PRIME YOUR FUTURE
2019/20
Primed.  *def.* to prepare or make ready for a particular purpose or operation.

Roffey Park Institute primes organisations to build business skills for everyone, everywhere.

We provide business education around the world for individuals, teams and organisations which develops mindsets and skillsets for the welfare of all. We help you and your people create a collaborative, resilient, high performing and inclusive culture.

We're with you for every step of your learning journey – developing the skills you need, when you need them.

Roffey Park Institute delivers high impact learning in leadership, management, OD and HR. We offer qualifications from Diploma to Masters and conduct international research for our clients and to fulfil our own charitable purpose.

**Get primed #RoffeyParkDifference**

www.roffeypark.ac.uk
YOUR FUTURE. READY?
Our PULSE Learning Approach

Our unique PULSE learning approach is compelling and puts you at the centre. From first contact, through your programme and after you leave us, we’ll work together to support your learning journey in a meaningful way. We do this by creating the opportunity and environment where learning happens.

How does PULSE work?
PULSE describes the learning journey. Be prepared to discover a new path as you travel through our programme:

Plot creates space for you to identify your current situation(s) and explore where you want to be as a result of your learning.

Unlock stimulates your thinking, beliefs and feelings to support and challenge your behaviour patterns.

Lever ensures you shape your learning with and through others by sharing your thoughts, feelings and observations with peers (either on/within or outside of the programme).

Signify helps you to make sense of your learning journey and identifies the support needed to settle into your new ways of thinking, being and feeling.

Embed enables you to reflect and identify how you are going to apply your learning back in the workplace.

PULSE represents the way we learn through our head, heart and hands as well as other people and influences. It demonstrates that learning is not static. When we are in the flow of learning our PULSE pattern is likely to be strong, but at other times when we are challenged or stretched, our PULSE pattern can seem weaker. This is normal and our expert facilitators are here to guide you with opportunities, insights and skills to adjust your PULSE along your journey.

And far beyond your programme, our PULSE Learning approach will help you navigate the complexities of working life; to take a step back and use PULSE to critically assess your decisions and choices. As a result, you’ll be a more effective practitioner, manager or leader for the benefit of all.

That’s the #RoffeyParkDifference
THE SKILLS YOU NEED WHEN YOU NEED THEM.
# Open Programmes Portfolio

<table>
<thead>
<tr>
<th>COURSE NAME</th>
<th>PAGE</th>
<th>EARLY CAREER</th>
<th>MID CAREER</th>
<th>SENIOR CAREER</th>
<th>C-SUITE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Essential Management Skills</td>
<td>9</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Emerging Leaders Programme</td>
<td>10</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Strategic Middle Management</td>
<td>11</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Senior Leadership Development Programme</td>
<td>12</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Personal Effectiveness and Power</td>
<td>13</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Clear Leadership</td>
<td>14</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introduction to OD Essentials</td>
<td>17</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>OD Practitioner Programme</td>
<td>18</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Graduate Certificate in Organisational Development</td>
<td>20</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>MSc in People and Organisational Development</td>
<td>22</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Organisation Design in Practice</td>
<td>24</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Introduction to Facilitation Skills</td>
<td>27</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Practical Facilitation Skills</td>
<td>28</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Advanced Facilitation Skills</td>
<td>29</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>HR Business Partner Skills</td>
<td>30</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
LEADERSHIP AND MANAGEMENT DEVELOPMENT
Essential Management Skills

Overview

Organisations need managers that can get the best from their teams and achieve results. Whether you are new to line management or an experienced manager, people management is often the most challenging aspect of the role. The Essential Management Skills programme provides the essential managers toolkit for people to refresh or hone their craft in an increasingly fast-paced, inter-generational and digital workplace.

Summary

Essential Management Skills is a two-day programme that includes the following key features:

- An overview of twenty-first century management and leadership models
- Development in key people management concepts, skills, tools, and techniques
- An opportunity to reflect on personal strengths and areas for development among peers across sectors and industry

Benefits for you

- An understanding of management and leadership in the context of your role and organisation
- Knowledge of a range of approaches for managing others
- New skills and confidence managing others in a way that enhances their performance and releases their potential

Benefits for your organisation

On completing Essential Management Skills, participants will be a more effective line manager able to:

- Develop and empower teams to deliver results and succeed
- Manage difficult situations and conflict
- Adapt their style and approach depending on the situation

This programme is for you if...

