

CALENDAR OF EVENTS 2017

BE EXCEPTIONAL - THE HENLEY WAY.



Date	Title	Speaker(s)	Event Descriptions	Allocation of places*
14 March	The Language of Leadership	Simon Lancaster	Shhh... Did you know there is a secret Language of Leadership: a secret set of verbal, vocal and physical cues that has remained largely unchanged throughout the course of history; a secret code that still determines who rises to the top in politics and business? The Language of Leadership combines ancient rhetorical devices with recent breakthroughs in neuroscience and behavioural economics to offer the definitive guide to leadership communication. The Language of Leadership sets out a simple three-step approach to winning minds.	
16 March	Thinking Ahead About People ^{NEW}	Nick Kemsley	Every organisation has a strategy, yet there are winners and losers. Why? The answer lies, not in the WHAT of strategy, but in the HOW. Designing a business strategy around external risks and opportunities associated with markets, competitors, consumer trends and regulation is only half the picture. CEOs and Leaders must give at least equal focus to internal risk and opportunity associated with the people and organisational implications of strategy. Their impact on strategic execution is the REAL differentiator in business performance and confidence. In this session you will understand the real commercial and strategic benefits of planning ahead for people and organisation, and to approach the planning of human capital in a way that closes the gap between c-suite conversations and people process execution. You will understand that for every business strategy there must be a corresponding organisational capability strategy that supports a "unique competing space" for your business.	
23 March	Culture – the What, the How, the Me	Jane Sparrow	We are regularly told that culture is something that just is, that it's something the workforce owns, and only really changes when a significant number of people move on, or are moved out. As Lou Gerstner, said "Coming together is a beginning. Keeping together is progress, Working together is success." And when you hear what Richard Branson, Bill Gates, Sergei Brin and Larry Page all say, and even more importantly do, it's clear that no successful company in the 21st century operates without paying attention to corporate culture. Having a winning culture will be vital for all companies as we enter a period of transformational business change and unpredictability. But culture isn't a nebulous entity, it's a firm concept that has tangible, changeable factors. Successfully building a strong culture that enables a high performing organisation, or team, is a science (not an art, or a prayer!). During this session, Jane will unpack the success of best practice organisations – exploring what we truly mean by 'culture', and how to create the right culture for the organisation and where it's heading....the 'right' culture being one that creates sustained high performance and desired results. Jane will run a stimulating session, blending knowledge sharing and facilitated exercises to ensure you leave a culture champion, armed with a plan for action.	

28 March	Expanding Your Leadership Repertoire NEW	Dr Bernd Vogel	Why are we in danger of applying a “one person, one leadership concept” approach to solve complex and changing challenges? Why do we sometimes adopt a preferred or single way to lead, when there is whole range of leadership practices available to managers as much as to organisations? We as managers need to expand our leadership repertoire, given the multi-faceted reality of leadership in our businesses today. At this event, we challenge how you think about yourself as a leader and work through a variety of leadership ideas, inspirations and practices (traditional, new and for the future) that work today. Adding your own experiences we'll develop a stock of skills and behaviours that you can habitually apply to increase your repertoire and improve your leadership performance.	
30 March	Demystifying Strategic Thinking	Dr Tony Grundy	This event demystifies strategic thinking and shows you how, in doing so, you can create inventive and, even, ‘cunning’ strategic plans. This is done by working through case studies on Virgin Galactic and Dyson, but there will also be time to practice some strategic thinking tools on some strategic options you wish to bring with you or which you identify on the day. Strategic thinking is a fundamental management skill that enables you to operate as a leader and manager. It is not a skill that you just need at planning time, but one that you can use 24/7, 365 days a year. Indeed, during this event, you will be encouraged to develop the habit of trying to come up with at least one cunning plan every day. During this intensive and stimulating workshop you will learn that really good strategic thinking requires some tools and the knowledge of how to use them. We will give you some new strategic tools that will fire your imagination, vision, and creative inspiration. You will learn how to becoming more cunning in identifying new business opportunities and problem solving. Out of all of the “deep dive “ tools that can be used to drive the core, Strategic Option Grid process we have chosen Stakeholder analysis for you to focus on –this alone is worth investing a day on!	
26 April	Making Big Change Stick NEW	Chris Matchan	In the same way that Physicists have been trying to unify the very large with the very small – the Universe and Gravity with Quantum Mechanics - this event brings together change at an Organisational level with change at a very Personal level. We all know that change should be simple but we often witness the fact that it isn't easy, and delivering change that really sticks is tougher still. This event will take a practical and pragmatic view of the fusion of change at an Organisational level with change at a very Personal level in order to arrive at your own template for delivering sticky change that endures. It will present research and case studies centred on large scale organisation wide transformations together with the latest thinking with regard to how people change at a human and ultimately at a neurological level. We will deconstruct how to get it right for the organisation in ways that mean something to people in a very real sense?	
27 April	Unlocking the Power of Our People NEW	Mark Powell and Jonathan Gifford	Human engagement in the workplace is one of the greatest potential sources of competitive advantage, but evidence reveals disturbingly low levels of real engagement on a global basis. This essential masterclass explores a new methodology for understanding the key drivers of engagement (and disengagement) in the workplace and points towards practical and effective interventions to release the full potential of our organisations. The masterclass is based on the concepts explored by Powell and Gifford in My Steam Engine Is Broken: Taking the Organisation from the Industrial Age to the Age of Ideas, which argues that organisational behaviours unconsciously inherited from the industrial era continue to impair engagement and performance – and also on their latest book, Perform To Win, which examines the techniques and mindsets used by top performing artists and shows how these can be adapted and used to turn teams into high-functioning ensembles to create winning business performances. The focus of the masterclass is on driving high levels of individual and organisational performance by removing barriers to engagement and encouraging genuine ensemble behaviour.	

