



University of Oxford High Performance Leadership Programme





Welcome to the Oxford High Performance Leadership Programme

“The Oxford High Performance Leadership Programme is a flagship programme of the Saïd Business School which has already helped hundreds of managers from a diverse range of sectors, regions and backgrounds to lead for organisational success.

The programme challenges you to re-frame your role and relationships with teams, peers and senior stakeholders and equips you to lead in ways that increase your positive impact on your organisation’s performance. The insights you gain will stay with you throughout your career.

The programme will help you to build deeper insight into your own strengths and individual perspective on leadership, and how crucial these are to understanding why people would want to be led by you. Our world class faculty and expert leadership coaches will work with you throughout the week helping you to link the classroom-based learning to your own individual challenges and build personal strategies for developing your leadership. Your week’s experience will also be informed by further self-insight through a combination of self and peer assessment which you will complete prior to joining the programme. We encourage you to contribute actively in the discussions and group work throughout the programme, bringing your individual experience and sharing your learning with peers.

We bring a distinctive perspective on leadership that is highly practical and based on our research and consulting work with leaders in many organisations. Through this programme, we translate our findings and experience into pragmatic, relevant models and tools to help you realise your full leadership potential.

We look forward to welcoming you to Oxford for a stimulating, challenging and enjoyable week.”



Alison McQuater
Programme Director



Professor Sally Maitlis
Academic Director

Oxford High Performance Leadership

This intensive six-day residential programme covers key areas of leadership knowledge and skills through workshops, lectures, group work and action learning

Three coaching sessions provide you with an opportunity to fully personalise the programme, and explore your own challenges. We bring together a distinguished faculty of leadership experts who come with strong experience from both practice and thought-leadership.

The programme is underpinned by a philosophy of leadership which has a number of inter-related components:

- Much of the popular leadership literature tends to focus on 'big picture visionary leadership'. Instead of this, we propose that leadership is best seen as a day-to-day process, encompassing both strategic and operational elements. We develop your leadership talent; and encourage you to think about the leadership task as core to your everyday work.
- We emphasise that leadership is about building and working with a much wider network of people – colleagues, peers, clients and policy makers. Over the course of the week you will gain insights into your network and you will learn how this can facilitate, as well as constrain, your effectiveness as a leader.
- We stress the importance of decision making – a common challenge for all leaders. We focus on how you can make smart decisions within your teams, and more widely, within your context of the organisation.
- We believe that the challenge of leadership is intimately linked to the requirement to bring about change. Through this programme you will focus on how you can develop and execute strategies for change and, as a crucial part of the process, how you can influence and persuade others to drive change forward.

All of these components reflect a highly realistic view of leadership. And it is these components, combined with a deep understanding of you as a leader, that are embedded in the design of this programme. They will help you as a leader achieve great performance and create organisations with the resilience to prosper in the longer term.

Watch a short programme
overview film at
www.sbs.oxford.edu/hpl

"One of the most useful things about the programme is understanding that it's ok to stop and ask questions, and that I don't have to have all the answers. It's ok to ask for help, to seek support from those around me. No leader is a complete leader, that's an impossibility; it's about building a team that together can share the joy of leadership and grow the organisation's impact."

Leigh Daynes,
Executive Director, Doctors of the World UK

Tackle your leadership challenges

Leadership is not just about direction from the top. It is about enabling individuals and teams to operate autonomously and yet with a strong sense of shared responsibility. It is about communicating a clear strategy and being able to execute this.

There is also the bigger picture, one where leadership is not just about results; it is also about legitimacy and reputation. It is about maintaining core values in a world of rapid change and being seen to do the right things as well as the things that make a profit.

Leadership experience

The Oxford High Performance Leadership Programme is for those with significant experience in leadership roles.

Our participant group typically includes experienced managers, CEOs and directors of SME businesses, those transitioning to more strategic roles, and those responsible for leading major change across their organisations. If you already have a few years' experience in management positions, this is a real opportunity to review and re-energise your approach and to discover more about yourself as a leader.

