

— UNIVERSAL —  
**DEFENCE & SECURITY**  
— SOLUTIONS —

# Executive Development Programmes

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*Developing your Leadership and Strategy by drawing on globally acknowledged best practice*



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## INTRODUCTION BY THE DIRECTOR OF DEVELOPMENT AND EDUCATION

Today's geostrategic and business environment is one of constant change, challenge, threat and opportunity. Now, more than ever to be successful, business needs to develop leaders who are comfortable dealing with innovation, uncertainty, ambiguity and thinking and acting strategically. UDSS is uniquely placed to assist companies in developing their current and future leadership teams. UDSS reflects the UK armed forces' proven expertise in strategy, leadership and talent management and working with companies can deliver a wide range of support and development programmes designed to meet clients' needs. Our programmes are designed and delivered by highly successful and experienced practitioners who have excelled in their areas of expertise. UDSS assists companies in identifying and developing talent, improving leadership skills and developing and implementing strategies – all of which provide vital competitive advantage. We look forward to working with you. **Vice Admiral Duncan Potts CB**

Duncan had a 39 year career in the Royal Navy retiring as a Vice Admiral. As UK MOD's Director General for Force Development and the Defence Academy of the UK, Duncan spent his last 4 years of service leading strategic thinking and adaptation to ensure that the armed forces were prepared for the contemporary and future operating environments. This included making sure all aspects of Defence could integrate on operations, doctrine and conceptual development and also critically the development of leaders to ensure that they had the tools and mindset to handle the inherent uncertainty, change and complexity of national security challenges in a rapidly changing geostrategic and technological world.

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### OUR APPROACH

With the breadth, quality and experience of our membership, UDSS shapes support to meet our individual clients' needs and draws on the best of applicable UK military method to build and transform business. Our bespoke approach to executive education recognises best international practice and the specific needs of individual clients.

We offer:

- An Executive Development Programme – a scalable programme able to support a corporate away day or to provide a full programme to prepare executives for future strategic roles.
- Team Strategy and Leadership Events – away day(s) from the office for senior executives to glean strategic lessons from historical case studies whilst team building away from the office.
- Assistance in Strategy development and production

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### OUR LEAD

UDSS' senior lead for Executive Development is RAdm John Kingwell CBE. John retired from the Royal Navy in Dec 2020 and his last appointment was as Commandant of the world-renowned Royal College of Defence Studies (RCDS). The International RCDS course focusses on the strategic level and prepares military, civilian and industry leaders from over 55 nations for strategic leadership roles. Prior to RCDS, John was the Director of the Development Doctrine and Concept Centre (DCDC), the MOD's independent strategic think tank and lead for the across-government Strategic Trends programme. Like many of our members John also has considerable MOD and operational experience – including commanding the Task Group off Libya in 2011.

John works closely with Maj Gen Paul Nanson. Paul retired from the British Army in Nov 2020 and was the Director of UK Army Leadership and Commandant of the Royal Military Academy Sandhurst. Paul is the UDSS senior lead for leadership programmes and his team enables UDSS to offer through career leadership training and talent development support, from recruitment and selection to initial training up to preparing strategic leaders.

## EXECUTIVE DEVELOPMENT PROGRAMME

A modular programme of 8 x 2 hour sessions, designed and delivered by leading practitioners in strategic education. It will provide participants with:

- An understanding of the strategic challenges and opportunities that face business and the drivers for innovation and change.
  - The ability to understand the need for strategic thinking and how to develop, design and implement strategy.
  - An introduction to through career leadership and talent development.
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### EXECUTIVE DEVELOPMENT – 3 MODULES



