

MA LEADERSHIP

SENIOR LEADER MASTER'S DEGREE APPRENTICESHIP



Henley
Business School



Welcome

Today, the most successful organisations promote non-stop evolution. Faced with technological innovation, disruptive business ideas, demanding employees and a new wave of leadership talent, directors and managers have to rise to the challenge. In order to do so, they need to do more than just lead – they need to inspire their people to help generate and shape new ways of working.

So while drive, empathy, critical thinking, vision and decisiveness are as important as ever, businesses are turning to new types of leaders: those that instil leadership in others with their transparency, vision, passion and integrity.

The Henley MA Leadership – Senior Leader Master’s Degree Apprenticeship, develops the learner’s leadership capability and equips them to maximise the performance of their team.

We undertook extensive research when developing the MA Leadership and consulted with leading employers such as British Airways, the Cabinet Office, John Lewis & Partners, Marie Stopes and Unilever. As a result it is a challenging, highly rewarding, highly relevant experience designed to have an immediate practical impact to both the individual learner and the organisation.

*Closed cohorts only.
Minimum participant numbers apply.

We can deliver this programme at a client’s own premises*, at one of our own facilities nationwide, or at Henley’s historic Greenlands campus on the banks of the River Thames. This flexibility extends to the content of the programme itself, which we approach with your organisation’s requirements in mind.*

The programme has been developed around work based learning; your employees will be able to address live workplace projects as part of their learning journey, undertaking development work that is of direct value to your business. Interactive face-to-face learning at workshops combines with ongoing virtual support and the ability to access core programme material and leading academic resources using our flexible online and mobile systems.



Dr. Jean-Anne Stewart
Programme Director

Did you know ...

Our students are taught to think differently about business situations. So, depending on whether you view the lionfish as a thing of beauty, a delicacy or a dangerous sea creature - you might choose to call it a zebrafish, firefish, turkeyfish, tastyfish or butterfly-cod.



Make the most of it

The Apprenticeship Levy is paid by all businesses in England with a payroll over £3 million. It can then be used to procure apprenticeship training from Henley Business School at the University of Reading or other Government-approved training providers using the Digital Apprenticeship Service.

What it means for businesses

The Apprenticeship programme is an ambitious one which no major organisation can ignore. It enables employers to:

- Address skills gaps and create a talent pipeline for the future
- Re-skill employees and allow them to gain qualifications in response to business changes
- Support social mobility by attracting and retaining people from diverse backgrounds.

EY and Henley: a powerful collaboration

To help companies maximise their return from the Levy, Henley Business School and EY have come together in a strategic collaboration. This combines Henley's world-renowned academic expertise as a triple-accredited business school with EY's experience of delivering practical transformation solutions.

This collaboration is perfectly positioned to address one of the biggest issues faced by organisations – how to develop current and future leaders with the agility to handle the diverse challenges facing businesses.

Together, Henley Business School and EY can help you to harness the potential power of the Levy. We can work with you to create compelling programmes of leadership development at all levels. These are carefully designed to deliver enhanced capability aligned to the transformation and performance needs of your business.

Equipping managers for the future world of work

The leader of tomorrow will need to be comfortable managing a team of people and robots, using analytics to run the business and make decisions, while communicating complex information and creating a network of internal and external advocates. Our programmes are designed to respond to these conditions and equip leaders to handle the challenges ahead.



Who is the programme for?

The MA Leadership - Senior Leader Master's Degree Apprenticeship is for those currently leading organisations, teams, people and projects. It combines peer group learning, work-based practice, action learning and reflection – supported by a comprehensive virtual learning environment – to provide learners with a deep, multi-faceted understanding of modern leadership. It offers a balance between highly interactive teaching sessions and practical experience, to give them the skills needed to excel in business today.

Taught by experienced academic staff and business leaders, the programme explores both classical and emerging leadership perspectives.

“Henley provides the perfect location for reflective and applied learning and the staff have been very supportive of my goals - both for personal learning and applied leadership practice.”