Similar leadership challenges

This programme will help transform and enhance your leadership impact. It will provide you with insights – theories, models, perspectives – and it will link these to practical issues. You will leave this programme with confidence to inspire high performance.

You will bring your own unique set of challenges to the programme. However, you will also come to realise that you are not alone. The challenges you face are also being faced by others – in different organisations, sectors and regions.

Consider these for yourself:

- Do you understand how your personal leadership style affects and influences those that you manage and ultimately, the success of your organisation?
- Are you developing strategies which depend upon effective teams and structures to execute them?
- Do you need to extend your influence beyond teams that you directly manage in order to create alignment and achieve results?
- Are you leading change, and dealing with the challenge of taking others with you?
- Do you need to build upon your existing expertise with the leadership insights and tools to harness your strengths as a leader?



Programme outline

The Oxford High Performance Leadership Programme is delivered through three stages: preparation, a six-day residential module, and follow-up

Programme benefits

Throughout the programme you will consider the key tasks and skills of leadership and how to develop the flexibility to adapt to the needs of different situations and the people you are leading.

Benefits for the individual leader

We will help you evaluate how you can improve the way you:

- Provide direction and confidence about the future
- Make sound decisions
- Build high quality, sustainable relationships
- Use influence to build alignment and momentum for change
- Optimise your team's performance
- Make the most of your own strengths

Throughout the week you will be interacting not only with faculty and coaches, but with each other. This enhances your learning through the diversity of experience in the group.

Through your development, your organisations will gain leaders who can:

- Instigate innovation, lead change and manage complexity
- Develop a mindset to achieve more with less
- Drive growth and transformation
- See the bigger challenges and demands of the wider organisation



The week in brief

You, your team and networks, and the wider context of leadership:

Sunday	Monday	Tuesday	Wednesday	Thursday	Friday
Welcome and Introduction	Building Self Insight as a Leader	Enabling High Performance Through Others	Strategic Choices in Leading Change	Crucial Conversations and Solutions	Extending Leadership Impact
<ul style="list-style-type: none">• Framing the week• Tuning in to your perspectives	<ul style="list-style-type: none">• Understanding leadership capabilities and personality• Coaching session	<ul style="list-style-type: none">• High performance teams• Leading through relationships	<ul style="list-style-type: none">• Leadership decision-making• Leading change• Coaching session	<ul style="list-style-type: none">• Crucial conversations• Managing uncertainty• Coaching session	<ul style="list-style-type: none">• Extending your influence and impact

Inform

Pre-programme preparation

360 degree feedback and psychometric data collected and analysed



Outcomes

- We understand your needs
- We are able to take account of your learning goals in the way we manage the programme
- Prepares you to learn about your own leadership style and strengths

Transform

Residential module

Understanding yourself
Understanding others
Leadership in context



Outcomes

- Understand your personal leadership style, exploit your strengths and work around your weaknesses
- Use the skills and strengths in your teams to achieve goals
- Increase the effectiveness of your networks to drive results
- Gain confidence to inspire others
- Create tools and strategies for effective decision making
- Develop leadership insight and knowledge to achieve outstanding results

Impact

Post-programme follow-up

Support provided to put your personalised action plan in place



Results

- Application of learning – lead and implement change
- Reinforce learning for continuous leadership development
- Drive the impact of the programme through your teams

Coaching

On the Oxford High Performance Leadership Programme participants work with a professional coach in a highly confidential setting, each person having dedicated time to be coached on their specific work-related issue. This enables you to draw on the self-insights from pre-course assessment, rethink perspectives and develop positive actions.

These sessions ensure that the wider learning from the programme can be applied, and adapted to your own organisational context. A final post-programme telephone coaching session also gives you the opportunity to receive vital support and revisit any important issues with your coach once you are back in your own working environment.

Leadership experts

We bring together a distinguished faculty of leadership experts who come with strong experience from both practice and thought-leadership.

