



# Further Education Strategic Leadership Programme

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For Principals and CEOs

*‘Leadership is the key to the success of any organisation. The leadership challenges in the Further Education sector continue to grow in size and complexity. I know Principals and CEOs will relish the opportunity to work with Saïd Business School, to raise their own leadership capacity, and the capability of the whole sector.’*

**Sir Frank McLoughlin CBE**  
Associate Director – Leadership  
Education and Training Foundation

# Welcome

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The Further Education Strategic Leadership Programme has been custom designed for CEOs and Principals of Further Education colleges and other institutions in the FE sector. For the first time in many years, there is an opportunity to raise the leadership capability and capacity of the sector through a prestigious and high impact programme built around what leaders have stated they want. Over 140 CEOs and Principals have completed the programme since it launched in 2017.

The programme has been commissioned by the Education and Training Foundation (ETF), the sector owned, government-backed workforce development body for the Further Education and Training sector. The programme is funded and subsidised by the Department for Education for eligible organisations funded by the Education and Skills Funding Agency (ESFA).

# Programme overview

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The programme consists of three residential modules at Saïd Business School's dedicated executive education facilities in Oxford.

The learning approach is highly engaging, delivered through a combination of interactive discussion, provocation, expert insight, facilitation, and reflection.

Throughout the programme, there are many opportunities to broaden and deepen networks across the sector and to engage in collective as well as individual debate and endeavour.

Faculty from Saïd Business School are joined by academics from the wider University of Oxford and representatives from the FE sector and the broader business community, contributing thought-leadership perspectives and practitioner insights.

Between modules there are regular small group tutorials, providing an opportunity to work on self-identified areas of strategic priority and to engage in action learning discussion.

There is no formal assessment, but there are ample opportunities to draw on the resources of peers and faculty to apply new approaches to your personal challenges and leadership context.

Key themes include:

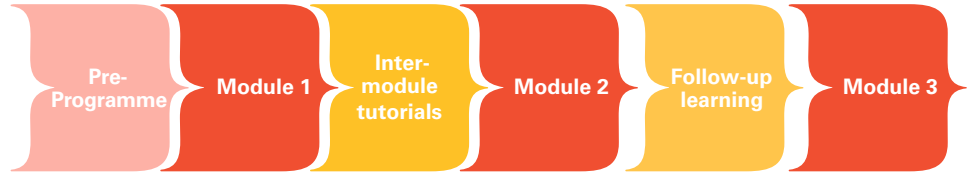
- Leading change and adaptive leadership
- Networks and collaboration for competitive advantage
- Strategic finance
- Communicating with impact
- Personal leadership, purpose and vision
- Future-thinking and scenario planning
- Reflective practice
- Reputation
- Personal and organisational resilience

Those participating to date have come from colleges and college groups from across the sector, as well as from adult learning services, independent training providers, and other related organisations and institutions.

*‘The combination of residential modules, application of learning to real life situations, small tutorials and group discussion was highly stimulating and helpful’*

**Amanda Melton**

Principal and Chief Executive,  
Nelson and Colne College



# Benefits

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The programme gives you the opportunity to develop a deeper understanding of the important part you can play in delivering ambitious plans for the FE sector, raising its capability and prestige. There are ample opportunities to apply leadership thinking at the level of the individual, the organisation, and the sector as a whole.

Those who have taken part on the programme have valued the opportunity to connect with peers and the space for reflection it has given them, as well as the rich mix of frameworks, tools and insights the sessions deliver.