Jamie Dormandy,
Head of Customer Service and Support, RNIB

The benefits of the programme

What it means for the individual

By the end of the programme, learners will be equipped with skills to help them:

- Lead within rapidly changing organisations
- Inspire and instil leadership in others
- Understand how to make individuals and teams thrive
- Take decisive action in uncertain situations
- Lead across organisational and departmental boundaries, in order to create integrated products and processes
- Work well in complex technical environments
- Address ethical and governance requirements
- Deliver high performance from complex collaborative and strategic activities.

Benefits to the organisation

Whether you elect to send one participant or make this programme an intrinsic part of your management development approach, this programme will deliver real results to your organisation. It will set your managers on a path to senior leadership responsibility and help them and their teams to achieve the results required.



Nestling in the tranquil surroundings near Henley-on-Thames, Oxfordshire, Henley Business School is the perfect environment for reflection.

Programme structure

The MA Leadership – Senior Leader Master’s Degree Apprenticeship is a 25 month programme (including time for the End Point Assessment). It uses a blended learning method with a combination of face-to-face and online learning. Teaching sessions are either on site at our Greenlands campus in Henley or can be delivered off site for closed cohorts depending on client preference.

Off the job training

To meet the requirements of an apprenticeship, learners need to spend a minimum of 20% of their time in development ‘off the job’. Some of this time is taken with the face-to-face workshop delivery, some learning can be carried out by learners where and when it suits them, and the large majority is spent working on a current work problem or project. It doesn’t have to take place out of the office. Henley will work with your organisation and the individual to help identify projects and assignments that are relevant to their academic learning. Work-based practice is a key component of the programme and a work based apprenticeship tutor will be in regular contact with each learner.

Guided self-study

Of course, participants may wish to invest some of their personal time. Guided self-study is set by Henley’s academic team and may involve short webinars or reading recommended sections of core texts and relevant case studies. As well as compulsory learning, participants are given optional recommended reading and, as with all Henley programmes, they’ll have access to the Academic Resource Centre with many references available online. This academic rigour ensures they develop both their knowledge and understanding of the contextualised business challenges.

Did you know ...

Living coral is built upon the glorious foundations set by what has gone before. At Henley, it’s the same – we’re proud of being one of the oldest business schools in the country with a focus on ground breaking research - and its these foundations that have shaped our unique approach.





Stage 1: Developing yourself as a leader

This stage typically takes seven months and includes eight days of in-person workshops. Assessments are made up of three 5,000 word assignments.

Module 1: Leadership concepts

Develops learners' understanding of leadership theories, including the management of individuals, teams and organisations. Improves their ability to:

- Engage with leadership practices based on relevant thinking
- Take a critical and analytical approach to leadership thinking and practice
- Understand and apply leadership strategies, tools and practices from a variety of perspectives.

Module 2: Personal leadership development

Enhances personal leadership skills, and the ability to:

- Be self-aware
- Plan, manage and reflect on personal leadership style
- Develop behavioural skills to increase the effectiveness of leadership
- Explore the ethical and practical issues in leadership.



Stage 2: Leadership of the team

This stage typically takes seven months and includes eight days of in-person workshops or presentations. Assessment comprises of two 3,000 word assignments with presentations and one 5,000 word assignment.

Module 1: Responsible leadership

Develops learners' leadership practice, and improves their ability to:

- Lead teams and organisations with purpose and responsibility
- Recognise the link between performance and the manager's role
- Retain integrity and reputation as a leader
- Apply new strategies, tools and practices in their leadership
- Apply leadership principles.

Module 2: Practice-based leadership project

Enhances practical leadership skills through a short project within a different department or division of the organisation. Improves their capacity to:

- Plan, manage and reflect on practical leadership
- Manage behavioural skills
- Be self-aware
- Consider the risks and practical issues in relation to leadership.





Stage 3: Leadership in the organisation

The final stage takes seven months and includes six days of in-person workshops. Assessment is made up of one 5,000 word assignment, one 3,000 word learning reflections piece, and a 12,000 word study/dissertation.

