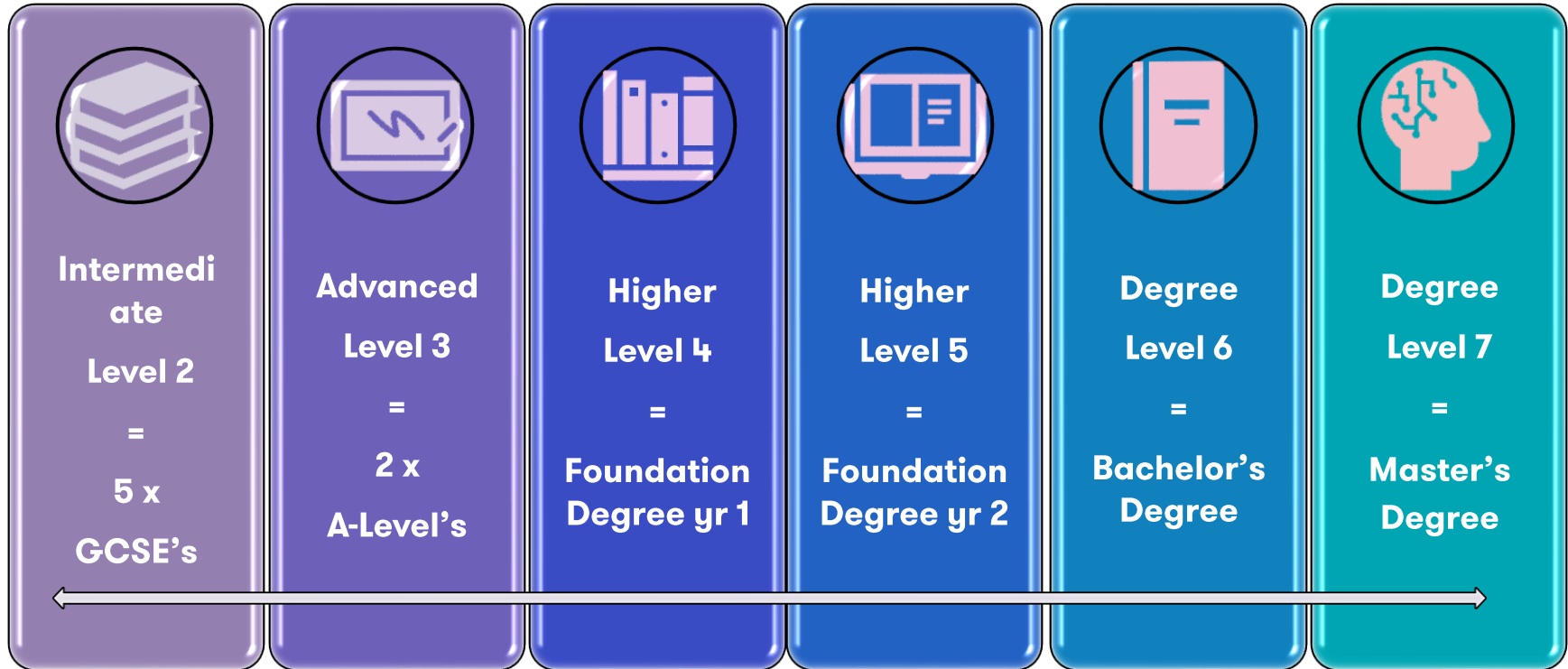
Apprenticeships are available to SME's who don't pay levy at 5% of the total cost – Gov contribution is 95%