02 May	Creating Contagious Commitment During Change	Warren Scott	No single process or formal procedure is going to get people buying into change. People buy into an idea through the informal network that happens in any group, team or organisation. How can we cause an epidemic of positive messages about our chosen change? The 'Tipping Point' helps people discover how to maximise the word-of-mouth epidemic in implementing change. People who have completed and applied this workshop have been able to ensure their organisational change is both contagious and sustainable. In this workshop, we will simulate a positive word-of-mouth epidemic and highlight the interacting factors that motivate people to adopt an organisational change. We will illustrate the complexities of implementing change and in providing the language needed to understand and create constructive change. If you lead organisational change, this event will give you a new model to help create commitment to your plans. It will give you an opportunity for focused dialogue with others to create a shared vision on implementing a change. You will have the opportunity to experiment with the factors affecting change using an interactive computer simulation. For those that don't attend this there is a real risk that the same old decisions will be taken leading to the same old outcomes.	1 
09 May	Futureproofing Your Leadership Capability NEW	Professor Peter Hawkins and Claire Hewitt	The exponential pace of change and disruption from technology and demographics mean that leadership in the future won't look like it does now. Henley has undertaken global research into the individual, team and collective leadership that is needed to address the future challenges facing all organisations – and the implications for how we develop leaders, right now, to meet these challenges. We interviewed C-Suite executives, HR Directors and Millennial future leaders who will be those future leaders, about the changing nature of leadership and the needed changes in leadership development now, to support leaders in the new context. This session explores the key outputs of the research, and some of the new innovative global best practice in leadership development which emerged from it, to futureproof leaders to face those challenges.	2 
11 May	Becoming Economically Intelligent	Roger Martin-Fagg	Can you honestly say that you are as economically intelligent as you should be? If your answer is no, then you can't afford to miss out on this opportunity. At this event, you can expect to experience a refreshingly enjoyable day that provides a clear, practical and succinct explanation of macroeconomics and its relation to company performance, under the guidance of an independent behavioural economist, Roger Martin-Fagg. In his renowned concise and easy-to-follow style, Roger will take you through the fundamental workings of the UK and global economy using contemporary examples and recent data and economic theory. We guarantee you'll leave Henley feeling more economically intelligent than when you arrived and better equipped to analyse your own business risk more strategically.	6 
16 May	Building a Customer-Centric Organisation – Part One	Professor Moira Clark	Moira Clark has recently returned from a sabbatical, where she was hot on the trail of discovering how to build a customer-centric organisation and achieve superior competitive advantage. This event will show how customer centricity drives performance, examine what it means to be "customer centric" and look at how service excellence companies are consistently delivering a superior customer experience. She will explore insights into the key drivers of business performance through adopting a customer-centric approach. She will consider the importance of changing consumer behaviour and how changing technology is shaping customers' lives. Specifically, she will examine various stakeholder perspectives and what makes a 'perfect' online and offline customer experience. She will also look at how to map customer journeys for competitive advantage including the importance of emotions in customer journey mapping.	4 

