

## FIRST DIRECTORSHIP

Cranfield University School  
of Management

### Target audience

This programme is developed for those who have just been appointed to executive roles and those who have been in their first executive role for under 12 months.

To be successful as an executive director requires not only significant experience of specialist areas but also the ability to move beyond those and act in a corporate manner. This involves, in part, the ability to think and act strategically on behalf of the organisation as a whole. Critically, new directors need to hone their interpersonal skills particularly in the way they interact with other directors, their non-executive directors and stakeholders both within and outside their organisation.

The overall aim of the programme is to provide new directors with the skills and knowledge required for development in a strategic role. The supportive environment provided by Cranfield together with the interchange of ideas and experiences of participants are key elements of the learning experience. The programme is designed to be highly interactive with a focus on individual and personal development, helping the participants reflect on what actions they want to take forward into their work contexts.

The programme consists of two 3-day residential modules. The first module begins with looking at the legal responsibilities of a director in the NHS and moves onto the implications for corporate governance. The second day asks participants to consider what are the characteristics the effective director should have and the relationship of these to managing the inevitable conflicts within the board room. The final day of the first module considers what strategic thinking means to participants.

Module two looks at participants' context, the culture in their own organisation and what this means for their leadership. The module also provides opportunity for the participants to spend time enhancing their skills at holding tough or challenging conversations based on their own experience. Finally, the module spends a day focusing on organisational politics and the skills needed to manage them.

By the time participants leave the programme they will have been introduced to the key aspects of a director's role and will have gained a deeper understanding of their ability to both think and act corporately.

Participants are required to pay £750 each towards the cost of the programme, which is heavily subsidised by the NHS Institute.

**Dates for future programmes:** Module 1: 30th October-1st November 2006; Module 2: 15th-17th January 2007

**Venue:** Cranfield University

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