Alison McQuater, Programme Director, Associate Fellow, Saïd Business School and Independent Executive Coach and Consultant

Alison is the Programme Director for the Oxford High Performance Leadership Programme and is an Associate Fellow of the Saïd Business School and Green Templeton College, University of Oxford. Alison has worked in executive education since 2000, designing, directing and teaching on development programmes for senior leaders in a wide variety of organisations. The programmes Alison designs and directs typically focus on the challenges of leadership, strategic development of the organisation and client relationship management. She is an experienced executive coach and is qualified in a range of psychometric instruments. Alison has previously held senior management and board-level positions in major global firms such as Accenture, Xerox and Oracle.



Professor Sally Maitlis, Academic Director, Professor of Organisational Behaviour, Saïd Business School

Sally is the Academic Director for the Oxford High Performance Leadership Programme alongside her role as a Professor of Organisational Behaviour and Leadership at Saïd Business School, University of Oxford. Her areas of expertise include sense making in organisations, trauma and adversity at work, and processes of personal growth. Sally conducts research in a range of public and private sector organisations, with a particular interest in the cultural industries. She specialises in qualitative research, closely observing individual, team and organisational processes as they unfold in real time.



Professor Owen Darbshire, Rhodes Trust Associate Professor in Management, Saïd Business School

Owen, a Fellow of Pembroke College, University of Oxford, is a highly experienced executive education professor renowned especially for his insights on decision making and negotiations, for which he is greatly in demand. His areas of particular expertise in research and teaching are collective bargaining, negotiations and decision making. As well as teaching on the MBA and EMBA, he contributes to a broad range of executive programmes and a very wide range of programmes for individual corporate clients ranging from BMW and ThyssenKrupp, to ABN AMRO and the Financial Conduct Authority, to Ikea and Ahold, as well as the Qatar Foundation and the Red Cross.



Jean Dowson, Lead Coach on the Oxford High Performance Leadership Programme

Jean is the lead coach on the Oxford High Performance Leadership Programme and has been an executive leadership coach for 14 years and is a senior partner in a coaching and personal development partnership. She is an Associate Fellow at Saïd Business School, University of Oxford, where she works as a coach, tutor and programme director on leadership and personal development courses in the UK and overseas for clients in banking, oil and gas and manufacturing organisations. Jean's view is that coaching is about "the now and the future", and is about breaking down the barriers that prevent change from happening, and creating the ideal environment for positive action to take place.



Ian Saunders, Senior Coach on the Oxford High Performance Leadership Programme

Ian is a senior coach on the Oxford High Performance Leadership Programme and is an Associate Fellow of Saïd Business School and Green Templeton College, University of Oxford. Ian is passionate about helping leaders, managers and individuals to develop. He has been doing this for the past 35 years following 5 years as an officer in the Royal Engineers. Ian believes that everyone has the potential to develop themselves and his primary role is to help and enable people to make time and opportunity to reflect, gather insights and identify possibilities. Through his coaching and organisation development work he encourages greater awareness and the trying out of different ways of approaching challenges.





“

The coaching sessions allowed me to be free. They allowed me to speak freely in front of my peers, who came to the table with an open mind and gave their views. And that interaction is a lasting memory.”

Davinder Gujral,
Group HR Director, Edwardian Group London, UK

For further case studies and details of the programme go to www.sbs.oxford.edu/hpl

Case studies

Rinku Dokania, Head of Finance, International Water Management Institute, Sri Lanka

I came on the Oxford High Performance Leadership Programme to address my personal challenges as a leader, rather than because of any organisational difficulties. I wanted to learn how to manage different stakeholders, how to create and enhance my reputation, how to develop credibility and increase my visibility, and how to become more strategic in terms of decision making.