18 May	Developing Your Most Critical Leadership Capability NEW	Yetunde Hofmann and Professor Kevin Money	This event will help you understand the value of unconditional acceptance of self and others in the establishment of trust, collaboration, inclusion and high performance in your leadership and management teams. It examines and demonstrates how the active presence of Love can unleash their potential for high performance in an ever changing and unpredictable world. Using a variety of tools and methods, and drawing from the world of business and community, the event will provide you with thought provoking insights and ready to apply practices. These will enable you as a leader to leave with an action plan to strengthen your relationships with your stakeholders, motivate your people and establish an environment in which your people can produce extraordinary results.	
23 May	Shaping Your Career Success NEW	Ben Renshaw	We live in an age of disruption. Business is unpredictable. Lives are uncertain and people are at the risk of feeling dis-engaged. In order to navigate and thrive in this challenging landscape it is essential to shape your career success. This involves 7 key steps which help you do what you love, and love what you do. Step 1: Define your career. Understanding what a career means to you. Step 2: Be purpose-led. Discovering your personal purpose provides a clear sense of direction. Step 3: Live your values. Being clear about what's most important to you. Step 4: Have a vision. Working out what success looks like. Step 5: Play to strengths. Doing what you are best at. Step 6: Drive your personal growth. Having a learning mindset. Step 7: Make a difference. Giving something back.	
25 May	Jolt! Your Business Thinking NEW	James Bannerman	All businesses need to innovate, and keep innovating, if they want to survive and thrive in a rapidly-changing world. Time and again, however, many organisations slip back into predictable patterns of thinking and behaviour, and succumb to the 3 great enemies of innovation: Complacency, Conceit, and Conservatism. With this in mind, this Jolt! Your Business Thinking Masterclass by James Bannerman – best-selling author of Genius! and Business Genius! – is designed to help business leaders sharpen their lateral thinking skills, so they can go beyond 'what is' and start exploring 'what could be?' in order stay ahead of the game. After all, as Richard Tyler – author of Jolt! Shake up your thinking and upgrade your impact for extraordinary success – highlights: "Good is no longer good enough if you want to get ahead. To stand out from the crowd in business and in life, you need to shake things up. You need a Jolt!"	
06 June	Getting Close to the Business NEW	Nick Holley	So how does HR get close to the business? Nick will argue vehemently that HR is part of the business and not a support function to the business. But having that status, that recognition, that position only comes when HR takes responsibility for building the organisational capability that creates value. Nick will look at HR's role in building organisational capability, examining two key elements – how value is created in organisations and the nature of HR's role. He'll explore what we really mean by organisational capability, the cultural elements, and translate that into the strategic conversations HR needs to have with the business. He'll then look at bringing commercial insights from those conversations into how HR delivers both the vital basics and more strategic aspects. He will also look at how HR balances short-term financial returns and building long-term sustainable value, using the triple bottom line (social, environmental and financial) framework to take a broader perspective on value.	