- You are a newly appointed line manager and want to grow your knowledge of management and understand how to manage people successfully
- You are an experienced line manager who would like the opportunity to reflect upon and further develop your people management skills

Scan code for programme page or go to roffeypark.ac.uk/ems

2 DAY COURSE
EARLY/MID CAREER
HORSHAM AND DUBLIN

FULL DETAILS AND BOOKING INFO
Emerging Leaders Programme

Overview

Good leadership is fundamentally 'an inside job'; it rests on self-awareness and self-management, identifying clear goals, engaging others, being a role model, initiating change and demonstrating resilience in an increasingly turbulent organisational world. The Emerging Leaders Programme explores the difference between supervision, management and leadership. The programme uses psychometrics, a series of inputs and experiential activities which enable participants to experience, review and identify effective approaches to leadership.

Summary

Emerging Leaders Programme is a five-day programme: part one is a four-day residential with a one-day follow up six weeks later. Key features of the programme include:

Leadership in your world
Mapping the field of leadership and increasing self-awareness of current leadership approaches and establishing development priorities.

Personal development through action
Experiential activities designed to develop leadership competence by exploring and experimenting with different leadership styles.

Realising leadership potential
A range of tutorial sessions are designed depending on the group’s development needs.

Benefits for you

• Understand how to articulate and demonstrate what is fundamentally important to be an effective leader
• Develop the confidence, knowledge and skills to be an effective leader
• Discover a range of leadership techniques and methods and how to apply them in practice

Benefits for your organisation

On completing the Emerging Leaders Programme, participants will:

• Have an improved understanding of the meaning of leadership and its value to organisational success
• Be a more effective leader with a greater level of self-awareness and understanding of their impact in a leadership role

This programme is for you if...

• You lead an established group or team and want to enhance your leadership skills
• You want to me more effective at leading a project team
• You are moving into a more senior position and taking on more leadership responsibility

5 (4+1) DAY COURSE
EARLY/MID CAREER
HORSHAM

Scan code for programme page or go to roffeypark.ac.uk/elp
Strategic Middle Management

Overview

Today’s middle managers play crucial roles in organisations by balancing the demands of implementing strategic management initiatives with operational management as well as motivating and engaging the teams they lead. This programme focuses on the middle manager role which is an essential link between organisational strategy and operations.

Summary

Strategic Middle Management is a three-day programme which provides an overview of what you need to know and understand to be successful in this role. Key features of the programme include:

The role of the middle manager
The unique challenges of being truly effective at leading strategic change whilst managing day-to-day operations.

What is strategy and strategic thinking?
An overview of strategic leadership and approaches to developing strategy, how to influence upwards and communicate strategy downwards.

How to lead effectively in a middle management role
Collaborative and dialogic approaches to leadership and how to engage your team and the wider organisation to deliver what is required.

This programme is for you if...

• You are an experienced or aspiring middle manager who wants to develop their effectiveness and performance as a leader
• You are a leader or head of function who wants to be more effective at translating strategy into actions

Benefits for you

• Greater understanding of the middle management role in achieving organisational success
• Improved understanding of strategic leadership in a dynamic, complex organisational environment
• Increased self-awareness of your impact as a middle manager, your strengths and development areas
• Improved knowledge of organisational power and politics and how to work with conflict
• An appreciation of complexity and how to lead effectively in a complex environment

Benefits for your organisation

On completing Strategic Middle Management, participants will:

• Have a clearer understanding of how to add further value in the organisation by operating more strategically and more able to contribute and engage in the strategic process
• Have a broader understanding of how to handle complexity and the collaborative skills needed to drive performance
• Be a more effective and confident leader providing a central role as the link between strategy and operations

Scan code for programme page or go to roffeypark.ac.uk/smm
Senior Leadership Development Programme

Overview

Senior executives that lead their organisations successfully through the fourth industrial revolution need a different mindset, skillset and a different approach to leadership than those that prevail in many leaders today. They will need to learn to tap into the full human potential of their workforces, letting go of the need to control everything, or to over-comPLICATE. The Senior Leadership Development Programme runs over a nine-month period, with a chance for participants to craft the programme as it progresses.

Summary

Roffey Park Institute’s Senior Leadership Development Programme consists of five elements:

- An initial three-day residential workshop
- Executive Coaching – dates are agreed during part one
- Three half-day peer-to-peer support and challenge groups
- Optional reciprocal organisational raids hosted by a fellow participant in their organisation
- A final three-day residential workshop

Topics covered include:

- The Senior Leader in Context
- The 21st Century Strategic Leader
- The Adaptive Change Leader
- Leading for Innovation and with Presence

This programme is for you if...