The 360 degree evaluation was very helpful. When you're in an organisation you really don't know how you are seen by other people, except perhaps by your supervisor, because he or she will tell you in your annual appraisal. You seldom know what your peers think about you, or your subordinates. I found the coaching sessions really valuable too. They allowed me to think about myself, to talk openly about my strengths and weaknesses, and to get some advice and help that I knew would directly help me. Now, of course, I have to implement what I have learned – and that is all on me. I've had some great advice but I am the only person who can put it into practice. Luckily, I don't have to change the organisation or my team, but just my own style and how I organise myself.

My favourite aspect of the Oxford High Performance Leadership Programme was, quite simply, the people. These included my fellow participants and faculty members, but also all the staff at the Saïd Business School. From the receptionists to the people serving the food and the programme administrators, everyone was so helpful and friendly. That is my favourite memory of the programme and one that will stay with me just as long as the leadership lessons I learnt.



Erik Armellino, Head of Underwriting Operations, Advent Underwriting, UK

I applied for the Oxford High Performance Leadership Programme because I was quite rapidly progressing in my career in a company in which I had been working for 10 years, but somehow my confidence level was declining in spite of being recognised as a 'good performer' and being promoted. I have now taken on a new role in a different company that is even more challenging than the role I left. I really felt the need to find the root cause of the issues creating this situation and work to rebuild my confidence.

I needed all the sessions in the programme in order for me to be able to put the puzzle together. The evaluation tools and conversations with my coach, coupled with the course material, have given me some deep insights into why I was losing confidence. I can now objectively examine my past experiences and reflect on both what I could have done differently and what my past management could have done differently.

I know that there are certain situations that I shouldn't seek out, but, if I find myself in them, I need to manage upwards and downwards to help create the appropriate environment and to find the right people to work with me. That was probably one of the most important lessons of the programme – that no one is good at everything. You need to understand what you're good at and to improve upon it, while finding people around you with complementary skills. With this new self-knowledge I've been able to look at the new role I'm starting and plan how I'm going to approach it. In short, I can't recommend the programme enough, even for seasoned professionals.

