

Cambridge Judge Business School • Executive Education

TRANSFORMATIONAL LEADERSHIP



UNIVERSITY OF
CAMBRIDGE
Judge Business School

ExecutiveEducation



Cyprus
Business
School

EST. 1978



Transformational Leadership

In times of rapidly changing business contexts and globalised work, managers depend more than ever on their people for success. They thus represent both a key resource and a liability for managers. Tapping the full potential of teams however, may require leadership and people management skills that stretch beyond ordinary managerial competences. In this programme, we answer the question of how managers can lead teams for maximum commitment and put motivation centre-stage.

Face to Face

Dates and fee

- 4-5 December 2023
- The programme comprises of two days sessions
- Sessions take place from 09:00 to 17:30, Cyprus time
- Cohort size: 18-24 participants
- Programme fee*: £2,600

*Note: A 10% Discount is offered to Organisations with more than 3 participants. Up to 5 participants may be admitted from a single Organisation.

Venue

Four Seasons Hotel, Limassol

Hospitality Partner



FOUR
SEASONS
HOTEL

The CPD Certification Service

This programme is certified by the CPD Certification Service. It may be applicable to individuals who are members of, or are associated with, UK-based professional bodies.

[Find out more about CPD.](#)



The facilitator for Cyprus



CIM - Cyprus Business School

CIM-Cyprus Business School was established in 1978 in Nicosia as The Cyprus Institute of Marketing and has been operating also in Limassol since 1984. Originally set up to promote the science of Marketing in Cyprus and abroad, during the last 45 year CIM-Cyprus Business School has evolved into an all-round Business School, offering an array of programmes at both Undergraduate as well as Postgraduate level – from Marketing, Business, to Accounting and Finance, Shipping, and Human Resource Management, Law, Hospitality Management and other.

Over the years, CIM-Cyprus Business School has provided the opportunity to more than 10,000 students to acquire acclaimed qualifications and fulfil their aspirations. A lot of the CIM students are individuals who had missed out, for one reason or another, on the opportunity to study after graduating from secondary school, yet who always had the desire to pursue learning, gain further knowledge and qualifications, and advance their careers. Though CIM serves students of all ages and all walks of life, CIM still offers evening classes exclusively – in order to cater for the needs of working individuals. The CIM Faculty still puts emphasis on combining theory and practice and remain committed to offering the best and most accessible education at the most affordable fees.

Programme overview

This two-day programme aims to provide you with inspiration, tools and knowledge to enhance your leadership skills. It will help you strike the right balance between inspirational leadership and result-oriented management. This will enable you to develop a flexible leadership style to meet the diverse needs of your people. You will gain insight into motivating your people beyond simple monetary incentives, creating stimulating work and engaging working relationships. Covering more difficult topics, it will offer ways to overcome resistance to change and use influence to support your objectives.



Top Five Challenges

Leaders come to Cambridge to solve challenges in their organisations. If you are facing one of these five challenges, this programme will help you solve it.

1 How to adapt your leadership style to the diverse needs of your employees

3 How to get buy-in from your peers to new ideas they may find daunting

2 How to handle 'difficult' colleagues in your organisation .

4 How to motivate employees without using formal authority

5 How to manage change effectively in your organisation



Who should attend

- Managers who wish to learn more about motivation and people management
- Organisations and individuals who wish to develop leadership qualities during times of organisational change
- Executives wishing to develop their leadership styles.

Programme key themes

- Explore fresh perspectives and approaches on leadership
- Examine and reflect upon your own style of leading, motivating and persuading subordinates and colleagues
- Learn about tools and procedures to manage change and return to your business with concrete ideas of how to implement change.



"Leadership today is often in the context of change and being able to carry people with you is a vital skill separating leaders from managers. The ability to motivate without resorting to formal authority and persuasion rather than instruction have never been more important. Equally the ability to tailor your leadership style according to the needs of individuals is a skill with a high premium

today. Using frameworks and tools, together with the peer interaction within the programme, we will equip you to take that step into true leadership."

DR ANDREAS RICHTER

Academic Programme Director, Cambridge Judge Business School

Featured case studies

Throughout the programme, you will draw upon a range of different case studies, where you will look at real-world companies facing different challenges with regards to the strategic direction of their organisation.



Wolfgang Keller

Wolfgang faces difficult choices in managing one of his employees – Brodsky. His choices are (a) not to give him a pay increase (equivalent to letting him go); (b) provide him with coaching, or (c) restructure the organisation to accommodate for his limitations. We will debate these choices, and develop an action plan on how they could be implemented. We then connect the case with ideas from leadership research.





"A stimulating mix of concepts and media to allow us to come to our own conclusions. I am applying the concepts, the situational and transformational leadership principles, the listening and the competency framework analysis of employees and what stage they are at. I really thought this was excellent."

Yvonne Pinto, Director of ALINE, Firetail

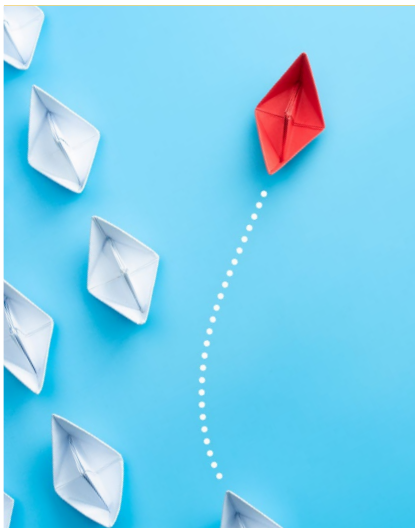
Your learning journey

Module 1: Leadership styles

This module examines different organisational leadership styles, including situational and transformational. You will explore your own leadership styles and discuss whether you can adapt them to the often diverse needs of your employees. You will explore the different skills associated these different leadership styles, and will discuss how leadership can inspire employees, whilst at the same time achieve results.