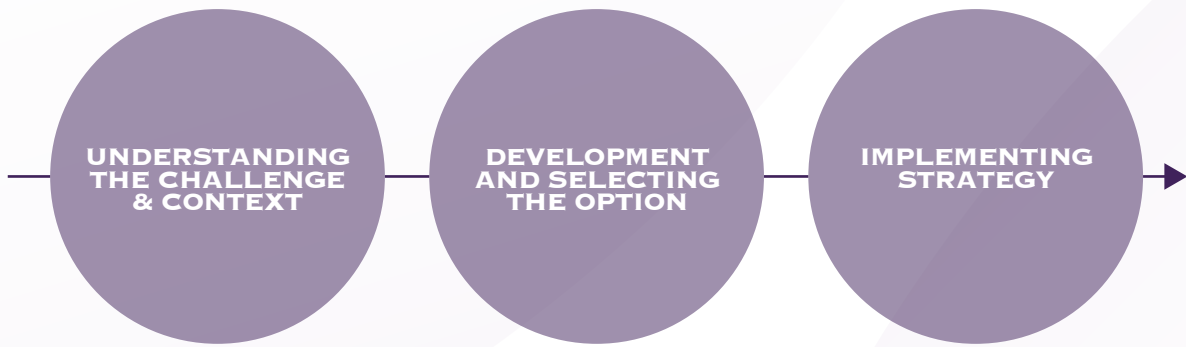
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### MODULE ONE – THE STRATEGIC CONTEXT

Tomorrow's Strategic Challenges and opportunities

- Exploration of the key global drivers that will shape our futures and business, and how they interact with each other:
- Technology, Demographics, Urbanisation, Climate Change, Geo-Politics and Natural Resources.
- The need for business change and innovation  
The Need for, and obstacles to, effective Strategic Leadership and Strategizing.
- The role and benefits of strategy development and thinking strategically.
- Obstacles and how to overcome them.
- Opportunities and how to exploit them.

## MODULE TWO – MAKING STRATEGY



What is strategy, why is it important and what makes it different from other activity in the business? An exploration of the key tenets of effective strategy-making and some tests you can use to assess your own strategy.

The practical business of making strategy based around 5 key activities:

- Understanding the challenge
- Developing options
- Deciding what to do
- Implementation
- Reviewing, refining and adapting the strategy

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## MODULE THREE – THROUGH LIFE LEADERSHIP DEVELOPMENT

How do you identify, develop and nurture leaders who are able to thrive in a fast-paced, volatile, uncertain and challenging environment? This module is designed to help you think about your own organisation's leadership journey – aimed at preparing the next generation of strategic leaders.

- Establishing your organisation's leadership journey based on 4 areas:
- Identifying and Assessing your leadership talent
- Setting the Leadership Foundation
- Growing Leaders
- Your Personal Journey

MODULE 1 STRATEGIC CONTEXT	MODULE 2 MAKING STRATEGY	MODULE 3 LEADERSHIP	MODULE 3 LEADERSHIP
Tomorrow's Strategic Challenges and opportunities.	What is strategy, why is it important and what makes it different from other activity in the business	Leadership for the 21st Century - Introduction to through career leadership	Personal Experience – Leadership in crisis
The Need for, and obstacles to, effective Strategic Leadership and Strategizing.	The practical business of making strategy	Leading High Performance - how to lead high performance teams	Personal Experience – Leadership in crisis

## TEAM STRATEGY AND LEADERSHIP EVENTS

The Team Strategy and Leadership Development Programme has its genesis in highly successful UK senior officer development for many years. It takes case studies from history, visiting the sites of battles and actions and drawing lessons applicable to wider society and industry today. It blends history with enduring lessons and principles to draw conclusions for contemporary challenges. By getting away from the office – and Zoom – it allows teams the time and safe space to discuss issues that are often passed over under the pressure to deal with the urgent and day to day, yet are strategically and operationally much more important to the long term health of any organisation and business. This format has proven hugely successful for team building and is an experience that is invariably enjoyed and valued by all.

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## STRATEGY DEVELOPMENT ADVICE/REVIEW

UDSS has a number of senior officials/officers with considerable experience of producing and implementing strategy. We are able to provide advice to Boards/Companies wishing to develop their own or to review their existing strategies.

Conclusion - What we can deliver for you

- An Executive Development Programme – a scalable programme able to support a corporate away day or to provide a full programme to prepare executives for future strategic roles.
  - Team Strategy and Leadership Events – including UK based and overseas ‘Away Day(s)’ for senior executives to glean strategic lessons from historical case studies whilst team building away from the office.
  - Assistance in Strategy development and production.
  - leadership in crisis.
  - through-career talent development and management.
  - operational logistics and operational planning
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To find out more and discuss potential requirements for either our more standard products or more bespoke needs, as a first step please contact:

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