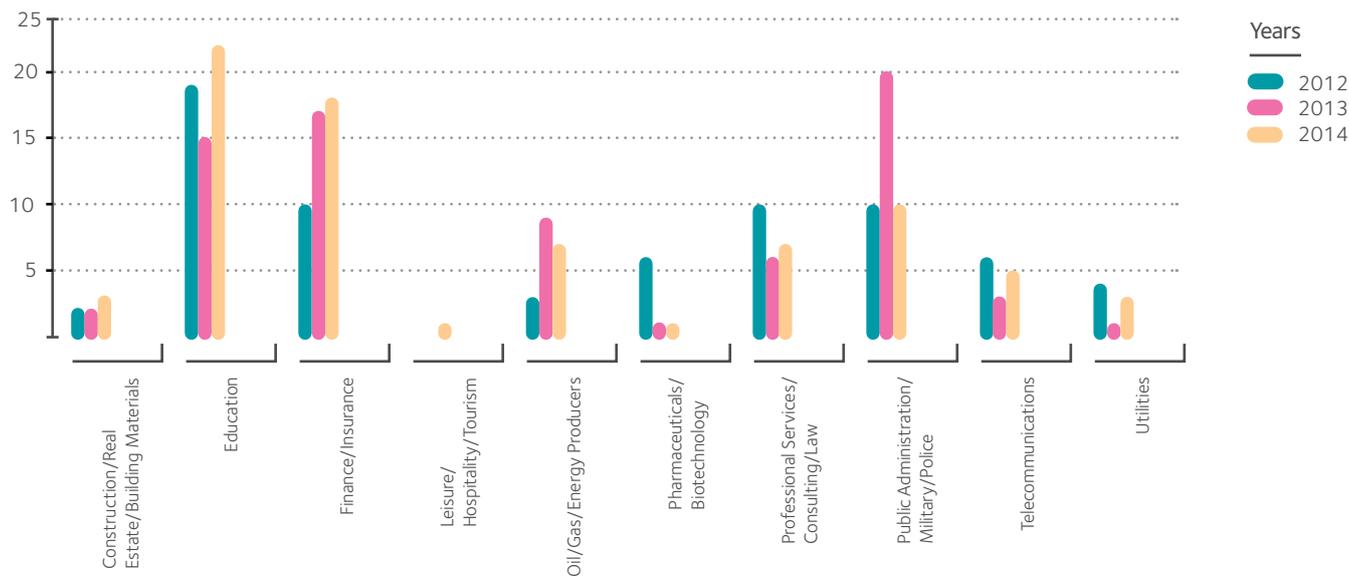


Enhanced learning through diversity

As someone considering this programme, you will have significant experience and will be responsible for leading others and making important decisions. You may find yourself facing new leadership challenges or welcoming an opportunity to re-examine your leadership assumptions.

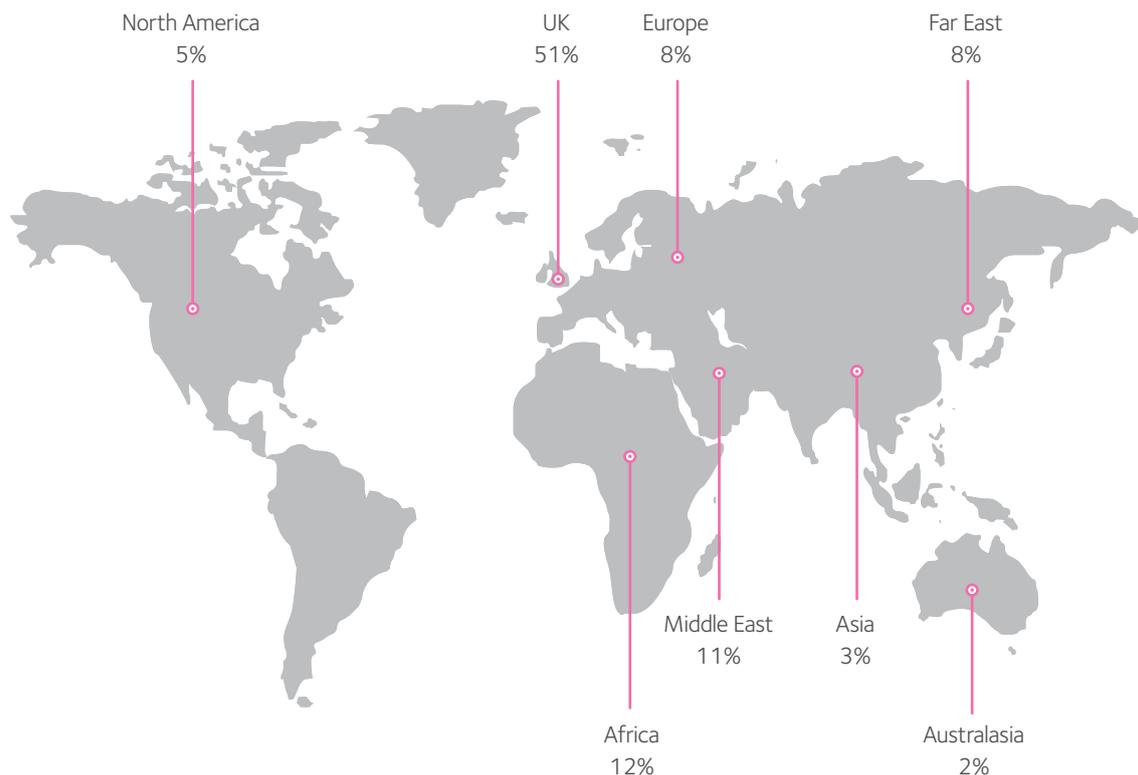
On this programme you will be part of a group with a wide range of cultural and organisational backgrounds.

Sectors represented by previous participants on the programme



Regions represented by previous participants on the programme

Data from previous participants attending the Oxford High Performance Leadership Programme from 2012-2014.





“

You have an opportunity to engage with people from a wide variety of countries. So not only do you get cultural and national diversity, and you can draw from their experiences, but it's also across multiple industries.”