Module 1: Developing leadership in others

This module helps to develop leadership in others. With this in mind, learners will:

- Plan, manage and reflect on their individual personal leadership
- Develop their behavioural skills
- Consider how to develop future leaders
- Improve awareness of ethical, moral and practical issues.

Module 2: Leadership study/dissertation

This is a major research-based project in which you investigate a significant business problem and recommend solutions.

It will develop and build on key elements of the learning throughout the programme, and apply it within a practical context. Learners should choose a challenge in their own organisation as a basis for their leadership study project.

Sample elective modules:

You will also study two elective modules as part of the programme – one in Stage 1 and one in Stage 2. This gives learners an opportunity to explore additional topics of interest to them.

Elective modules may include:

- Leadership of complexity and change
- Project and programme leadership
- Mobilising and maintaining organisational energy
- Facilitation for leaders
- Neuroscience of leadership coaching
- Digital technology leadership.



The Henley experience

The Henley experience is highly practical, collaborative and academically rigorous. We develop confident leaders and professionals who are able to take a fresh perspective and have the energy, capability and resilience to ensure that they and their organisations are successful. It is much more than a set of principles. It is ingrained in our spirit and fundamental to our purpose and heritage, characterising the way we can help you to deliver exceptional performance.

Engagement

We engage with you at the deepest level, fostering a shared spirit of curiosity, exploration, investigation and learning. We collaborate with you in order to challenge assumptions and mindsets, and get to the heart of the real business issues you face.

Awareness

By creating a safe environment that promotes self-reflection, you are able to ask yourself those crucial questions that allow you to learn more about what informs your strategic business decisions and actions.

Alignment

We work closely with you to diagnose your strategic individual and organisational aims. We then identify programmes that are best aligned to these goals, or we can co-evolve a learning design specifically aimed at achieving these strategic outcomes.

Rigour & relevance

We draw on world-class research and originate leading-edge thinking – but theory remains theory unless it is applied to real-world business. All of our programmes are delivered by experienced faculty who integrate academic rigour with commercial application. What you learn translates into business results.