6

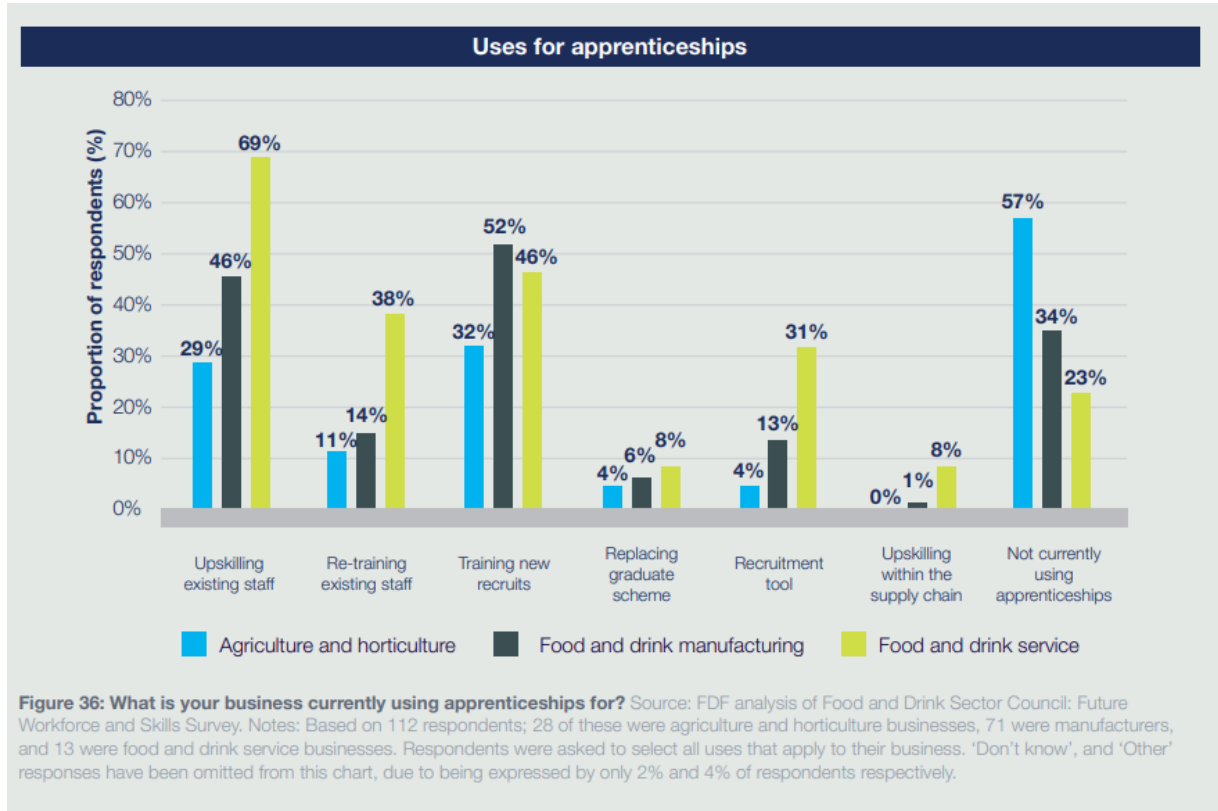
Apprenticeships are high-quality development programmes – ranging from level 2 to level 7 (masters degree) NVO's no longer exist!



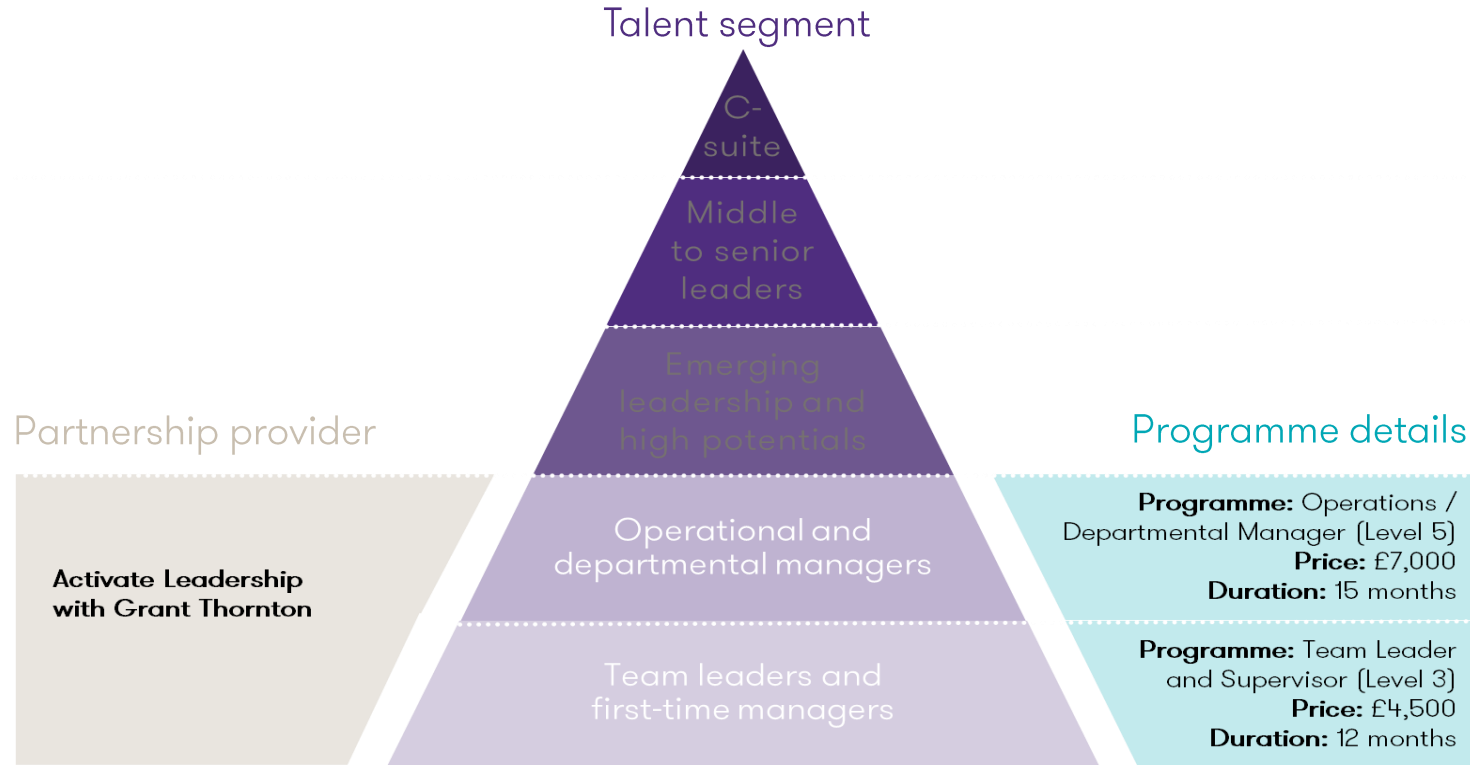
# Apprenticeships – equivalent qualifications