- You are a Chief Executive or Managing Director of a small/medium sized organisation responsible for its strategic direction
- You are a senior leader at Director level in a large organisation who wants to develop their leadership and strategic skills
- You are a senior leader exploring the next step in your leadership career

Benefits for your organisation

On completing the Senior Leadership Development Programme, participants will:

- Be more attuned to leading their organisation across boundaries and respond effectively in an age of uncertainty and disruption
- Have a more agile and collaborative approach to leading change
- Be more able to bring their strengths to the executive team and more aware of what can derail them
- Be able to flex their style and lead in a way that empowers others to lead and find their ‘Voice’

Benefits for you

- Broader understanding of the senior leadership style that will help your organisation succeed in a disruptive age
- Broadened perspectives
- Knowledge of how to use dialogue to change the culture of your organisation and unleash the power and creativity of your workforce
- Increased self-awareness of your presence, leadership strengths and vulnerabilities

Scan code for programme page or go to roffeypark.ac.uk/sldp
Personal Effectiveness and Power

Overview

Influencing and negotiation skills are imperative because our success at work relies on the ability to influence with and without authority. Personal Effectiveness and Power is a highly experiential programme which will provide you with a range of personal effectiveness skills and techniques to strengthen your influencing skills and workplace relationships.

Summary

Personal Effectiveness and Power is a firmly established programme that attracts a diverse range of participants who want to be more effective leaders or managers. Key features of our four-day programme:

Personalised learning to individual participant needs
The programme design includes workshop time for each participant which enables them to discuss and work on their own learning needs.

Influencing skills in practice
Enhance your influencing skills by understanding the range of choices available to you and the nature of passive, assertive and aggressive behaviours.

Relationships and politics
Develop skills and awareness of navigating organisational politics and relationship mapping to improve influencing and effectiveness at work.

This programme is for you if...

- You recognise the need to improve your influencing skills and practice
- You want to understand power dynamics and improve your decision-making skills
- You want to improve your effectiveness as a leader

Benefits for you

- Grow your confidence and ability to deal with challenging situations and relationships
- Develop an understanding of the range of skills and choices available to you to improve your influencing skills
- Be able to gain buy-in from others and create the impact you want through increased personal power, presence and influence
- Understand organisational politics and know who to influence and how in the context of your organisation

Benefits for your organisation

On completing Personal Effectiveness and Power, participants will:

- Develop a greater understanding of impact and presence and how to develop more effective relationships at work
- Have a repertoire of influencing skills and communication strategies to be more successful at dealing with a range of situations
- Be able to build high performing teams and better performing organisations

Scan code for programme page or go to roffeypark.ac.uk/pep
Clear Leadership: a collaborative leadership approach

Overview
Amidst the business challenges of agile competition, innovation and collaboration, organisations are changing – many are moving away from static hierarchies toward flatter, more flexible structures to free up their people to meet customer need. Success relies on collaborative leadership practices that move beyond command and control to a collective, distributed, shared approach to delivering results. Clear Leadership is a collaborative leadership programme, providing a powerful set of skills that empowers leaders to think and behave collaboratively.

Summary
Clear Leadership is a collaborative leadership programme based on the globally renowned work of Dr Gervase Bushe. The skills of Clear Leadership are Self-awareness, Descriptiveness, Curiosity and Appreciation.

Key features of the programme:

**Highly experiential**
The programme combines research-based theory with highly interactive activities and skills practise which means participants leave the programme being able to think and behave differently.

**Modular design**
The programme is split into two, two-day modules enabling participants to consolidate their understanding and practise the ideas and methods during the time between modules. Participants are given reading before the programme which enables them to understand the underlying theory so that time together is spent working on real work issues and practising skills.

**Highly relevant**
Without collaborative leadership, organisations will experience difficulties in almost every area – silos, low staff engagement, high levels of stress and fragmented implementation of change. Clear Leadership develops a powerful set of skills that enables participants to think and behave differently in the face of these challenges.
This programme is for you if...

- You are a middle to senior leader who wants to develop a collaborative leadership approach
- You are working in an organisation structure which relies on increased collaboration and want to understand how to lead successfully in this environment
- You are a senior HR or OD professional who wants to develop your organisation’s culture so that it is centred on a collective purpose

Benefits for your organisation

On completing Clear Leadership Programme, participants will:

- Be able to develop and lead high performing teams improving their commitment and productivity as a result
- Will improve their ability to make decisions and lead in ambiguity
- Have greater confidence and conviction in their collaborative leadership practice and purpose
- Be able to work through differences and conflict without losing trust, respect or commitment from their team

Benefits for you

- Be able to lead with more confidence and clarity
- Improve your self-awareness and ability to notice your experience and the experience of others so you can make informed choices on what to say or do as a leader
- Improve your leadership influence and communication approach so you are clearer about the expectations you have of yourself and others
- Develop your confidence to resolve conflict and differences in order to work more effectively together
- Be more understood by others so that you make excellent decisions and create strong partnerships that foster shared commitment

Scan code for programme page or go to roffeypark.ac.uk/cl
ORGANISATIONAL DEVELOPMENT
Introduction to OD: Organisational Development Essentials

Overview
Introduction to OD is a one-day programme which explores the fundamentals of OD, its history and the nature of OD practice. The programme provides an introduction to the function of OD and the role of the OD practitioner; including the key skills, knowledge and mindsets needed to become one.