08 June	Change and the Squeezed Manager	Dr Sharon Varney and Sue Ells	Many managers feel squeezed by the demands of implementing change within their day job while continuing to deliver business as usual. No wonder, it's a tough job: you're expected to enthusiastically endorse changes, even if you're not yet fully convinced yourself, and inspire your team to change. And being in the middle of the organisation is no easy place to be, with multiple pressures and sometimes contradictory demands coming at you from all around. This workshop will help you to survive and thrive. It will clarify your change role (which is often poorly defined) so you understand what it takes for middle managers to be successful change agents. It will help you work through some common, but challenging, change scenarios, and it will introduce you to key behaviours for managing your team's energy during uncertainty.	
15 June	The Performance Pulse NEW	Jean Gomes	Embrace the big idea about how you're designed to perform at your best. This highly experiential event empowers participants to understand the behaviours that are influencing their capacity. They will learn a dozen simple and highly effective strategies to expand and renew their energy. The session also includes 6 'micro' experiments to help test ways of making their teams more energised, positive, focused and purposeful. The event is a mix of ideas and an opportunity to learn how to apply the techniques in the context of corporate life. Participants will: • increase their awareness of the behaviours that are influencing their energy across four dimensions; physical, emotional, mental and spiritual, using The Energy Audit™ • understand their most profound energy need and how that plays out across the four dimensions of energy • discover how to use their reserves of willpower more effectively by creating Energy Rituals • explore 6 capacity building micro-experiments which are based on the Energy Rituals that have proved to be most popular with The Energy Project's clients	
20 June	Turning Up the Dial on Wellbeing NEW	Nick Kemsley	In a world where productivity pressures, continual change and 24/7 virtual availability increasingly define our relationship with the world of work; and where career models drive the need for a strong employer value proposition; the well-being of our employees has attained critical importance. Yet many organisations have struggled to keep pace with this evolving need. Drawing on his recent research for the Henley Centre for HR Excellence, and with his characteristic pragmatism and practicality, Nick will unpick this complex topic to reveal the underlying journey that an organisation must go on in its approach to well-being. He will describe the different phases of evolution, outlining the infrastructural, attitudinal and ethical challenges that mark each transition and ways in which organisations are dealing with them. Armed with this you will develop a better understanding of where your organisation sits and how to "turn the dial" on the well-being offer to your employees.	
22 June	The Creative Leadership Workshop	Paul Sloane	Innovation is a key driver for competitive advantage. Implementing new processes and offerings is the best way to find new sources of revenue, reduce costs and improve profitability. So, do you know how you can make your organisation more entrepreneurial and develop fresh approaches to business issues? The Creative Leadership Workshop is a focused, practical course designed to motivate you and inspire you to unleash your creativity. It will improve your capability to implement new products and processes, by learning skills in leadership, idea generation and evaluation. This essential masterclass examines what is impeding innovation in your business today. It reviews leadership styles and cultural barriers and gives you powerful, practical tools for problem analysis and idea generation. It contains many stories, examples, tips and insights. It will make you a better leader of innovation, with a clear understanding of the actions you can take.	

13 July	Key Contacts' Planning Day	The Henley Partnership Team	Key contacts are invited to join the Henley Partnership team in a review of the first half of the calendar of events, and to participate in shaping the content for the 2018 calendar. It is also a great opportunity to share your experiences of The Henley Partnership with like-minded professionals and ensure your organisation's development needs are incorporated into forthcoming Partnership events.	
12 September	Being a Manager and a Coach	Britta Klinck and Denis Sartain	As companies become more sophisticated in their understanding and use of coaching, we are increasingly seeing managers developing their coaching skills (often through programmes at Henley!), so that they can be part of an internal coaching culture within their organisation. This also plays to our strongly held belief that coaching skills are useful as part of any manager's toolkit and don't need to be kept for 'special coaching occasions'. We are also very experienced in helping organisations to set up their coaching cultures, and in helping them to not fall into the common traps, which can cause almost instant destruction of all the good work. In this workshop we explore the contexts in which coaching can be effective as part of a manager's day job, and also where it should not be used. We look at managing the boundaries between coaching conversations and management conversations, and how to decide what is appropriate and when. The workshop is practical and experiential, and uses a variety of coaching tools and techniques throughout the day to explore the manager-coach opportunities.	
14 September	The Language of Leadership RERUN	Simon Lancaster	Shhh... Did you know there is a secret Language of Leadership: a secret set of verbal, vocal and physical cues that has remained largely unchanged throughout the course of history; a secret code that still determines who rises to the top in politics and business? The Language of Leadership combines ancient rhetorical devices with recent breakthroughs in neuroscience and behavioural economics to offer the definitive guide to leadership communication. The Language of Leadership sets out a simple three-step approach to winning minds.	
19 September	Gravitas – The Art and Science of Grace Under Fire	Caroline Goyder	What makes others want to be led by you? Although what you say and do are the foundations of good leadership, your tone, energy and presence are the key to inspiring others. Think of travelling on a plane and how the voice of the pilot comes across – calm, confident and controlled – based on this, you assess the pilot's ability to respond, in mind and body, to any turbulence you may face together. Embodied leadership is tested in moments of turbulence. Your teams measure your leadership by your grace under fire – your ability to maintain control of mind, breath and body, so you can communicate effectively and maintain the trust of others. How can you create a habit of being grounded and calm as a leader, so that you project an open, connected presence that allows others to do their best work around you? You'll be given a toolkit for centring yourself, so that you can embody leadership in a way that is authentic to you. You'll learn how to deal with turbulence in meetings and stay centred around difficult people. You'll learn tools to take this mindful, embodied practice forward into your life.	
26 September	Building a Customer-Centric Organisation – Part Two	Professor Moira Clark	Moira Clark has recently returned from a sabbatical, where she was hot on the trail of discovering how to build a customer-centric organisation and achieve superior competitive advantage. Building on Part One, she will deepen some of the key concepts and provide new thinking in the areas of customer centricity. This session will include insights from her latest research, where she has delved into the best practice of service excellence companies that consistently deliver a superior customer experience. It will also examine developing areas such as changing consumer behaviour and the neuroscience of customer service. She will also address the critical issue of what the future holds for customer experience – the insights and the capabilities that you need to manage tomorrow's opportunities. Specifically this session will examine the role of employees in creating brand differentiation by developing the right kind of organisational culture and climate. This session will build on your understanding of the fundamentals, to extend your knowledge and thinking in this crucial and critical driver of future success.	

