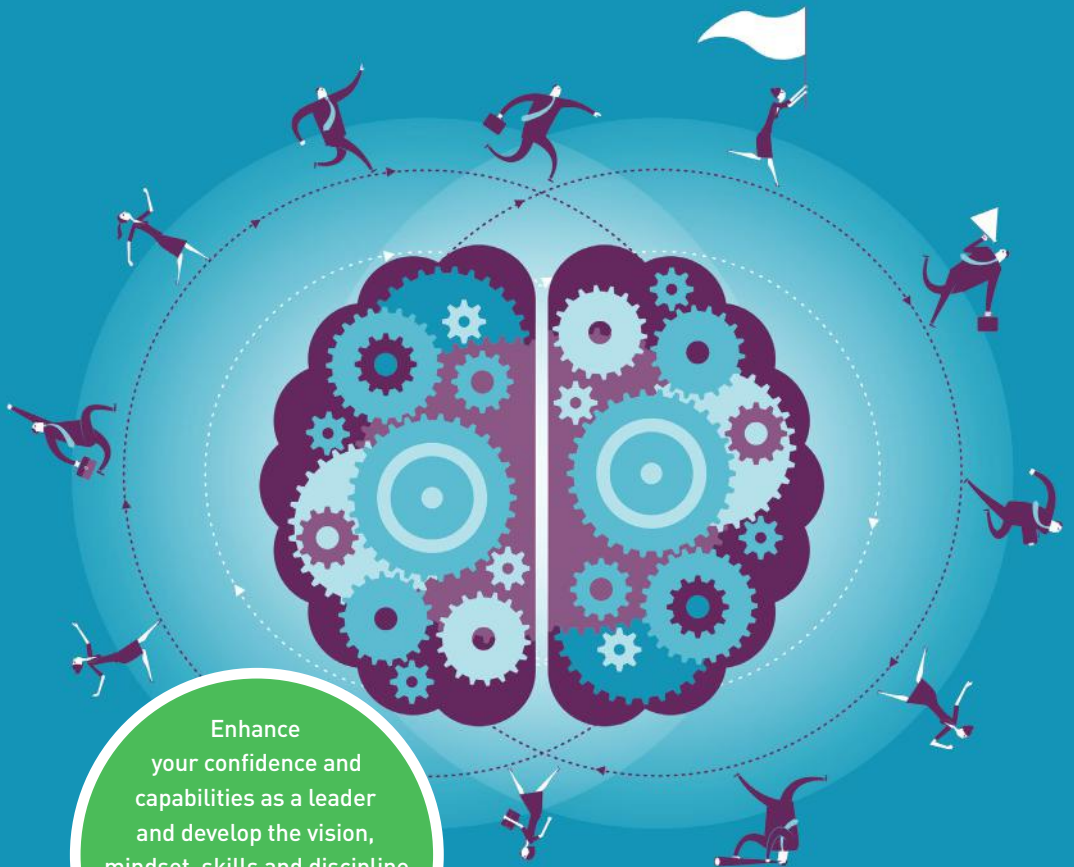


Leadership Master Class Programme

for Life and Chemical Sciences



Enhance your confidence and capabilities as a leader and develop the vision, mindset, skills and discipline to accelerate growth and transform your business.

Leadership Master Class Programme for Life and Chemical Sciences

This programme is designed to work with leaders of growing companies to develop the vision and competencies to accelerate growth.

It will lead to significant shifts in your mindset and behaviours and help you to become a stronger leader able to grow your business both at home and on a global stage in a period of data and analytics transformation.

The Master Class Programme can help you:

- Move from doing to directing
- Understand your changing leadership role
- Get the most from your people
- Change your leadership thinking
- Become more transformational in your thinking and decision-making
- Build a more effective management team
- Implement strategic business improvements



What's involved?

The programme is designed as a platform for the continuous development of your leadership skills and focuses on four core elements:

1. PERSONAL ASSESSMENT & ACTION PLANNING

Profiling can be a powerful catalyst for achieving personal change.

You will identify your key leadership issues as well as develop an improvement plan. This stage includes a psychometric assessment and 360 degree feedback which will provide insights into your leadership style and help to identify strengths and development areas.



We now operate as a really strong team; we are much more open and honest and we are better at holding each other to account.

2. MASTER CLASSES

These four one-day sessions will introduce the key principles of leadership and allow you to learn from, and with, your peers via presentations, group discussions, case studies and interactive exercises.