Summary
Introduction to OD Essentials provides an overview of the field. Key features of the programme include:

**Mapping the field**
Developing an understanding of OD by mapping the field and exploring the principles of Use of Self, including an overview of the interventions, tools and techniques to use in practice.

**The Value of Organisational Development**
Understanding the impact of OD at an individual, group and system level using case studies.

This programme is for you if...
- You are in the field of HR or learning and development and want to understand your development needs within the context of an OD role
- You are a manager or leader leading change projects and are curious about how OD can help you in managing the change management process
- You are simply curious about understanding what organisational development is and how it is used in organisations

Benefits for you
- Gain an overview of the history of organisational development, its aims and values and how they connect to organisation design
- Understand the principles of Use of Self and approaches to diagnose and intervene in organisations or networks
- Develop your awareness of OD in practice through a range of organisational case studies

Benefits for your organisation
Participants will return to their organisation with an understanding of organisational development in practice to help them lead change projects or grow their practice in an OD role.

Scan code for programme page or go to roffeypark.ac.uk/ode

1 DAY COURSE
ALL CAREER LEVELS
HORSHAM, DUBLIN, CREWE, EDINBURGH AND SINGAPORE
OD Practitioner Programme

Overview

OD intervention can support teams and individuals of all levels to perform more effectively and increase the learning capacity of an organisation as a whole. Effective OD within organisations, and across networks, is vital in making change programmes stick and this success is driven by people who understand OD and who have all the tools and techniques available to successfully influence and communicate with people in a range of situations. Our OD Practitioner Programme is an in-depth approach which ensures you leave the programme as a highly effective OD Practitioner able to deliver successful and impactful organisational development back to your organisation.

This is a two-part residential programme:

**Part One: OD starts here** – Exploring your role, your skills and your choices in daily interactions with individuals and groups, contextualised within your organisation.

**Part Two: OD as intervening** – Looking at group and system dynamics and ways to understand, respond to and influence them.

Summary

The OD Practitioner Programme will equip you with a core understanding of what OD is, with practical OD tools and techniques; it will improve your skills and provide you with greater awareness of your self and group process, in the context of organisations and networks. We achieve this by bringing theory to life through practice – using your real world situations and experiences as the starting point for deep learning.

**Part One: OD starts here**

- **Mapping of OD**
  An overview and discussion of OD history, current relevance, values and definitions, inclusion, connecting and consulting, working with difference, partnership, ownership and the OD cycle.

- **Self-enquiry**
  Self-awareness and self-audit, use of ‘self’ and instrumentality, relational dynamics, the uniqueness of individual experience.

- **Impact and influencing**
  Intended and actual impact in one-to-one interactions working with actors, giving and receiving feedback, putting new knowledge and insight into practice in the group.

**Part Two: OD as seeing and intervening**

- **Enquiry and intervention**
  Connecting individuals in groups, inclusion and exclusion, noticing and intervening, enquiry and crafting incisive questions, storytelling and facilitating.

- **Group dynamics**
  Bringing group dynamics theory to life through practice, exploring Gestalt principles e.g. resolving unfinished business, building and examining group effectiveness.

- **The power of groups**
  Large Group Interventions and Action Learning.

- **Introducing the system**
  Developing system-sight and diagnosis, Organisation Workshop simulation.
This programme is for you if...