28 September	Masters of the Exponential Age NEW	Patrick Romano and Warrick Harniess	The Exponential Age describes the convergence of technologies and trends that, are interacting to drive unprecedented rates of industrial change leading to the proliferation of new business models, products and services, and markets. Masters of the Exponential Age is an immersive learning programme that will give a broad range of professionals the opportunity to leave the day-job behind and take a bold step into this complex and exciting future. The day's activities will include: • An applied methodology for building an industry-specific framework to guide futures analysis • A diagnostic tool that helps people understand and determine their preferred modes of futures thinking • An exploration of the psychological biases that can cloud forecasting judgement • An exploration of how exponential age forces are shifting the sources of competitive advantage • A toolkit for creating storylines that communicate a compelling strategic vision for leveraging the opportunities and mitigating the threats that the exponential age presents	
03 October	Innovation for Realists NEW	Elvin Turner	"We know why we need to innovate. We know what we need to innovate. We just don't know how!" This is the dilemma facing most leaders and managers who want more innovation to show up in the day-to-day rhythm of business. But because innovation usually challenges today's established ways of working, few companies succeed. Elvin Turner helps FTSE and Fortune 100 companies break through this paralysis. He will share his strategic yet highly practical insights from coaching leaders through hundreds of corporate innovation projects worldwide. With reference to case studies from multiple industries, Elvin will equip delegates with the latest, proven techniques to unlocking 'corporate curiosity', 'strategic imagination' and turning new ideas into action faster than competitors. Elvin will joined by two guest speakers to help bring the learning to life: A global innovation coach from Silicon Valley technology giant Cisco, and a world-record holding sports personality who helps executives develop the resilient mindset needed to succeed in corporate innovation.	
05 October	Joined-Up Business Development NEW	Jeff Callander	The day is designed around enabling organisations to recognise the value they create but also the barriers to success inherent in many business. It is about how an entire organisation can become part of business development - from the frontline person on the phone to the back room support staff processing invoices to the Senior Management Team developing strategy. The day will explore how knowing the strategies of customers and other stakeholders can help the business develop compelling competitive positions and better prepare for engaging with customers and clients. In preparing the organisation to sell value everyone needs to understanding their customers' "hierarchy of needs" and their business motives and therefore the greater opportunities of their customers/client, finding insight to drive the business development process. Everyone should come away with a "sticky" consultancy toolbox enabling them to look at the wider picture, getting closer to the customer and identifying greater opportunities while understanding that a bit of structure and a little effort enables them to make unique discoveries.	
10 October	Being Brilliant in People Development	Nick Holley	Every year we run an event centred on being brilliant in the key areas of people development and HR. This year's event will consist of three high-impact, power-hour sessions based around Professor Nick Holley's research: Something Rotten - we're "no closer to leadership nirvana than we were previously"(1). In our recent research we found there is something rotten in the state of leadership development. We will share our thinking about what to do about this, based on four key principles. Political savvy - Developing people isn't just about the process and the approach; it's as much about getting sign on from senior leaders. We will explore politics, but from a positive point of view, looking at how to operate in the real world to influence leaders to take seriously their role as developers and coaches. Organisational viruses - Over several years we have observed several diseases that HR, and the wider business, suffers from that get in the way of it achieving its development goals. Following on from Nick's "HR Doctor" series, we will explore the symptoms and the cure.	