During the one day sessions you will hear from successful leaders about their

first hand experience of growing a global business, creating a culture for innovation and developing high performance teams.

The Master Class materials will be based on practical lessons and techniques; as opposed to theoretical models.



LEADERSHIP

You will reflect on your own role and how it may develop as your business grows, identifying the areas and activities where you should invest your time and energy. Discover if the talent exists in your organisation to enable you to take a more strategic role and how, in turn, you can develop that talent. The difference between being a leader and a manager will be highlighted as well as the importance of succession planning to business growth.



STRATEGY

Strategic thinking skills are essential when developing a competitive strategy. You will hone your own capabilities in the development of a strategy that includes international expansion by using a range of tools to analyse competitors, customers and the marketplace at home and overseas. The results will help inform your choice of strategy and resulting investment.



CHANGE & INNOVATION

This session highlights the skills and knowledge to instigate and understand the impact of change, but also to drive it, communicate, inspire others and overcome barriers. It examines your role as a leader in provoking change in the workplace, stimulating innovation and maintaining momentum.



TEAMS

Learn to develop high performance teams that support growth. You will gain an understanding of team dynamics and how different individuals contribute to teams in different ways. It is an important session to enable you to build an effective team that in turn frees you to become more strategic.



CULTURE

Culture is key to delivering your growth strategy. You will determine the culture needed to support growth, at home and overseas and explore how it can shape innovation, engagement and growth. You will also look at your role and leadership style and how you can influence others as a role model, examining how the personal behaviour of a leader is critical to creating a leadership culture.



COACHING

You will develop the skills to coach performance in the workplace. The session brings together many of the strands of the previous workshops: the role of the leader, the culture you wish to create and how to identify and develop the talent in your business. It will assist with talent development and succession planning by identifying potential and nurturing it to meet your business needs. You will develop a clear understanding of the role of coaching, and where coaching should be applied to greatest benefit.



EVALUATION

After the programme we will invite you back for a review workshop. This provides the opportunity to assess progress, share experience and celebrate success.

3. ONE-TO-ONE MENTORING

If you want to grow or develop your leadership capability, who better to encourage and support you than someone who has already made that journey.

You will receive up to four half-day sessions with an experienced mentor on the business issues you face. They will work with you to implement and evaluate your action plan whilst helping you make the invaluable shift from thinking to action.

4. CONTINUED LEARNING AND ALUMNI

There is no better way to grow than to put your experience into practice. Ongoing peer to peer learning through leadership articles and videos, alumni leadership meetings, and lunch and learn sessions provide the ideal opportunity to do so.

Current industry leaders will also invite you to participate in short projects, giving you insight into how they lead their business and the industry, providing you with yet another learning experience.



After a long period of managing declining confidence, the business and the people in it are growing again and are confident about the future.



The programme is a series of four Master Classes each held for one day during the period January to June 2019. Each day combines leadership development with input and discussion from experienced leaders mostly from the Life and Chemical Sciences sector for a group of emerging leaders in Life and Chemical Sciences. The Master Classes each have a theme associated with the manufacturing strategy for the sector in Scotland and focus on a particular aspect of transformational leadership.

The nominees should be highly promising individuals from the Life and Chemicals Science sector who show potential to be key industry leaders in the next 5 to 10 years. There must be evidence of a high level of achievement and the ability to embrace new and challenging thinking. Personal ambition and independence should also be evident.

The Master Classes will be held in Edinburgh, Grangemouth, Glasgow and Irvine and will include visits to the Scottish Parliament where a reception with MSPs will be held, tours of Ineos, Grangemouth, GSK, Irvine and Continuous Manufacturing and Crystallisation (CMAC), at University of Strathclyde.

Master Class 1	30th January 2019	09:00 – 20:00	(Central Edinburgh) Followed by visit to Scottish Parliament
Master Class 2	12th March 2019	09:00 – 20:00	Ineos, Grangemouth Followed by dinner in Grangemouth area
Master Class 3	25th April 2019	09:00 – 20:00	Continuous Manufacturing and Crystallisation (CMAC), at University of Strathclyde Followed by dinner in Glasgow
Master Class 4	11th June 2019	09:30 – 20:00	Glaxo Smith Klein (GSK), Irvine Followed by dinner in Troon

Costs for the programme will be subsidised by Scottish Enterprise, and costs per participant will be **£1400 + VAT**. Nominations close at 4pm on **Monday 19th November 2018**.