- You identify as working within the field of OD but aren’t yet comfortable with being called an ‘OD Practitioner’
- You’re a change agent, manager or leader who recognises the importance of bringing people with you but want to have a greater insight into how to achieve this
- You have a background in HR or are a Learning and Development professional or similar who wants to have more of an OD lens and add OD skills to your portfolio
- You’re involved in local authority or public sector transformations which require changes in mindset as well as structures and services
- You’re in the commercial sector and have been recognised as having OD ability
- You work in a non-profit environment that is needing to attend to its internal dynamics as well as its commitment to its external mission and purpose

Benefits for your organisation

On completing OD Practitioner Programme, participants will:

- Be an effective OD practitioner within their organisation
- Be able to lead change management programmes with more confidence and impact
- Have the skillset, tools and techniques to influence effectively
- Be capable of communicating across all levels and in challenging situations
- Have a greater awareness of what influences people’s ability to embrace change in organisations and understand how to intervene effectively
- Initiate and follow through participative approaches to complex change

Benefits for you

- Build your confidence and impact as an OD practitioner
- Increase your self-awareness by identifying strengths and development needs in relation to a set of OD practitioner capabilities
- Broaden your knowledge of the history and roots of OD practice and increase your influencing and facilitation skills
- Develop a systemic approach to identifying OD needs
- Improve your knowledge of group dynamics and your ‘use of self’ and their impact on your OD practice
- Grow your network of like-minded OD Practitioners in parallel roles across sectors

Scan code for programme page or go to roffepark.ac.uk/odp
Graduate Certificate in Organisational Development

Overview
Our Advanced OD Practitioner Programme is for experienced OD practitioners who want to deepen their practice and impact within complex organisational and networked environments. Participants leave with a Graduate Certificate in Organisational Development accredited by the University of Sussex. This programme consists of a three-day programme followed by four learning set meetings (4 x 1 day) plus half a day virtually.

To participate in the Graduate Certificate in Organisational Development participants must already have completed the OD Practitioner Programme (page 18) and complete a short application process.

Summary
The Graduate Certificate focuses on the organisation as a whole. It covers what we mean by systems, systems theory, and the different components of the system. You’ll be exploring the Burke-Litwin-Stringer model further plus different ways of diagnosing culture, before circling back to the distinction between a diagnostic and a dialogic take on OD. This includes exploring the informal interactions that make up the organisation and the concept of viewing problems as patterns. Key features include:

Seeing the System
Diagnostic vs dialogic approaches, problems as patterns, levers for change.

Intervening in complexity
Presence, personal resourcefulness and power, dialogue and group process consulting skills, Human Systems Dynamics.

Culture
Understanding organisational culture and dominant mental maps, adaptive challenges, planned and emergent change, working through case study examples.

Organisational design
Traditional and contemporary approaches, relationship between organisation development and organisation design, organisation design models.

Graduate Certificate in Organisational Development
The Graduate Certificate is validated by the University of Sussex and is awarded on completion of the production of a portfolio of work of approximately 8,000 words and attendance at four, one-day learning set meetings plus a half day virtually.
This programme is for you if...

• You are an experienced OD practitioner, human resources director or transformation director responsible for leading cultural and behavioural change in your organisation
• You’re involved in local authority or public sector transformations which require changes in mindset as well as structures and services
• You work in a non-profit environment that is needing to attend to its internal dynamics as well as its commitment to its external mission and purpose.
• You have completed the OD Practitioner Programme with Roffey Park Institute

Benefits for your organisation

On completing the Advanced OD Practitioner Programme, participants:

• Can design and deliver cultural and behavioural change in your organisation
• Have the skillset, tools and techniques to influence effectively, communication across all levels and in complex, challenging situations
• Have a greater awareness of what influences people’s ability to embrace change in organisations and understand how to intervene effectively

Benefits for you

• Build your confidence and impact as an OD practitioner
• Gain a recognised qualification to support your career progression
• Broaden your skills in OD practice particularly at an organisational level
• Increased confidence in consulting on wider system solutions
• Improved effectiveness in intervening effectively under pressure and in complex environments
• Grow your network of like-minded OD Practitioners in parallel roles across sectors
MSc in People and Organisational Development

Overview

Roffey Park Institute’s MSc in People and Organisational Development is an innovative two-year, part-time Masters Qualification validated by the University of Sussex. This programme deepens your theoretical knowledge and practical ability to transform organisations in a holistic way which brings people along with you. It will increase your confidence, your personal impact, effectiveness and credibility in your role either inside an organisation or as an external consultant or change management practitioner.

This is a two-year, part-time MSc qualification which uses an exciting combination of:
- Residential learning in our purpose-built centre at Roffey Park Institute in West Sussex
- Unrivalled faculty contact time
- Peer learning
- Blended learning
- Virtual exchange and social collaboration

Summary

The MSc in People and Organisational Development is fundamentally about understanding what makes you and other people tick – it brings into sharp focus the human dimension of organisational change and development and gives structure and shape to the unpredictability and irrationality of human behaviour in the face of change. It is at the leading edge of OD and will provide you with a formidable set of tools with which to facilitate large-scale change initiatives. Whilst you will ultimately take charge of the direction and content of your programme, we start by introducing you to the core elements and key influencers of up-to-the-minute OD practice. Self-managed learning teaches you to take responsibility for your own learning pathway, and you work with the academic team to develop a unique programme which fits you, how you think and work, your role and your personal and work objectives. Input sessions are designed and delivered by practising OD professionals and leaders including Roffey Park Institute’s faculty, visiting fellows and an ever-growing network of visiting speakers. Recent speakers include established global figures such as Dr Mee-Yan Cheung-Judge, Professor Cliff Oswick, Professor Gervase Bushe, Professor Ralph Stacey, Dr Glenda Eoyang and Dr Naomi Stanford as well as young, rapidly rising stars such as the Corporate Rebels Pim de Moree and Joost Minaar.
This programme is for you if you are...