Beverley Furman,
Head: Supervision, Strate (Pty) Limited, South Africa

Participant industry sectors

- Aerospace
- Automotive
- Agriculture
- Construction/Real Estate
- Education
- Electronic Engineering
- Finance/Insurance
- Food/Beverage Producers
- Healthcare
- Hospitality/Tourism
- IT
- Media/Entertainments/Arts
- Mining
- NGOs/Charities
- Oil/Gas/Energy
- Pharma/Biotechnology
- Professional Services
- Public Sector
- Retail/Wholesale
- Telecommunications
- Transport and Logistics
- Utilities

Participants were working for the following companies at the time of their attendance on the programme

- Abhishek Industries Limited
- ABN AMRO Bank
- Allianz
- Australian High Commission
- Authority for Electricity Regulation
- BAE Systems
- Banco Itau
- Banco Privado Atlantico – Europa
- BBC
- Beazley Group
- Centrica
- CFA Institute
- Concateno Medscreen
- Dala Building Society
- Danish Ministry of Economic & Business Affairs

- Deutsche Bank
- Edwardian Group London
- Eli Lilly and Company
- Emergent BioSolutions
- Ericsson
- Ernst & Young
- European Central Bank
- European Commission
- European Patent Office
- Federal Land Development Authority (FELDA)
- Foreign & Commonwealth Office
- Ghana International Bank
- Health Reform Foundation of Nigeria
- Hong Kong Monetary Authority
- Johnson & Johnson
- Kraft Foods
- Kuwait Oil Company
- Lloyds Banking Group (General Insurance)
- Lonrho
- Ministry of Finance, Government of Pakistan
- Ministry of Health, Malaysia
- Nationwide Building Society
- NES Global
- Nomura
- Novak Druce + Quigg
- Nuffield Orthopaedic Centre NHS Trust
- Oil & Gas UK
- Oracle Corporation
- Oryx GTL
- Oxfam
- Perak State Health Department
- Pudhari Publications Pvt
- Reynolds Logistics
- Saudi Stock Exchange
- Saudi Telecom
- Sony Pictures Television
- Splendid Microfinance Bank
- University of Warwick
- Zenith Bank
- Zurich Financial Services
- Zurich Insurance

A selection of job titles of previous participants

- Business Development Director
- Chief Executive Officer
- Chief Financial Officer
- Chief Information Officer
- Chief Strategy and Marketing Officer
- Deputy Ambassador
- Deputy Director-General
- Deputy Pro Vice-Chancellor
- Director of Innovation and New Generation Development
- Director of Marketing
- Director of Operational Services
- Director, Corporate Distribution
- Director, Marketing, Sales & IT
- Finance Director
- General Manager
- Group Chairman
- Group Operations Director
- Head of Business Management
- Head of Business Strategy and Customer Insight
- Head of Customer Marketing
- Head of Evidence and Innovation
- Head of Internal Audit
- Head of IT
- Head of Manufacturer and Fleet Operations
- Head of Product Strategy
- Head of Project Delivery
- Head of Treasury Markets
- Head Teacher
- HR Director
- HR Manager
- Managing Director
- Partner
- State Secretary
- Strategy & Planning Director
- Supply Chain Manager
- VP and Global Head of Communications
- VP, Global Head of Policy and Development



Case studies

Benedetto Conversano, IT Strategy Implementation Leader, IKEA, Sweden
July 2015, Group Chief Information Officer, Jerónimo Martins, Portugal

On paper, the Oxford High Performance Leadership Programme offered some interesting insights about the key questions that had started to become a dilemma for me: mainly the relationship between your talents, your skills and the organisation you work for.

You cannot easily explain the 'Oxford Experience' as you have to go through it to understand it, and I am delighted to admit that the programme experience, because it is an experience and not simply a training course, has exceeded my expectations. Although giving maybe not the answers to my questions, but a framework to help me accept and deal with the dilemmas that appear to me in the new world. In a nutshell, the new stage of leadership for me – discovered after and thanks to the programme – is a balance between how and how much you can expect to influence the world around you, how and to what length you can expect to change yourself to adapt to the world around you, and how those two dimensions can and should be loyal to your own principles and values.