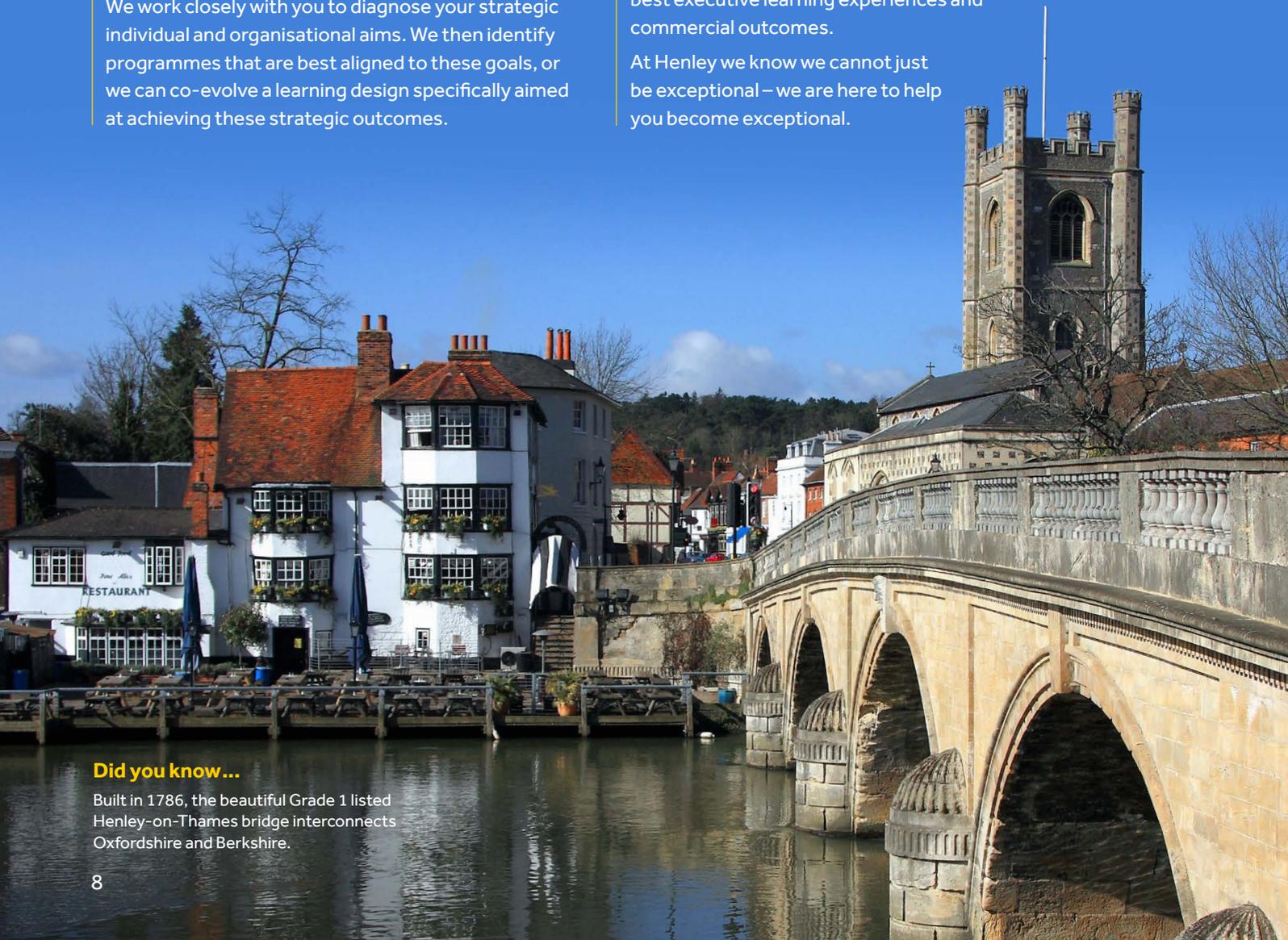
Trust

Our customers rely on our long history and global reputation for successful executive development. These strengths underpin our responsible and collaborative way of working with you to co-create the very best executive learning experiences and commercial outcomes.

At Henley we know we cannot just be exceptional – we are here to help you become exceptional.

Did you know ...

Built in 1786, the beautiful Grade 1 listed Henley-on-Thames bridge interconnects Oxfordshire and Berkshire.



How to apply

Applications are done through your company nominations. Each candidate put forward will have an initial ESFA (Education & Skills Funding Agency) check that will establish whether they are eligible to receive Apprenticeship funding.

Once those nominations and checks have been done, and the employer framework agreement is in place, an online application will be sent to each prospective learner for them to apply. Our Business Development team are available to help should individuals need any support with this.

In addition to the candidate's application, contracts between the three parties will also need to be signed before students can successfully enrol onto the programme.



Where business comes to life

Henley Business School

For more information please contact:

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DISCLAIMER

This brochure was issued in April 2019 and is aimed at prospective clients wishing to apply for a place or places at the University of Reading ("the University") and start an Apprenticeship Levy course. The brochure describes in outline the courses and services offered by the University. It makes every effort to ensure that the information provided in the brochure is accurate and up-to-date at the time of going to press (April 2019). However, it may be necessary for Henley to make some changes to the information presented in the brochure following the publication – for example, where it is necessary, to reflect changes in practice or theory in an academic subject as a result of emerging research, or if an accrediting body requires certain course content to be added or removed or otherwise in accordance with the rules of the Employment and Skills Funding Agency. To make an informed and up-to-date decision, we recommend that you check henley.ac.uk/executive-education/apprenticeship-levy for information.

The University undertakes all reasonable steps to provide the services (including the courses) described in this brochure. It does not, however, guarantee the provision of such services. Should industrial action or circumstances beyond the control of the University interfere with its ability to provide the services, the University will take reasonable steps to minimise any disruption to the services. Henley Business School and EY are working in collaboration to support the provision of Levy

Apprenticeship courses.

All courses are Henley Business School courses and are not accredited by EY. EY is not an awarding body and is not on the Education Skills Funding Agency (ESFA) register of apprenticeship training providers.

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