- An HR professional wanting to deepen your practical skillset in organisational development
- A Learning & Development and Talent manager looking to interpret the requirements of culture change and organisational transformation
- A Transformation officer/CTO/Change lead looking for the maximum guarantee of project success. Typically you’ll be working independently from HR and L&D functions
- A CEO or senior director/partner in need of the full picture of the organisational change process
- An Independent or Internal consultant in organisation development and change, now or in the future

Benefits for your organisation

The MSc represents a three-way partnership between you, your organisation and Roffey Park Institute.

As Year One unfolds we encourage you to work with your employer to shape your learning goals for Year Two so that by the end, your research, dissertation and skills development outputs can directly benefit your business beyond the benefit of your significantly improved practice alone.

Benefits for you

- Develop how you work with organisations and people: it will challenge your assumptions, provide new tools and techniques; and improve your skills and confidence
- Gain strategic perspective on the latest thinking around people and organisational development
- Connect theory and practice powerfully from the start
- Develop your analytical and critical thinking skills
- Interact face-to-face and online with a community of peers, Roffey Park Institute’s own faculty and a network of experienced OD practitioners
- Learn how to rigorously self-assess your thinking and action, and review the work of others in a sensitive yet robust way
- Gain a highly regarded and internationally recognised Masters qualification

Scan code for programme page or go to roffeypark.ac.uk/msc
Organisation Design in Practice

Overview

In a digital age, Organisation Design is no longer a one-off event: it requires both a strategic mindset and the ability to be truly adaptive, responding to shifting demands both inside and outside of a business/organisation. In the context of the ever-greater impact of digital and social technologies and the need to work in more agile, adaptable and fluid ways, you need to get the balance right between ‘learning to know’, ‘learning to be’ and ‘learning to do’. That means that those who are thinking about the design of their workplaces need to not only keep pace but learn how to adapt their own thinking and behaviour as they apply theory. Organisation Design in Practice supports and challenges you to make the connection between theory and practice, turning knowledge into pragmatic, practical and useful action.

Summary

Organisation Design in Practice offers participants a space to both be exposed to models, tools and methodologies as well as the opportunity to consider the implications for themselves and their clients/organisations. By focusing on your own organisational context, we will help you to address what your next course of action will be - what are the conversations that need to be had? What interventions do you need to design? What will you do next?

Organisation Design – skills, competences and mindset

Improved understanding of the competences and mindset needed to practice organisation design by mapping these to your own strengths, abilities and learning edges.

Impact of the external environment

A greater awareness of the impact of key business, environmental, political and technological shifts on organisations and how these impact on organisation design practitioners.

What do organisation design practitioners do?

Develop the skills, confidence and competence to facilitate organisation design with and in organisations. Understand how to integrate organisation design into existing practice.
This programme is for you if...

• You are in a role or context where Organisation Design has become a live issue
• You need to make the connection between what you already know (e.g. HR, Organisation Development, Change Management etc.) and questions of design
• You are struggling to make sense of the many theories, theorists, models, frameworks and tools that are out there, and which are best for you
• You need to rapidly increase your awareness of the field so you can make informed choices about what is useful and is not

Benefits for your organisation

On completing Organisation Design in Practice, participants will:

• Gain greater clarity and awareness around how Organisation Design integrates with HR, Organisation Development and Change
• Have more skilled practice that can support the business/organisation to plan strategic change
• Have greater clarity around what needs to be in place in order for Organisation Design to be successfully implemented
• Gain demystification of the field of Organisation Design so that it can be engaged with practically and pragmatically

Benefits for you

• Develop a greater understanding of the competencies and mindset required to practise Organisation Design
• Map these to your own strengths, abilities and learning edges
• Understand the impact of key business, environmental, political and technological shifts on 21st century organisations and what this means for Organisation Design practitioners
• Understand what it means to ‘do’ Organisation Design
• Develop greater confidence and competence around issues relating to the design of organisations
• Bring real world workplace challenges and work on them, applying theory to practice
• Hear from experts in the field who will share their knowledge and experience (guest speakers/contributors vary programme to programme, usually we have two or three)
• Understand how to integrate Organisation Design into existing practice
• Have the opportunity to meet others facing similar challenges and the chance to build a new network