# Insight from the FDF



# Leadership pyramid – junior management



# Activate Business School is part of the Activate Learning group

Activate Learning group has a portfolio of FE colleges, UTC STEM academy schools and education trusts across Oxfordshire, Berkshire Buckinghamshire and Surrey. In addition we have 2 campuses of the South Central IOT in Reading and Oxford delivering Digital Technologies apprenticeships and HTQs.

## Activate Apprenticeships

Activate Apprenticeships is a large, registered apprenticeship and training provider who are part of the Activate Learning Group, supporting 1,200 businesses every year. While there are over 2,000 training providers on the RoATP, we have achieved recognition as a Top 40 Apprenticeship Provider which is based on learner and employer feedback, so this recognition is something we are particularly proud of.

OFSTED review November 2022 – rating GOOD with outstanding across learners requiring additional support

# What can Activate learning offer?

T Levels- new 2 year job-related qualifications equivalent to three A Levels.

Apprenticeships

Vocational subjects - such as business, health and social care, etc. - so they can lead to a large variety of employment areas or university courses.

Practical Vocational Courses that lead to specific jobs such as hairdressing, plumbing, or engineering.

GCSE retakes in English and Maths and A levels.

Courses that prepare people for Higher Education, such as Access Courses or the Art Foundation/Post- A level Art Course

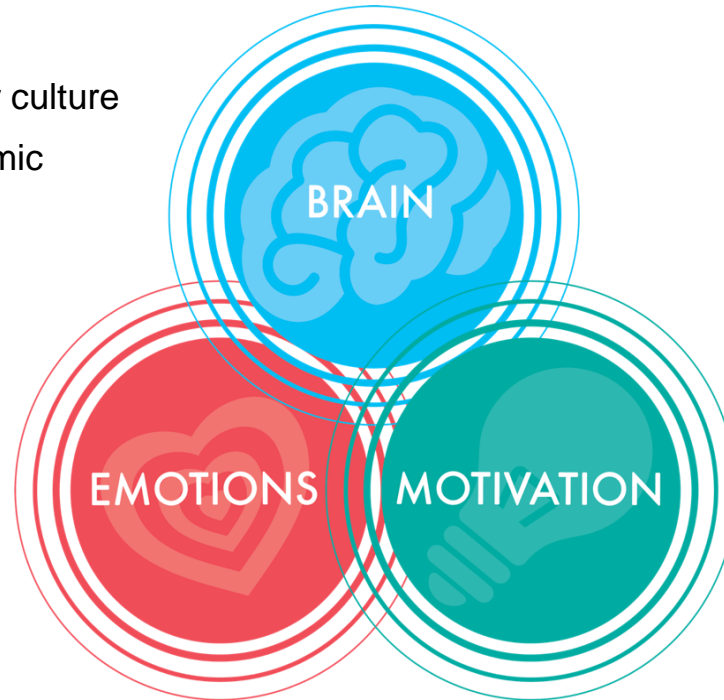
Vocational Higher Education Level courses, such as Foundation Degrees, Higher National Diplomas (HNDs) and Certificates (HNCs)

