

Executive Education

Case Studies



Executive Education

Our Executive Education provision translates world-leading academic research into relevant, impactful business practice for individuals and organisations.

We connect you to the ever-changing economic, social and political issues of the 21st century and work beyond the university boundaries to develop a space where organisations, practitioners and academics can collaborate to create brilliance in business.

It is our focus on implementation – turning concepts and ideas into specific actions that improve individual and organisational performance, which distinguishes our offering.

Being part of one of our programmes offers access to researchers working at the frontiers of knowledge in their disciplines. You will benefit from learning that builds both new knowledge and the capacity for sophisticated reflective insight.

Read about our Work

Chinese Scholarship Council: University Management and Innovation Programme

Overview

Delivered by Cardiff Business School and the CPD Unit, this three year collaboration between Cardiff University and China Scholarship Council resulted in a bespoke, 13 week University Management and Innovation programme for a delegation of mid to senior level staff from Chinese universities.

During the first year of the programme, 38 delegates attended. In 2017 this increased to 52, and in 2018 we hosted 106 delegates. Over 3 years, the University welcomed 112 Chinese universities to Cardiff. The majority of delegates were working at Deputy Director level, accompanied by Directors and Vice Deans.

Learning Programme Overview

The theme for the programme was leadership and management in a university

context, with a particular focus on innovation. The learning programme was designed to provide:

- The latest thinking related to leadership, change and university management
- Weekly academic sessions, delivered by academics and senior professional services staff from Cardiff Business School at Executive Education
- Insights from senior Cardiff University administrators and academics who shared their approach to university management

- The opportunity to experience management at a range of other universities in the region
- A chance to network with peers and learn from each other
- Twice weekly English language skills sessions
- Time to work on an improvement project, building on experiences gained on the programme in order to bring about change in home institutions
- Networking events and visits to Cardiff University facilities
- On the job learning opportunities; delegates selected from a range of options to visit a department of Cardiff University and undertake activities such as an informal question and answer session with staff, a tour of facilities or a lunch and learn session

A panel of senior Cardiff University staff provided the delegates with detailed feedback on their projects including (but not limited to), how well their understanding of key issues was communicated, their understanding of stakeholder perspectives and whether any suggestions for further improvement were needed.

The teams' investment and engagement with the project was evaluated in feedback provided by the panel.

Links Developed

A key aspect of the programme was ensuring delegates had the opportunities to develop links with colleagues at Cardiff University and other organisations. The project team facilitated meetings between delegates

Outcomes and Impact

At the end of the programme, delegates presented an improvement project that they had worked on during project tutorial sessions.



After returning home, I shared my three-month study experience with my colleagues – about 100 people. As far as the management of innovation and entrepreneurship education is concerned, I am more willing to explore the relationship between the transformation of scientific and technological achievement and entrepreneurship education by referring to the Cardiff University model.

Participant feedback

“I really appreciated the problems that you identified as part of the change as well as the positives. Some innovative and creative solutions have been put in place to improve the system within the current governmental framework.”

Participant feedback



Bespoke Training Programme for NHS Wales Finance Academy:

Supporting aspiring Financial Directors as they create positive change across the organisation

Cardiff Business School's Executive Education team helps to upskill Finance Leaders in this bespoke training course, developed in partnership with the NHS Wales Finance Academy.

Background

This programme was developed to advance the skills of those identified as potential Finance Directors of the future within the Finance Academy's talent pipeline.

Cardiff Business School's Executive Education Director, Sarah Lethbridge, worked in close consultation with the NHS Wales Finance Academy, to develop the content and learning outcomes of the programme. The NHS Wales Finance Academy has a comprehensive understanding of the competencies and skills required of a successful 21st Century financial leader. The input that they provided proved invaluable.

There was a mutual desire by both the client and the Business School to provide the right learning opportunities and experiences to create cohorts of financial leaders whose knowledge and leadership will encompass much more than simply financial expertise.

The Brief

The programme was designed to help the cohort develop the necessary sophisticated emotional intelligence skills to lead cultural change in a sector with diverse groups of people with different sets of expertise. Key objectives included helping the cohort drive

positive change across their organisation, enabling a comprehensive understanding of the complex system they manage, as well as the huge impact that financial flows have on the delivery of successful outcomes.

The client also wished to develop further skills in their senior financial staff, including the ability to tackle poor performance, to motivate and inspire staff to innovate, and to constantly assess value to patients, staff and society. It was also important that the cohort then committed to maximising value across the entire organisation.