The key benefit for me was the experiential aspect composed through a diverse participant group made up of senior leaders from all industries, cultures and backgrounds. Added to this are the extremely talented and enthusiastic faculty, and the expert coaches, who all help to deepen and sustain the teachings and core themes of the programme over time. All these combined gave me the richness of experience and learning that you would not get from a book alone.

Bruno Frossard, CEO, Techduto Tecnologia, Brazil

I operate in a business that is growing in a very challenging industry, and we've got ambitious plans to grow it still further. So as I discussed this with our board of shareholders, the question that formed in my mind was: do I need to change? And that is what brought me to the Oxford High Performance Leadership Programme.

The psychometric questionnaire allowed me to identify my 'natural strengths', my 'fragile strengths' and the strengths I need to develop. A characteristic of mine that came across all too clearly is that I tend to take everything on my shoulders. So perhaps the most important idea that I took away from this programme is that you cannot expect to be the perfect, complete leader. Whatever your strengths, there are always things that you can't do or that others can do better. And that's fine: you need to understand your strengths and then work out where you can improve and where you should think about bringing in other colleagues or outside experts.

One of the really good things about the programme was that there wasn't a single style of teaching. The large-group sessions were great, but I felt particularly comfortable sharing my views in the challenge groups, the peer-group coaching, and the small-group tutorials. It was hard work, but everyone on the programme was there for a similar reason and committed to contributing and getting the most out of the experience. I learnt a lot on this programme from colleagues who came from so many different countries, different industries, different sectors and different types of organisations. But however diverse our backgrounds, we all have similar issues and challenges.



Apply now

If you have further questions or would like to discuss the programme in more depth please do get in touch. We would also be happy to arrange for you to speak to a past participant in your own country or industry sector so that you can decide if this is the right programme for you.

If you are already confident that joining this programme will help you tackle your leadership challenges and deliver outstanding results, apply now online to register your place on our next programme.

Full information on forthcoming programme dates and fees can be found on the programme website at www.sbs.oxford.edu/hpl

Please contact Andrew Faulkner,
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and +44 (0)1865 422565

Candidates should apply online at
www.sbs.oxford.edu/execed/apply



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Saïd Business School

Saïd Business School at the University of Oxford blends the best of new and old. We are a vibrant and innovative business school, but yet deeply embedded in an 800-year-old world-class university. We create programmes and ideas that have global impact. We educate people for successful business careers, and as a community seek to tackle world-scale problems. We deliver cutting-edge programmes and ground-breaking research that transform individuals, organisations, business practice, and society. We seek to be a world-class business school community, embedded in a world-class university, tackling world-scale problems.

Taught Programmes

MBA

Oxford 1+1 MBA

Executive MBA

MSc Financial Economics

MSc in Major Programme Management

MSc in Law and Finance

Diploma in Financial Strategy

Diploma in Global Business

Diploma in Organisational Leadership

Diploma in Strategy and Innovation

BA in Economics and Management

Research Programmes

DPhil Programme in Management Studies

Executive Education

General Management

Oxford Advanced Management and Leadership Programme

Leadership

Oxford Strategic Leadership Programme

Oxford High Performance Leadership Programme

Women Transforming Leadership Programme

Oxford Programme on Negotiation

Corporate Reputation and Executive Leadership Programme

Strategy and Change

Oxford Scenarios Programme

Consulting and Coaching for Change

CIO Academy

Corporate Affairs Academy

Oxford Cyber Risk for Leaders Programme

Finance

Oxford Finance and Corporate Governance Programme

Oxford Chicago Valuation Programme

Oxford Investment Management Programme

Oxford Private Equity Programme

Oxford Real Estate Programme

Oxford Impact Investing Programme

Custom Programmes
