

Executive Development Programme: Prospectus



*Developing Leadership and Strategy through
Globally Acknowledged Best Practice*



Session One

The Strategic Context

Background – Why the nature and challenges the world currently faces mean that there is a pressing need for innovation and strategic leadership in governments and business.

Innovation and Strategic Leadership Demonstrating the nature of innovation and that:

- **Innovation is a key element of effective strategic leadership.**
- **The need for individuals able to act and lead at the strategic level, now more than ever.**

Future Challenges and Opportunities – A review of global trends and specifically how they interact both geographically and in impact to present strategic challenges and opportunities for today's and tomorrow's business leaders. The nature and scale of the potential outcomes underlines the need for innovative business leaders able to think at the strategic level and then operate.

- **Demography**
- **Urbanisation**
- **Resources**
- **Climate Change**
- **Technology**
- **Global Politics**

Session Two

The Nature of Strategy

Background – An introduction to strategy and strategy making. What is strategy, why is it important and what makes it different from other activity in 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 (and the nature of 'wicked problems').**
- **Developing strategic options**
- **Deciding what to do (and which strategic option to select).**
- **Implementation**
- **Reviewing, refining and adapting the strategy**

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Session Three

Practical Strategy Making

Background – Building on the Nature of Strategy this session explains a proven approach for making and implementing effective strategy. This session takes attendees through each stage of developing a strategy and examines the various tools and techniques that can be applied, including:

- **SWOT (strengths, Weaknesses, Opportunities and Threats) analysis**
- **PESTLE (Political, Economic, Social, Technical, Legal and Environmental) analysis and impact/certainty analysis.**
- **Stakeholder Analysis**
- **The role of critical thinking questions**
- **Turning a vision into strategic objectives**
- **How to develop, assess and select courses of action/strategic options.**
- **The relationship between strategy and plans**
- **Preparing your organisation, and the wider environment, for the strategy's implementation.**

Session Four

Strategic leadership

Background – This session examines the nature of leadership at the strategic level and what distinguishes it from leadership at lower levels of the organisation. It examines enduring leadership attributes:

- **Contrasting leadership at the tactical, operational and strategic levels**
- **Dealing and operating with complexity and uncertainty**
- **Understanding your own (and organisational) weaknesses and prejudices**
- **The value of seeing the problem and yourself through others' eyes**
- **The value of creativity and the need for diversity of thought/experience**
- **Building Strategic Teams and Boards**
 - **The incomplete leader (recognising weaknesses and compensating for them)**
 - **Talent Management**
- **The value of reflection and self-awareness**
- **The importance of constructive challenge**
- **The role of logical argument and consensus building**
- **The role of personality**

It also provides some pointers to check whether any strategy is fit for purpose.

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About UDSS

Universal Defence and Security Solutions Ltd ('UDSS') is a global consultancy with a unique business model. Our database of members includes 4* Officers to Warrant Officers across all domains including Land Sea, Air, Space and Mod Civil Service, not only from the UK but also from other NATO countries.

This gives us a unique and varied skill set to draw upon to meet your particular needs.

We provide not only executive development but also a wide range of defence and wider security advice, professional education, assistance, solutions and support around the world. Our support ranges across client needs from crisis management of short-term issues to long term strategic plans. UDSS 'future proofs' governments and business to reflect powerful, complex geo-political and market change.

Our Members have the skills of proven practitioners with a rich track record of delivering successful outcomes for the UK and other armed forces in peace and conflict. Many of our members have established successful careers in the private sector following their public service in defence and security. UDSS can supply from carefully selected individuals to large, fully formed teams in support of single events to long term commitments. UDSS enables clients to meet the leadership challenges they face today and tomorrow.

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