Scan code for programme page or go to roffeypark.ac.uk/odip

4 (3+1) DAY COURSE
MID/SENIOR CAREER
HORSHAM

FULL DETAILS AND BOOKING INFO
HUMAN RESOURCES DEVELOPMENT
Introduction to Facilitation Skills

Overview

Introduction to Facilitation Skills is a one-day programme which provides an overview of the skills, mindset and techniques required to be a confident, effective facilitator. Participants will understand how to flex their approach for different situations and know how to handle common scenarios and have identified development areas going forwards with their practice.

Summary

Introduction to Facilitation Skills is a one-day programme that will help you to design and manage successful facilitated events, which will help achieve your desired outcomes and to gain the commitment of all those involved.

Key features of the programme include:

What is facilitation?
Exploring the definitions and models to understand what facilitation is and isn’t. Develop an understanding of the range of situations and challenges where facilitation can be used and how to flex your approach accordingly.

Core Facilitation Skills
Understand the core skills of listening, questioning, observing and feedback and how to adapt these. Introduce the concept of process to understand the subtleties happening underneath the surface.

This programme is for you if...

• You regularly run meetings or training courses and want to improve your impact
• You lead a team and want to improve the quality and productivity of the group
• You are new to the field of learning and development and want to begin to develop your facilitation skills

Benefits for you

• Understand how to confidently facilitate a meeting or group conversation
• Be able to overcome difficult situations by understanding the complexities of what is going on from a content, procedure and process perspective
• Be more productive by having better quality conversations with teams and groups
• Have a baseline understanding of a range of facilitative approaches and why they may be more impactful in certain situations

Benefits for your organisation

On completing Introduction to Facilitation Skills, participants will:

• Understand how to facilitate and engage groups to collaborate and work together productively
• Have greater confidence and awareness of themselves as facilitators and ongoing learning goals for their development

Scan code for programme page or go to roffeypark.ac.uk/ifs

Introduction to Facilitation Skills

1 DAY COURSE
EARLY CAREER
HORSHAM

FULL DETAILS AND BOOKING INFO
Practical Facilitation Skills

Overview

Working collaboratively in organisations – whether within teams, cross-functional groups or virtual teams – is an everyday part of organisational life. Success depends on effective facilitation as a distinct discipline, used at every level in organisations, to help people in meetings reach a decision, resolve an issue or generate creative ideas.

Summary

Roffey Park Institute’s Practical Facilitation Skills is a two-day facilitation skills training course that provides a thorough grounding in how a successful facilitator works with a group, and explores techniques and frameworks needed for effective facilitation.

Key features of the programme include:

Highly practical and experiential
On this programme we focus on developing practical facilitation skills. Every participant will have the opportunity to prepare and facilitate a group activity and receive in-depth feedback.

Facilitator readiness
The programme prepares you for working with a range of groups in a range of situations.

Learning from the group
For a facilitator, group work with any group is a learning experience. We encourage participants on Practical Facilitation Skills to experience and observe the programme group and learn from what is happening, and to share and learn from one another’s experience.

This programme is for you if...

• You are a line manager who wants to enable their teams to be more productive and effective
• You are an HR, OD or L&D professional or change agent who wants to become more effective with groups to get results, drive change and improve delivery

Benefits for you

• Understand the nature and scope of facilitation and your role as a facilitator
• Develop your skills and capability to understand groups, group process and know how and when to intervene effectively
• Be more confident as a facilitator with a range of styles and techniques to use in different situations
• Know how to have the open, honest conversations required to manage tensions and create behaviour change
• Have the opportunity to explore and practise your facilitation skills and receive feedback

Benefits for your organisation

On completing Practical Facilitation Skills, participants will:

• Have greater confidence and impact as a facilitator
• Be able to harness the productivity of groups, enabling them to focus and achieve their common purpose and results
• Be able to overcome difficulties within a group ensuring that success is not derailed by conflicts, politics and power dynamics

Scan code for programme page or go to roffeypark.ac.uk/pfs

2 DAY COURSE
MID CAREER
HORSHAM AND CREWE

Scan code for programme page or go to roffeypark.ac.uk/pfs
Advanced Facilitation Skills

Overview

Effective facilitation is a must-have for organisations. It is a key competence that must be present for making sense and taking action when things are uncertain and ambiguous. Advanced Facilitation Skills offers practitioners a stimulating and challenging environment to take their facilitation techniques and practice to deeper levels.

