

The ACE Leadership Certificate

... developing the business leaders of tomorrow

In partnership with Durham Business School

"Durham Business School is pleased to be appointed by ACE as one of its three chosen partners for the ACE Leadership Certificate. This has allowed us to customise our programme to better match the needs of individuals and organisations working in engineering consultancy.

"The Postgraduate Certificate in Enterprise Management is an innovative and flexible part-time programme designed for experienced managers and consultants and is the first of three stages leading to an MA from Durham University. Successful students will also earn the award of the ACE Leadership Certificate.

"This practical, personal and organisational development programme will improve your own performance as well as that of your organisation. You will enhance your expertise in key business functions and develop your management thinking.

"Other benefits to you and your organisation of our programme are a flexible modular delivery reducing your non-fee earning time away from work, work-based projects to develop your skills as internal management consultants, academic and professional qualifications and recognition.

"We look forward to welcoming you on to the Postgraduate Certificate in Enterprise Management at Durham Business School."



Bill Rammell
Director, Management Development Centre



Why choose us?

- Minimum impact on fee earning time - 11 days attendance - 1 x 3 days and 4 x 2 days;
- Maximum organisational impact 5 x 3000 word work based consultancy projects;
- Accelerated learning - 10 months duration;
- Presenters with practical and academic experience;
- Interactive and enjoyable workshops to enhance the learning experience;
- A qualification for you to be proud of - a postgraduate certificate from Durham University.

"I got off at Durham... and fell in love with it instantly in a serious way. Why, it's wonderful - a perfect little city... If you have never been to Durham, go there at once. Take my car. It's wonderful."

Bill Bryson, Chancellor of Durham University,
in *Notes from a Small Island*, 1995

What will I learn?

Foundation module

This is a three-day module that introduces a wide range of issues from the ACE Leadership Programme's core areas. It is also where we help you return to studying and introduce you to our requirements for business writing at postgraduate level. We know you have the ability to pass our modules and to make sure you pass them well.

In this module we help you to understand yourself as this is the first step to understanding others. You will complete personality and behaviour based tests that will both help you make the most of your studying and become more effective in the working environment.

Working for an organisation in the Consultancy and Engineering sector means you have to adapt to the differing personalities and behaviour – not only of your colleagues - but also of your clients. And many of you will be managing more than one client relationship at a time. Understanding the issues in this module will therefore help you start to think about the ACE leadership programme's core areas of leadership, management, marketing and business development.

We will also give you the first chance to reflect on how your organisation fits into the scheme of things. You will look at what "stage of development" your organisation is at and what current issues it faces. You will also get the opportunity to see how this compares with other organisations in the ACE network as you get to know your course colleagues and their organisations.

Enterprising people

Leadership has been identified by the UK government as a key area needed inside organisations. ACE has identified Leadership and Management as one of its core areas and in this module we look at you as a leader and how you motivate individuals, build teams and delegate effectively. You will learn more about yourself and how you are perceived as a leader by others.

Many organisations in the ACE network are working on major contracts with clients. Team performance is critical to success and this module will help you quickly build a team and assess its performance, adjusting your own leadership style as the project progresses and your team matures. You will also learn more about influencing people involved in the project over which you have little direct control.

In this module we will start to look at some issues on performance measurement as they relate to people.

Enterprising organisations

Do your organisational processes and systems help or hinder you at work. How do you know the process works well? How do you know your team members use the process properly?

This module looks at making your processes work more smoothly to help you and your clients. Organisations in the ACE network need to be able to respond to the changing needs of their clients whilst ensuring quality and risk are not compromised. Price-sensitive clients also need to know that they are dealing with an organisation that is lean and mean and your organisation needs to know that it is recovering the costs of the project and not covering the cost of inefficiencies.

Many clients require the assurance of quality and this is best instilled in an organisation by understanding and adopting the philosophy and culture of quality in addition to the "badges" of quality required by some clients.

In this module we will start to look at some issues on performance measurement as they relate to processes.

Enterprising finance

Finance can be a complicated subject at the best of times. Even the most numerate of engineers can be seen to quake at the thought of successfully interpreting financial information. Combine this with the differing financial cycles of organisations and projects and you could have a recipe for organisational and client misunderstanding.