With this objective in mind, the University's Executive Education, CPD Unit team, and NHS Wales Finance Academy leaders worked to create a programme to enable this cohort to realise their full potential as key architects of highly successful, efficient and effective, healthcare organisations.

The Approach: Creating a collaborative bespoke training programme

A key component of this bespoke programme was the thorough consultation that took place with NHS Wales Finance Academy prior to the training taking place. Executive

and a host of different departments within the university. Networking events also played a central role within the programme.

Feedback from delegates since their return to China indicate that these links have continued.

Final Report Detailing Impact

It is clear the programme has triggered positive change in Chinese Universities, thanks to the sharing of all course resources and the effectiveness of our teaching. This was achieved through the open, transparent and honest approach to sharing of Cardiff University knowledge. The programme was a great opportunity to develop relationships with key individuals across the Chinese

education system, to learn from their practices and, through reflecting and exploring our University's transformational journey, we not only help others, but better understand ourselves.

Indeed, thanks to the three years working with the China Scholarship Council, Cardiff Business School is experienced in helping educational institutions to better understand themselves as organisations and embrace improvement activity, and have consequently helped other Universities, such as Kuwait and Vietnam.

We greatly appreciated working with the China Scholarship Council on this Professional Programme, and hope our relationship with them continues to blossom.

Education has a great deal of experience working with organisations to understand their needs, organisational culture, opportunities and challenges that exist. Several meetings with the NHS Wales Finance Academy and the academics deliverers were held, to tailor the taught sessions to the organisational context.

As a University, our primary objective within knowledge transfer activities is to ensure that mutually beneficial learning takes place. We always look to embed learning within the organisation, whilst developing expertise on the ground to continue to develop knowledge after the training programme has been completed.

Course Content

The programme was delivered through a mix of facilitated classroom sessions, and personality profiles, as part of a wider programme of Finance Academy activity.

Topics

The learning programme was aligned to their People, Innovation, Partnership and Excellence strategy and covered the following key areas: Leadership, Healthcare, Innovation, Financial Expertise, and Personal Development and Reflection.

Modules included:

- Public Value and Future Generations
- Collaborative Leadership
- Strategy and Innovation
- Data Analytics for Good
- Presenting Data and Evidence to Clinical Audiences
- Analysing and Managing Financial Sustainability

The learning programme also included daily guest speakers who brought different voices and perspectives.

Public Value at Cardiff Business School

This Executive Education programme is very important to us as a Business School because, since late 2015, we have committed to our Public Value strategy and as such, are the world's first Public Value Business School.

In simple terms, this means that we are working to deliver social improvement as well as economic development, recognising the role that business and management has to play in tackling some of the grand challenges in contemporary society.

By embracing interdisciplinary working, with academic colleagues, business partners and the third sector, we believe we can help find solutions to a range of social problems and reframe how people think of business and management.

Working in partnership with the NHS Wales Finance Academy on this programme has enabled us to really contribute to that mission. By working together with key stakeholders in the NHS in Wales, we can help them to better lead their organisations, moving away from arbitrary targets and annual budget cycles to financially supporting more progressive forms of system improvement, improving patient care beyond organisational boundaries.

We have also recently been awarded NHS Wales Diploma in Healthcare Planning and we will be looking to achieve the same aims within this important education initiative.

Outcomes and Feedback

Delegates provided feedback on how knowledgeable they felt the academic deliverers were, as well as how effectively they were able to transfer that knowledge



“Good mix of sessions to the day. Robin was engaging in his presentations, as was the session with Nigel Wilson. There is a good mix of individuals in the cohort and the discussions and feedback was wide ranging, enhancing the value of the day”
Participant feedback



within the context of NHS Wales and their roles as potential Financial Directors. Delegates reported that they found the approach of the course allowed them “opportunities to discuss real-life scenarios in small and wider groups”, which was particularly beneficial in translating research-led knowledge into meaningful and actionable content.

A significant objective of the programme was to build a cohort. Delegates felt that they were provided with an excellent opportunity for “wide ranging discussions and feedback, enhancing the value of the programme”. The Resilience and Systems Leadership sessions were seen as particularly beneficial, generating fantastic feedback.

NHS Wales/ Welsh Government Diploma in Healthcare Planning

We were pleased to win this opportunity to work with 125 Planners across a variety of NHS Wales healthcare organisations over the next 5 years.