12 October	Leading Diversity in a Changing World NEW	Simon Walker	With business and modern life being transformed and disrupted faster than ever, expectations, preferences and attitudes of our people has never been more diverse or complex. What people want from work and how they are best led varies greatly across ages, previous experiences and varied adoption rates of new technologies and work styles. This diversity in our teams is a huge strength, but few leaders feel truly informed, confident or skilled to lead diverse groups effectively through disruption and change. Relying on stereotypes - such as labelling younger team members 'millennials' - is not particularly helpful when applied to individuals; there is usually as much diversity within any stereotypical cohort as there is between groups. A better approach is to adopt personal strategies to maintain insight into ever changing viewpoints, and armed with this insight to then adapt universal principles to engage and inspire diverse groups. In this session we explore the drivers for change of work expectations, the highly varied patterns of adoption and the ongoing trends and patterns. We then look at five highly practical areas of focus smart leaders should consider to enable them to better lead diverse groups through complexity and change.	
19 October	Leading With a Brave Heart TM NEW	Graham Lee	In this masterclass you will learn how to strengthen courage in relation to a personal leadership challenge, as well as learning a stepwise process for bringing courage to any situation. Key elements of the session include: • The 3 essential ingredients of courage • The application of the Courage Cycle™ in relation to your own leadership challenge • Relating wisely to fear using the 'Experiential Map' • Engaging self-motivation as the impetus for courage • Tackling negative self-talk and the role of self-esteem • Creating a courageous action plan Much of the value of this workshop arises from the interaction between participants, and the opportunity to show courage within the session.	
07 November	The Neuroscience of Leadership Coaching	Professor Patricia Riddell and Denis Sartain	As experienced Executive Coaches, we are always curious about how the senior leaders we coach get 'stuck' with the issues they bring to us for coaching. These are intelligent, experienced, educated people, who solve difficult problems every day – so why do people like this (like us!) get stuck? Neuroscience helps us understand why sometimes we need some external help to work our way through a problem. In this event, we look at five case studies of individuals coming for coaching, each presenting a different common coaching issue. Through the lens of neuroscience, we break down what goes on in our brains when we are faced with these situations, and understand why we can get stuck. We then look at the coaching tools that could be used for such situations – and gain a much deeper understanding of how and why they work. Then we give you a chance to try some of the tools for yourself and experience your brain doing something different. This is the perfect opportunity to get some fascinating insights into the leading edge of applied neuroscience, and make progress with any annoying issues that might benefit from some coaching - so please come along with one or two things you might want to work on one-to-one in a coaching conversation as well, for maximum benefit from the event!	