By the end of this module, you will understand:

- The different types of leadership styles
- Your dominant leadership approach
- How to adapt your leadership style to meet the needs of your employees.



Module 2: Managing change

This module explores how you can effectively introduce and manage change in your organisation and will provide you with some key steps for doing so. The session covers themes such as whether a 'top down' or 'bottom up' approach works best, whether the adoption of change should be incremental, and the effects of social and informal networks on organisational change. You will "practice" change management by working in teams on a real-life change management simulation. We will explore how to initiate and carry through a change management project, in order to create buy-in and breach resistance to change. We will also zoom in on our own change management initiatives and exchange experiences, tips, and tools.

By the end of this module, you will understand:

- Different approaches to leading organisational change
- How to manage resistance to change
- How social and informal networks can help facilitate change.

Module 3: Persuasion & influence

This module is concerned with the common situation where delegates have the right arguments and data in favour of their proposal, but for some reason are not as persuasive as they think they should be, or need to be. The module draws on both the art and the science of effective persuasion in F2F and social situations. It addresses strategies and tactics of social influence and how to persuade and influence colleagues to get results.

By the end of this module, you will understand:

- The 'art' and 'science' of effective persuasion
- The role of social dynamics that influence persuasion efforts
- A 'process view' of persuasion that is sensitive to time - the question of 'when' persuasion tactics are more or less effective.



Module 4: Motivating employees

Many managers face the tough issue of how to motivate employees in jobs that are not very inspiring and where monetary incentives are not available or insufficient. In this class, we will apply motivation concepts and tools to managerial practice. We will combine a simulation analysis with a few self-awareness tools and an exploration of the problems that participants face in managing their teams.

By the end of this module, you will understand:

- Understand some of the key motivators of human behaviour
- Acquire novel ideas on how to motivate employees beyond money
- Understand the importance of designing motivating work, as well as how to redesign work so that it is more motivating.





Your Name

Credential issued on: dd/mm/yy

Programme Name

Cambridge Judge Business School Executive Education delivers specialist programmes and outstanding professional development from a world-class centre of learning and innovation. We aim to deliver programmes in a diverse format that offers access the same quality and academic rigour one associates with Cambridge University in the environment of your choice. All programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

This is a certificate preview, credentials issued will conform to programme particulars.

Academic programme director name
Academic Programme Director
Cambridge Judge Business School
University of Cambridge



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Certificate of Attendance

Upon successful completion of the programme, you will be awarded a certificate of attendance by Cambridge Judge Business School Executive Education.

- Built-in social sharing tools allow you to celebrate your achievement with your network via LinkedIn, email and other platforms
- Make your achievement discoverable on search engines, or set it to private and share it only with selected people
- Ability to embed on your website or email
- Available for download in digital format and print.

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Faculty and speakers

Learn from world-leading thinkers, gain new insights and perspectives.



DR ANDREAS RICHTER

Professor of Organisational Behaviour

Andreas's teaching philosophy centres on the belief that learning should be experiential and participant-oriented. He strives to create a classroom environment that draws on many different techniques and materials, such as case analyses, group discussions, films, and experiential exercises, in order to facilitate the collective learning process and actively integrate participants' work experience, opinions, and views. Andreas has worked with, or consulted for, various public and private organisations in the health care, pharmaceutical, and financial sectors. His work focuses on team-working effectiveness, the stimulation of creativity and innovation, self-management training, and leadership development. He has led or contributed to executive education programmes in many organisations, including TomTom, Australian National University, UNICEF, Commercial Bank Qatar, Ministry for Internal Affairs United Arab Emirates, Abu Dhabi Police Force, the Indian Administration Service, Dell, and Barclays, among others.

Andreas is a trained psychologist who specialised in Industrial and Organisational Psychology, holds a PhD in management, and is a certified client-centred counsellor (occupational and clinical settings). He serves on the editorial board of the *Academy of Management Journal*, is a Consulting Editor at the *Journal of Applied Psychology*, and previously was Associate Editor for *Applied Psychology: an International Review*.

Prior to joining Cambridge Judge Business School, Andreas was Assistant Professor of Organisational Behaviour at Instituto de Empresa Business School, and a post-doctoral research fellow at Aston Business School.





Why Cambridge?

All of our programmes offer the same quality and academic rigour one associates with a Cambridge University education:

Faculty

- Delivered by Cambridge University Judge's world-class faculty
- Cambridge Judge is a strong research-oriented top-20 global business school with 19 research centres
- ALL programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

Wider University

Drawing upon the strengths and resources of the wider University of Cambridge and the Cambridge ecosystem

- Where appropriate, Cambridge Judge draws upon the immense resources of the faculties across the University.

Emphasis on small group learning

- With small groups and classes, we continue the Cambridge Way that emphasises with high levels of interaction with world class Faculty.

Emphasis on quality outcomes

- Whilst high levels of faculty interaction are core pillars of the Cambridge Way, we also seek to monitor our delivery against the individual needs of participants; where appropriate, we utilise:
 - Psychometric testing both as part of the preparation and debrief on programmes
 - Impact studies that clearly define the outcomes secured through our programmes
- It is no accident that over a little half of our Open Face to Face participants come back to Cambridge Judge at least once, often multiple times
- Similarly, over half of our Custom programmes are with companies with whom we have worked before.





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The organisers reserve the right to change any details of the programme without notice.

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