Summary

Advanced Facilitation Skills is a three-day programme for experienced facilitators to deepen their ability to work with groups.

Key features of the programme include:

Highly practical and experiential
The programme design is highly practical and includes individual skills practice sessions on which you receive feedback on your personal impact.

Focused on group dynamics
What occurs in the group dynamics space is usually what can derail any conversation, meeting or workshop. By working with greater understanding of this domain, we can get to the heart of the issue more quickly.

Stimulating and challenging
Participants are encouraged to take their practice to deeper levels through spending time working in the underlying, unseen group environment and in the ‘here-and-now’.

This programme is for you if...

You are an experienced facilitator, HR, OD L&D professional or change agent who wants to enhance your impact, competence and confidence. You want to take the opportunity to review your approach and style, learn about new approaches to facilitation and gain a deeper, practical understanding of group process.

Benefits for your organisation

On completing Advanced Facilitation Skills, participants will:

• Have a deeper understanding of your impact in and on groups
• Explore and work at deeper levels of group interaction, spending time in the hidden ‘group process’ space
• Know how to use models of facilitation to grow your practice
• Have a deeper self-awareness of the practice of facilitation – essential for OD

Benefits for you

• Have a deeper understanding of your impact in and on groups
• Explore and work at deeper levels of group interaction, spending time in the hidden ‘group process’ space
• Know how to use models of facilitation to grow your practice
• Have a deeper self-awareness of the practice of facilitation – essential for OD

Scan code for programme page or go to roffeypark.ac.uk/afs
HR Business Partner Skills

Overview

HR Business Partnering is a widely accepted approach in today’s organisations. HR Business Partners must focus intently on the organisational goals of delivering value, driving change, and stakeholder satisfaction. The HR Business Partner Skills course will give you a comprehensive range of practical tools and skills, so you provide challenge and support to business leaders within your organisation. We focus on your own human relationships with other business leaders to provide you with your own, unique HR Business Partnering formula.

Summary

The HR Business Partner Skills Course draws on Business Partnering, Consulting and Influencing models to help you envision what kind of HR Business Partner you want to be, and gives you the skills needed to be that successful HR Business Partner.

Key features of our unique three-day programme:

- **Transactional vs Strategic Skills Development**
  Consider the tension between these two aspects of the HR Business Partner role and develop tools to support a more strategic focus.

- **The Power to Influence**
  Enhance your political skills and cultivate influence by working with professional actors on your real-life scenarios between HR and other business units.

- **Become More Confident**
  Grow self-assurance and improve your relationships with internal stakeholders.

- **Feel your value, share your practice**
  Backed by your facilitators and fellow HR Business leader participants, learn to create more value for yourself, your team and your organisation, and see trust develop at work.

- **Stay Resilient**
  We’re all about ensuring you remain resilient as a human being. We teach you how.

- **An eye on the future**
  Using future forecasting, we ensure your learning is contemporary, adaptive and instantly applicable to your changing context.
This programme is for you if...

- You’re a junior HR Business Partner, or you’ve just moved into a senior position
- You’ve got experience as an HR Business Partner, but need to keep evolving your skillset
- You’re from a centre of expertise and need to understand it from an HR perspective
- You want to develop your BP skills and improve relationships with clients and customers
- You need to be more confident, more credible and influential at the pan-organisational level
- You’re looking to be more strategic and less operational and transactional
- You aspire to be a Senior HR Business Partner soon

Benefits for you

- Increase your ability to apply a commercial and strategic lens to your role
- Enhance your consultancy, influencing and political skills
- Build your credibility and confidence
- Grow your network of like-minded HR Business Partners in parallel roles
- Understand the evolution of the Business Partnering model and possible future directions

Benefits for your organisation

On completing HR Business Partner Skills, participants will:

- Be able to combine strategic business capability with excellence in the delivery of day-to-day solutions
- Create synergies with other leaders to shape, steer and advise on HR solutions
- Have enhanced consultancy skills to enable them to work with and build trust with line managers
- Activate and realise HR strategies adapted to each of their key stakeholders
- Complete the programme with self-confidence, clarity on what their role is (and isn’t) and resilience
- Have a good understanding of the holistic role of HR Business Partnering, and how this might evolve in the future

3 DAY COURSE
EARLY/MID CAREER
HORSHAM AND DUBLIN

Scan code for programme page or go to roffeypark.ac.uk/hrbps
From senior leadership programmes to accredited organisational development courses, Roffey Park Institute offers the full gamut of training for leaders of every level.