You will benefit from:

- An enhanced capacity to operate at a senior level in a complex and fast-changing environment
- The ability to plan, lead and implement strategy for long-term sustainable advantage
- Deeper understanding of your individual leadership purpose and approach
- Enhanced ability to communicate a compelling vision with impact
- Broader understanding of the trends in the sector and on the future of work and skills
- A diverse and talented group of peers with whom to learn, exchange experience and generate ideas
- The ability to plan for effective risk and reputation management
- Ongoing alumni engagement, including membership of the Oxford Business Alumni Network

*‘The combination of academic rigour from one of the world’s best universities with understanding of our particular issues makes it exceptionally powerful.’*

**Mark Malcolmson CBE**

Principal and Chief Executive, City Lit

*‘A thought provoking and extremely helpful intervention for me personally and for our sector.’*

**Nick Juba**

CEO, Greater Brighton Metropolitan College



# Programme Directors

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## **Steve Mostyn**

Associate Fellow, Saïd Business School, University of Oxford

Steve acts as Programme Director at Oxford Saïd for the Education and Training Foundation and Scottish Water, and has previously led the delivery of corporate education interventions for the school with numerous world-class organisations including Standard Chartered Bank, Atkins, and Royal Mail Group.

His primary interest lies in the application of leadership and management theory to practical application. He is currently leading a research study entitled 'What Really Works in Developing Leaders?'

Steve runs executive workshops on adaptive leadership, organisation design and is an experienced facilitator for complex challenges with leadership teams.

Steve has a BA (Hons) in Politics and Sociology from the University of Reading, an MBA from the University of Central England and he also attended ODHRM at Columbia Graduate School of Business. He is a Fellow of the Chartered Institute of Personnel and Development (FCIPD).



**Dr Louise Watts**

Client Director, Saïd Business School, University of Oxford

Louise is responsible for Public Value clients within Custom Executive Education. She works with schools of government, public sector institutions and organisations delivering public services in areas such as education, utilities, health, government and public administration.

Louise has experience of working closely with clients in the UK and internationally to design and deliver programmes that have impact at scale on the sector or system, as well as on individuals and their organisations.

Louise also has extensive experience of coaching senior and high potential leaders, and a particular interest in reflective practice. Before joining Saïd Business School, Louise worked in publishing and higher education. She has an active interest in creative writing, and previously taught English at degree level.

Louise has a 1st class BA (Hons) and a PhD in English Literature from the University of Cambridge.

# Creating impactful learning

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Saïd Business School, University of Oxford, is one of the world's leading business schools, renowned for delivering cutting-edge education and ground-breaking research.

Through its strategic leadership interventions, the School has contributed to the success of hundreds of complex international businesses, government, and major public bodies, delivering unique learning experiences that achieve outstanding results and lasting impact at both the organisational and individual level.

Set in 37 acres of wooded grounds on the outskirts of Oxford, Egrove Park is the Business School's purpose-built executive education centre. It offers fine dining from an award-winning kitchen, and a full accommodation service in the style of a country house hotel. Sports facilities include a gym and an all-weather playing surface. Teaching spaces range from lecture theatres to small syndicate rooms and the Information Centre is accessible 24 hours a day.

*'Further Education plays an incredibly important role in developing a skilled and diverse workforce, providing opportunities for young people and adults at all stages of their learning and careers, and building communities throughout the country: the importance of the FE sector to Great Britain is only going to increase in the future, and we are delighted to be working in close partnership with the Education and Training Foundation to support the development of the leaders of today and tomorrow.'*

**Dr Louise Watts**

Client Director, Saïd Business School, University of Oxford

# Next steps...

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For further information, dates and to register, please go to:

**[booking.etfoundation.co.uk/  
course/details/143](https://booking.etfoundation.co.uk/course/details/143)**

Please contact our programme administration team:

T: +44 (0)1865 422960

E: **[FESLP@sbs.ox.ac.uk](mailto:FESLP@sbs.ox.ac.uk)**





The Education and Training Foundation (ETF) is the sector-owned, government-backed workforce development body for the Further Education and Training sector.

We believe that the key to improving education and training is to support teachers and their leaders to excel.

Everything the ETF does is in pursuit of our vision of:

- first class leaders within the sector
- effective, professionally confident teachers and trainers
- further education as the career of choice for ambitious professionals who wish to make a difference.

We have a full range of leadership programmes for middle managers, CFOs, CEOs and Chairs, as well as programmes for those who are preparing to become a CEO or Principal in the near future. For more information, please visit: [leadershiphub.etfoundation.co.uk/](https://leadershiphub.etfoundation.co.uk/)

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