Foundation Courses to develop maths, English, study skills, confidence and employability. These courses can give students the chance to try out several different vocational areas

Adult education courses

# One Culture – One Learning Philosophy

The Learning Philosophy drives our culture and recognises the important dynamic between the following elements:





## onsistency ommunity ollaboration

- **Consistency** means that we deliver consistently high ‘quality’ and ‘relevant’ education provision wherever we serve
- **Community** means that we are a complex community of communities (both internal and external) and that we strive to deliver as much social and economic value as possible to our communities
- **Collaboration** means that we work well with civic, education and community partners and employers to achieve our vision and mission

# ACTIVATE BUSINESS SCHOOL – OUR OFFER

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## Management Apprenticeships

- Level 3 Business Administrator
- Level 3 Team Leader Standard
- Level 4 Process Leader
- Level 5 Operations/Departmental Manager Standard

## Bespoke Workforce Development Training

- Workshops designed and delivered to address areas such as Coaching, Critical Thinking, Managing Change.
- Designed in partnership to upskill your leaders and managers

## Business Transformation through Data and AI

- Data X masterclasses enable emerging technologies to better inform strategic business improvement

## Insights Psychometric Profiling

- A self-awareness and self-discovery tool used for 1-1 Coaching, Team Building and Feedback.



# PARTNERSHIP WITH GRANT THORNTON

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- **Advisory, tax and audit**
- **Global, 5<sup>th</sup> largest in sector**
- **Unlocking sustainable growth**
- **Apprenticeship levy solutions**
- **Portfolio of trusted partners**