This programme is interdisciplinary in nature to provide the variety of skills needed within a planning role. It involves the Business School, the School of Maths and the School of Medicine and taught in 2 day-blocks with accompanying e-learning. Working with the NHS Wales Planning Programme for Learning and the NHS Wales Finance Academy offers us a fantastic opportunity to create positive change in Welsh healthcare.

Understanding Leadership:

Hugh James

In 2016, Cardiff Business School and Hugh James embarked on a programme of learning designed to equip key figures in the Business (equity and salaried partners) with essential leadership knowledge to help develop them as leaders within a transforming organisation.

The Background

Hugh James is a Top 100 UK law firm offering specialist legal and financial advice. They have over 50 years' experience and are established as the largest indigenous law firm in Wales. Following a period of unprecedented change for Hugh James, the firm found itself in an exciting place in terms of its evolution and development.

They had undergone a brand and image refresh complete with a new vision and values that illustrate the company's professionalism and ambition. They acquired MLM Cartwright, whose clients included SA Brain & Co., and the Celtic Manor Resort, confirming Hugh James as the largest corporate, commercial and property legal team in Wales.

The company announced the relocation of their Headquarters to a brand new 100,000 sq ft. office space in Central Square Cardiff, near to the new base for BBC Wales, the prestigious Cardiff University School of Journalism and Media Studies and Cardiff

Central Station, to facilitate links to London and beyond.

If that wasn't enough, a new business strategy had been formulated and was beginning to be disseminated and interpreted to every member of staff.

The Brief

To work in collaboration with Hugh James to further build on their successful approach to leadership development and transformational change and to equip the senior team with the knowledge needed to lead the business through the organisation's period of significant growth.

The Solution

We created the following programmes:

- 2 Understanding Leadership programmes
- Senior Leadership Continuous Improvement Masterclass
- Continuous Improvement team training

“Cardiff Business School is so well known, it's highly ranked, and for me, the teaching was exceptional. It made us think about our own teams, and about our own business. We got there by ourselves – but with expert support.”

Alun Jones, Managing Partner

The Programme

Understanding Leadership was built around four days, each of which had been designed to provide the expertise needed for individuals and teams to excel within the new Hugh James performance development framework. The programme covered the components of successful organisations, nurturing client relationships, high performance teams and business development. Emphasis was given to the process of embedding tools and methods throughout the whole organisation and cascading the learning.

Outcomes

Following the success of the 2016 Understanding Leadership programme, Hugh James and Cardiff Business School further

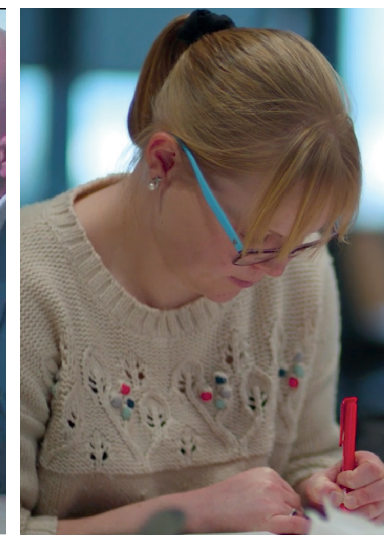
collaborated on a 2017/18 Leadership programme.

Our relationship with Hugh James is a positive one and continues to develop. They have delivered Breakfast Briefings for the School and participate in programme approval workshops designed to collect industry feedback about our courses.

Developing these relationships is a key strength of working with Cardiff Business School and Cardiff University. We offer fantastic access to our talent (students and academics), knowledge and resources and commissioning education and training initiatives is a great way to trigger these great relationships. Commissioning education programmes with us is a great way to initiate productive partnerships.

“Cardiff Business School is the perfect fit – being able to enjoy the Executive Education Suite and all that it offers, and the access to the academics that we had, was a real career highlight.”

Pip Thomas, former Head of Learning & Development.





“I came away thinking differently about myself, my team and the entire organisation. Six months ago, I'd just have done my job, following a process – Now I enjoy change, take time to step back and remember to take people on the journey with me, thinking about how change impacts on them.
Delegate, Dŵr Cymru Welsh Water.”

Embedding Innovation at Dŵr Cymru Welsh Water

Welsh Water worked with us to develop innovation capacity across their organisation. The result is a ground-breaking programme that has generated both immediate and long-term benefits.