09 November	Having Game – Changing Conversations	Tammy Day and Anthony Topham	The economy is out of recession and growth is happening. So why aren't we able to move our priorities forward faster? For many organisations, there is a series of 'difficult', 'brave' or 'crucial' conversations that are holding back progress. The skill of being able to hold conversations that are game-changing, while taking people with you, is something that many leaders would like to improve. It's also something that many leaders recognise that they perhaps avoid. In this practical workshop, we use relationship awareness to understand the motivations of different types of people; through this, we are better equipped to hold performance management conversations that tap into individual motivations and strengths, and avoid destructive conflict. We then apply the techniques to well known, game-changing conversations and provide feedback to get better results back in the workplace.	
14 November	How Great Leadership Teams Create Competitive Advantage	Professor Peter Hawkins	The challenges for leadership continue to grow exponentially, in a world that is increasingly complex and fast moving and where neither great products nor thought leadership – even at low prices – create or sustain competitive advantage. In this environment, successful organisations can no longer be led purely by the 'heroic CEO', but require high-performing leadership teams that function as more than the sum of their parts. Professor Peter Hawkins, author of the internationally best-selling book Leadership Team Coaching, will present the work he has done with leadership teams in many different countries and sectors, helping them move from a leader-centric 'hub and spoke' structure, to becoming a high-performing team with shared leadership. Participants will be introduced to the 'Five Disciplines of High-Performing Leadership Teams' and have the opportunity to receive peer coaching on their own team, using a diagnostic tool based on this model. Professor Peter Hawkins will also illustrate how this work can be applied to organisations' account teams, project teams and boards, and will show how organisations can translate their teamwork into a genuine and sustainable competitive advantage for the business.	
16 November	21st Century Leadership NEW	Professor David Pendleton	Most current ideas about leadership have their origins in the 19th and 20th centuries when the world was a very different place. Huge changes in technology, geo-politics, demography and business have rendered many ideas obsolete or irrelevant. This session focuses on ideas created in and for the 21st century where the world is moving at pace and in unpredictable directions. It explains the Primary Colours Approach to leadership on which David wrote the book. It describes the need for complete leadership but embraces the notion of incomplete leaders, demonstrating why this is inevitable and working with its consequences. It distinguishes between natural strengths, potential strengths, fragile strengths and resistant limitations, challenging participants to be realistic about the capabilities they bring to leadership and those on which they depend on others, making a virtue of openness. Its implications make us rethink how 21st century leadership needs to function and to be developed: in teams.	
21 November	Leading Performance Excellence in Teams NEW	Charlie Unwin	Performance excellence in any team is both a science and an art. With an ever growing demand to achieve more from less, it is essential for leaders to adopt a deliberate approach to the performance of their team and its individual members. This event therefore focuses on how leaders can help their teams thrive in challenging environments by addressing both the rational and the emotional needs of the team in a more coherent and joined-up way. Informed by a growing understanding of neuroscience and the principles by which people learn and adapt in order to achieve their potential, this event will establish a strong theoretical and practical platform for leaders to have more impact with their team. Members will also have the opportunity to explore how these principles are being applied successfully in the world of elite sport, military and business.	

28 November	Becoming Economically Intelligent (follow-on webinar) NEW	Roger Martin-Fagg	The Global economic system is undergoing dramatic change and this is now being reflected in the political arena. Existing economic models will prove to be largely redundant, and the mainstream forecasters will have large error margins. There are new, complex feedback loops currently being created with difficult to predict outcomes. However it is always possible to discern the direction of travel if not the distance. Our webinar will update you on the latest data and its interpretation, give you some short run milestones, and allow you to check your understanding with our understanding on the likely pattern of events. The webinar will be interactive and encourage discussion on such as: the direction and level of interest rates, the exchange rate, the growth rate, house prices, inflation in the UK and elsewhere.	
30 November	Personal and Organisational Resilience	Professor Kevin Money and Chris Matchan	This event will look at resilience from a human and behavioural perspective and it will review what individuals and organisations can do to become and remain resilient during the toughest of times. We will discuss current trends towards marketplace chaos and the implications of the increasing pressure to do more with less – in effect organisations trade on the ‘art of the unreasonable’. We will deconstruct what the best performers are able to do to help themselves and their people to stay engaged and ahead of the stress curve and we will hear from senior leaders who have grappled with this issue in their organisations. The event will help you to understand your own physiological and behavioural blueprint for future resilience and you will leave with a plan of action to create change for yourself and your organisation.	
12 December	Key Contacts’ Event	The Henley Partnership Team	An opportunity for key contacts to review the 2017 calendar of events, sharing thoughts, ideas and experiences. The day will be also be dedicated to unveiling the 2018 calendar, some quality networking time and topical academic input.	

* Per member organisation. All places are subject to availability at the time of booking. Nomination Forms are dealt with on a first come first served basis and a place cannot be booked or held without a completed and approved MSWord Nomination Form.

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