# SOME OF OUR CLIENTS

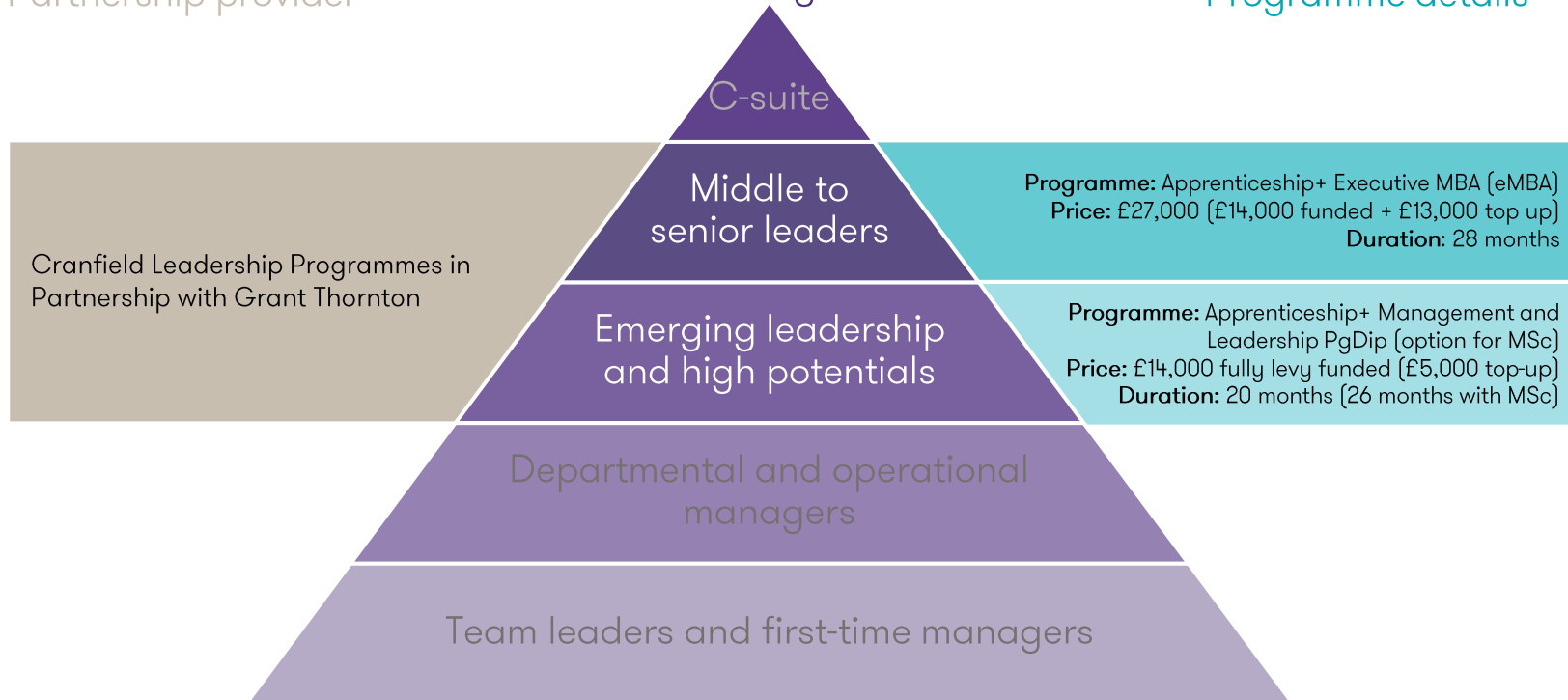


# Leadership pyramid – senior leaders

Partnership provider

Talent segment

Programme details



# Background to the partnership

## Cranfield and Grant Thornton leadership development

- Bringing together academic excellence, industry insight and commercial application
- Focus is on organisational growth and innovation to unlock leadership potential
- Ofsted: “...experts in their fields, delivering the academic content to a high standard.”
- “...many showing exceptional improvement throughout the programmes and promptly gained promotions”.
- The Senior Leader apprenticeship+ master’s pathways with Grant Thornton:
- The Executive MBA (eMBA)
- Management and Leadership Postgraduate Diploma (PgDip) with option for further MSc study (MML).

2017: First eligible Executive MBA for apprenticeship funding

2019: Launch of the MSc in Management & Leadership (MML)

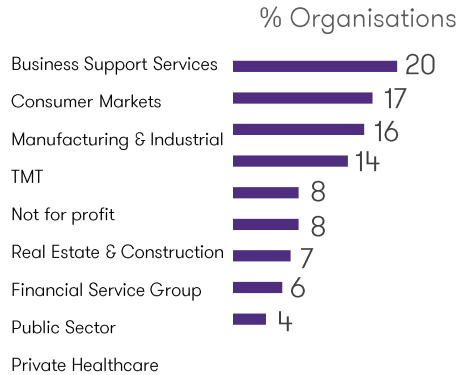
2020 & 2021: Top-ranked business school to offer an apprenticeship funded route (FT European Business Schools Ranking)

2022: 98% pass first time with 100% success overall. 80% achieve Merit or Distinction

# Cranfield & Grant Thornton: leadership community 2017- 2023

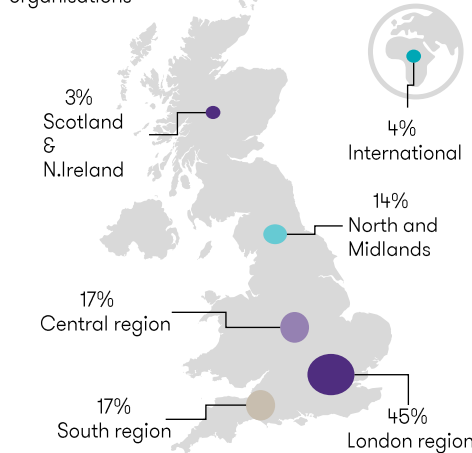
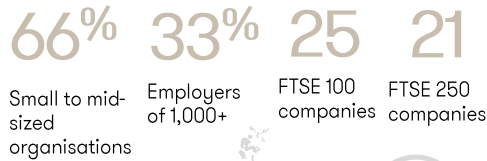
**650** Leading organisations

## Key Sectors



**92%** Candidates funded through the Apprenticeship Levy

## Size and Structure



**1,400** High-performing people

## Candidates

**23-65**

Age range of attendees

**37**

Average age, Executive MBA

**30**

Average age, MSc in Management and Leadership

**71**

Number of nationalities

# 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.

Recognise and reward performance

Successful participants gain:

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



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

# Module teaching and assessment



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.