The Brief

With its unique not-for-profit model in the utilities sector, Dŵr Cymru Welsh Water provides essential water and wastewater services to over three million people across much of Wales, Herefordshire and Deeside. Dŵr Cymru Welsh Water is owned by its customers which means that innovation is crucial to lower costs, limit the impact on the environment and reduce risks.

The company aims to generate around 25% of its energy needs by 2020. Key to this is a vast investment in new technology and effective use of near-to-market innovations.

The Solutions

The Embedding Innovation programme for Dŵr Cymru Welsh Water was designed as the second phase of a wider bespoke programme created for the company. The first phase focussed on embedding innovation to improve efficiency; in the new programme, we combined that principle with

effective tools to cascade learning and help create a culture of innovation throughout the organisation.

The 4-day Embedding Innovation programme was built around knowledge transfer and exploration sessions, combined with practical innovation work-streams in the afternoon

where participants worked on real company improvements. This facilitated the process of embedding tools and methods throughout the whole organisation.

The assessment methodology of individual learning logs, Innovate! workbooks and presentations allowed delegates to consolidate their learning and gain ten academic credits which can potentially be used to build towards a further qualification.

Outcome

This programme created immediate benefits and long-term solutions for Dŵr Cymru Welsh Water, enabling managers from across the organisation to pool their knowledge, test existing innovation processes and, in the words of a Dŵr Cymru Waste Water manager, “become better at finding, assessing, buying and contracting for innovation”.

The programme had a unique momentum, building ideas from abstract concepts, conversation reflection and new experience in order to create practical and real outputs for the organisation.

Projects ranged from developing new products and processes for reviewing equipment faults to an examination of the internal innovation culture and triggers for behaviour change. Embedding Innovation is now an integral part of Dŵr Cymru Welsh Water's people/innovation strategy.

Sample Innovation Project

A change in regulation meant Dŵr Cymru Welsh Water had to review the existing maintenance strategy for their water filters. Quality of service moved centre stage where historically age and deterioration had been the main criteria for replacing filters. One of the programme participants, Geraint Long, developed a new way to use performance data that provides an optimised

“We have been delighted with the quality and impact of the Cardiff Business School programme. Expert faculty delivered a truly bespoke course with immediate and long-term benefits to Welsh Water – motivated staff working on business innovations than can be transferred across our organisation.
Former Head of Talent”

20-year rolling maintenance programme. The new approach to quality improvement is now spreading to other areas within Dŵr Cymru Welsh Water.

Working with Dŵr Cymru Welsh Water enabled us, again, to pursue our Public Value mission. Water Scarcity is a global challenge of huge importance and so it was greatly valuable to work with this not for profit organisation to help them to become more innovative. The University has extensive links with Dŵr Cymru Welsh Water, and we are able to provide great placement opportunities and cutting edge, collaborative research, again illustrating the extent to which we value our industrial collaborations. We will seek to nurture productive relationships within our executive education programmes.

Operational Excellence and Data Analytics: The Automotive Component Manufacturers Association of India (ACMA)

Cardiff Business School's Executive Education department created and delivered a one-week Executive course for ACMA counsellors and executives from the Indian automotive industry in lean, quality improvement and productivity, leadership, and innovation.

Following the successful delivery of this pilot programme, Executive Education delivered a further programme exploring data analytics, which helped delegates to understand the benefits that increased knowledge in this area can bring to the Automotive Sector in India.

Background

In January 2017, academics from Cardiff Business School's Logistics and Operations Management section returned from India having signed a Memorandum of Understanding (MoU) with the Automotive Components Manufacturer Association of India (ACMA). The MoU, signed by Professor Wells and Mr. Dinesh Vedpathak from ACMA, enables Cardiff Business School to continue their research collaboration within the Indian Automotive Sector and deliver training and mentoring to ACMA's senior management.

The Client

ACMA is the apex body representing the interest of the Indian Auto Component Industry. Its membership of over 750 manufacturers contributes more than 85% of the auto component industry's turnover in the organised sector.

ACMA's charter is to develop a globally competitive Indian Auto Component Industry and strengthen its role in national economic development and promote business through international alliances.

They played a pivotal role in the growth and development of the auto component

industry in India. Its active involvement in trade promotion, technology up-gradation, quality enhancement and collection and dissemination of information has made it a vital catalyst for this industry's development.