This module evaluates the role of each of the three financial statements within a project based organisation and reviews how financial analysis can be used to benchmark your performance – both within the organisation and between organisations.

We look at how management decisions and actions get reflected in the financial performance of your project or your organisation as a whole. We will also evaluate how project, products and services can be costed and how central overheads can or should be charged against each of these.

In this module we will start to look at some issues on performance measurement as they relate to finance.



Enterprising marketing

Marketing is the future of the organisation and the ACE Leadership Programme's core areas cover the key issues of marketing, business development and knowledge management. Client relationships are built on the knowledge you gather and how you use it both to retain the client and to attract new clients.

Marketing and market research will also help you and your organisation understand the link between price and the service offering and how your offering compares to your competitors.

Consultancy and engineering organisations work closely with clients and marketing can be a much softer issue than in, say, manufacturing. The psychological impact of the relationship on the client before, during and after projects is important and the opportunities to build a knowledge bank on clients via the project team need to be captured. Publicity and Place – two of the cornerstones of marketing – are multi-faceted in your type of organisation.

In this module we will start to look at some issues on performance measurement as they relate to marketing.

Why do we keep saying “Enterprising”?

For us “enterprising” means “innovative by nature”. It combines the best of a small company’s entrepreneurialism with the best of a large organisation’s integrated, customer focused systems. And this is what we try and help you become – an enterprising leader and manager.

Can you trust the Durham Business School brand?

Financial Times European Business School rankings, December 2007:

- 23rd in Europe
- 9th in the UK

Financial Times Masters in Management Rankings 2008

- 38th in world
- 5th in the UK.
- 3rd in the UK for Value for Money
- 3rd in the world for Best in General Management

In the last Quality Assurance Agency audit DBS was awarded a maximum score for teaching.

Thinking ahead

It is probably a bit early for you to be thinking “what next” but sometimes it helps to be able to see the full journey rather than just one leg of the flight.

We hope the partnership with the ACE Business Academy will continue right up to the Masters level of our programme. If it does then the steps will be:

Postgraduate Diploma

- 10 days attendance – 5 x 2 days;
- 8 months duration;
- Interactive workshops;
- 1 x 5,000 and 1 x 6,000-word work based projects;
- 1 x 20 minute presentation;
- Subjects: Strategy, Culture, Implementing Change and Project Management.

Masters

- 4 days attendance 2 x 2 days;
- 9 months duration;
- Interactive workshops;
- 2 x 3,000-word work based projects;
- Subjects: Researching your organisation, entrepreneurship, innovation and understanding your economic environment;
- 1 x 6,000-word more self chosen and self directed business report.

And again the subjects will be customised to meet the issues faced by individuals and organisations in the ACE Network.

We also run these stages as an open programme in the same format as the above.



Where is the course held?

The North East of England – central to the UK. You may think Durham is a long way from where you work and live but look at a map of the UK and see how easy we are to get to:

By Air – we have two local airports – Newcastle International and Durham Teesvalley. There are daily flights to these from London, Scotland, Northern Ireland, Wales, the Midlands, the South West and the South Coast of England.

By Rail – both Durham and Newcastle are main line railway stations with high speed connections from London up the East Coast, from Scotland both down the East Coast and across from the West of Scotland, and via the Cross Country Network from all points south in England and Wales.

By Road – The A1 passes just a couple of miles to the west of Durham.

What will it cost?

The fees for the ACE Leadership Certificate in partnership with Durham Business School are £3,950. This includes course notes, slides, lunch and refreshments.

Accommodation is not included.

What about accommodation?

At Durham we can also point you in the direction of overnight accommodation including en-suite accommodation within the Business School itself, up to local 4* and 5* accommodation – either ultra modern or character reflecting the historic nature of the city itself.

Want to know more?

The best way to decide whether the Durham programme is the right one for you is to talk to us. Ring Vicky Welsh on 0191 334 5548 or email vicky.welsh@durham.ac.uk and we can call you back. Or visit www.dur.ac.uk/dbs/mdc/



Register today:
visit www.acebusinessacademy.co.uk
or for more information e-mail academy@acenet.co.uk