Highlighted speakers include:

Mr Kenneth Gibson, Member of the Scottish Parliament for Cunninghame North
 John McNally, CEO - Ineos
 Ian Little, Site Business Development Manager - Ineos
 Craig Johnston, Industrial Director - CMAC
 Alistair Cameron, CEO - Scotmas Limited
 Jayne Haines- Head of Talent, Learning and Organisation Design - GSK

A full speaker list will be available prior to the first master class.

Case Studies



Eve Bird,
Celtic Renewables

Celtic Renewables is a rapidly growing biotechnology spin-out company with global potential. I have designed and overseen the technology requirements of our bespoke fermentation process, which grew from laboratory development to industrial scale, and I now head up and manage all the research and development activity for the company.

The Leadership Masterclass taught me valuable tools for managing change in high performance teams. The course included strategies for implementing a framework for innovation, which will align our innovation effort with the wider strategic priorities of the company.

The overall programme provided excellent opportunities to learn from, and network with, the established leaders in the Life and Chemical Sciences Manufacturing sector. As well as brilliant one-to-one coaching and relevant industrial site visits.



Elaine Coffey,
Syngenta Limited

Syngenta is a leading agriculture company with a manufacturing base in Grangemouth. Leadership development is key to the future success of the site. Participating in the programme provided me with an opportunity to reflect on my leadership strengths.

One-to-one mentoring, using the 360 feedback, and profiling has accelerated my own personal and therefore my team's development. In particular, recognising that different leadership styles have positives as well as development opportunities has been like a breath of fresh air.

I have implemented many positive changes in the way I carry out my leadership role since I commenced the programme, from focusing on the positives in meetings and proactively planning more time for longer term strategic activities as well as my own personal development.

The leadership master class programme also provided me with fantastic networking opportunities with current and previous cohorts, all of whom are from such a diverse range of backgrounds and experience. This networking is still going strong after completion of the course.

“The programme is exceptional for your leadership development no matter what stage of your career you are in.”

Application Form

Please complete the following:

Name

Postal Address

Telephone

Mobile

Email

Are you self-employed?

Yes

No

Job Title

Employer Name

Employer address

Telephone

Mobile

Email

Nature of Employers business

Number of employees in your organisation:

Application Form

Please complete the following question:

Q1. Why do you want to participate in the Life and Chemical Sciences(LCS) Leadership Master Class Programme? (Max 300 words)

Application Form

Please complete the following question:

- Q2.** Describe your work experience to date and provide an example of where you have provided leadership. (Max 300 words)

Application Form

Please complete the following questions:

- Q3.** What contribution do you believe you can make to the future success of your organisation?
(Max 200 words)

Application Form

Please complete the following question:

- Q4.** What do you consider to be your key leadership challenges?
(Max 200 words)

Application Form

How did you hear about the LCS Leadership Master Class Programme? (Please tick as appropriate)

Social Media Press Website
Word of mouth Programme Alumni LCS event
Other

Have you agreed your participation in the Programme with your employer? (Please tick as appropriate)

Yes Not Applicable

If not applicable, please explain why (i.e. self-employed):

Please provide details of two referees:

Name <input type="text"/>	Name <input type="text"/>
Telephone <input type="text"/>	Telephone <input type="text"/>
Email <input type="text"/>	Email <input type="text"/>
Relationship <input type="text"/>	Relationship <input type="text"/>

Please tick to acknowledge:

I understand that if I am successful in my selection for the program; I will be required to commit to full attendance and complete the pre programme psychometric self-assessment and 360 degree feedback survey. I understand that there is a £1400 + VAT participation fee payable prior to commencement of the programme.

Signed Date

Please attach a copy of your CV and a recent photo with the completed application and return it by email to: Alison Frew – alison.frew@scotent.co.uk

(Postal applications will not be accepted)

Applications must be submitted by 4pm on Monday 19th November 2018 and successful applicants will be informed by 4pm on Friday 7th December 2018. There may be a requirement for an interview with the Application Panel, the date of which will be confirmed.

THANK YOU.

The programme is supported by Matrix Business Growth Consultants on behalf of the Life and Chemical Sciences Sector and Scottish Enterprise. Matrix is well-experienced with a long track record of delivering leadership development programmes for ambitious, growing businesses.

If you require this publication in an alternative format and/or language please contact the Scottish Enterprise Helpline on 0300 013 3385 to discuss your needs.

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