## 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 & Thesis

Four sessions with Grant Thornton Executive Coach

6 months

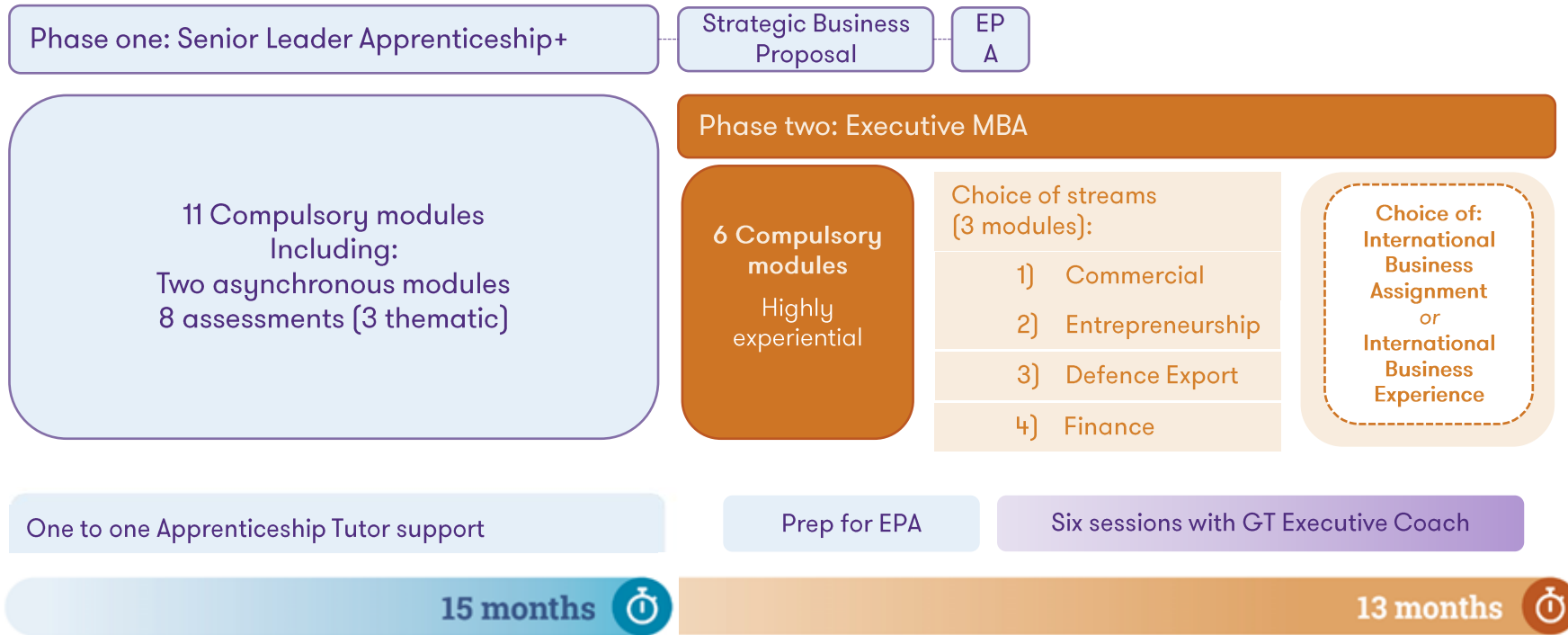




# Executive MBA

- £14k levy (Senior Leader Apprenticeship) + 13k commercial top up to EMBA.
- Senior Leader Apprenticeship, Chartered Manager status and Executive MBA.
- 28 month programme.
- Attendance at Cranfield (or Grant Thornton), monthly: Thursday – Saturday (except August).
- Face to Face teaching and peer based Learning Teams.

# Senior Leader Apprenticeship+ eMBA pathway



# Executive coaching from Grant Thornton

## Our offer to leaders

- Personal to the individual
- Delivered by Grant Thornton
- Optional part of phase two, 4 coaching sessions on the MSc and 6 on the eMBA.



*I have already benefitted immensely from the process, my coach is very experienced and has been engaging from the get go. I am in no doubt that it will play an important part of my career/development."*

**Avtar Boparai – Level 7 Senior Leader 2020  
Finance Manager  
at Barnardo's**

## Typical coaching themes

- Career and role development
- Fresh challenge in a commercial context
- Support to grow team capabilities



*I found it really helpful to have a sounding board who can help me gain some perspective, standing back from the minutiae of the day-to-day and asking some probing questions."*

**Frankie Arnull – Level 7 Senior Leader 2021  
Business Development Manager  
at The Post Office**



## For further details contact:



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