The Programmes

The Operational Excellence study tour had a total of 14 delegates from Tej Industries, IP Rings Ltd, Fairfield Atlas limited, J.K Fenner Ltd (India), Wheels India Ltd, and ACMA. It was built around five days of learning, each designed to provide the expertise needed for companies in the sector to look beyond immediate management issues and develop a long-term strategy to cope with the huge changes sweeping through the industry. It covered the key components of successful organisations and how the delegates can create a culture to support employee Operations Excellence initiatives.

Some areas covered included Lean and Six Sigma, cutting edge practices and experiences from the field and blending a Lean Service approach with a Lean manufacturing approach. Delegates also had the opportunity to visit the Sony Manufacturing Centre of Excellence and the MINI Oxford plant.

Following the successful Operational Excellence study tour, the Executive Education department created a further two-week programme in Smart Manufacturing Through Data Analytics. This blended the Business School's theoretical expertise with practical insights into the successful application of data analytics. It was interdisciplinary in approach involving guest lecturers from Engineering and Computer Science.

Topics included Smart Manufacturing and the role of Data Analytics, Descriptive Analytics, Diagnostic Analytics and Building Trade Links between Wales and India. The programme included sessions with guest speakers, and tours to British Gas and Protolabs.



More Information

The Auto Component industry in India is one of the key drivers of India's economic growth. The well-developed Indian auto component industry manufactures a wide variety of products including engine, drive transmission and steering parts, body and chassis, suspension and braking parts, equipment and electrical.

In the financial year 2015-16, the Indian auto-component industry registered a turnover of 2,55,635 crore (USD 39 billion) growing by 8.8 per cent, surpassing the Automotive Mission Plan 2006-16 target. In a period when the overall exports of India declined by 9.58 per cent, the Indian auto component industry exports grew by 3.5 per cent.

Our relationship with ACMA continues to develop and, thanks to the positive learning experience that they have when visiting Cardiff (which they successfully blend with a variety of cultural visits!), they are looking to develop more programmes with us.

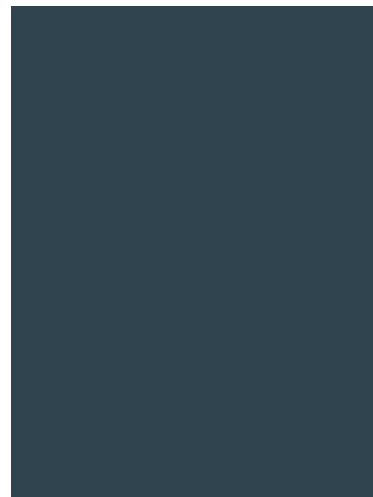
“The whole Programme was nicely planned and executed. The mix of theory and plant visits was appropriate. Sony and MINI plant tours were great learning. It was a very well managed programme, thanks to ACMA and Cardiff.”
Sarabjeet Singh

Leadership Development Programme: Kuwait University

Background and Brief

In October 2017, Cardiff Business School ran a 5-day customised leadership programme for 12 management and supervisor level staff from Kuwait University. The key themes explored as part of this programme were process management and administrative workflow automation – i.e. shifting from paperwork to automated systems, human resources and meeting management.

Following the success of the 2017 programme, Kuwait University arranged for a further 10 delegates to visit Cardiff University in October 2018 as part of a leadership development programme, which focused on time management, HR development and innovation management.



The Programme

We devised and delivered a 5-day customised leadership programme for a delegation of mid to senior staff from Kuwait University. Responses to a pre-course questionnaire provided us with a valuable insight into the work history, previous training and areas of interest identified by the delegates and allowed us to create a highly tailored and bespoke programme, including:

- Presentations
- Group discussions
- Case studies
- Individual and group work
- Visits to relevant organisations including tours of Cardiff University campus and facilities

The Outcomes and Impact

The response to the programme was positive, participants particularly highlighting their enjoyment of Meeting Management Skills sessions delivered by Barry Evans, who shared his business expertise developed when working for Tesco, a leading UK retailer. He shared tips about how to run better meetings using plan, do, check, review cycles. All sessions were given an 88% or above satisfaction rating by the delegates.

A very impressive 71% of sessions were given full marks.

Working with Kuwait University enabled us to apply some of the learning from the China Scholarship Council programme, sharing our business knowledge to help other universities around the globe.

We were also able to accommodate their requirements by organising sessions around prayer times and access to prayer rooms.

The programme also included best practice case study visits to a local Shared Service Centre to see automated processing in action and hear about how services are embracing Industry 4.0. which the group particularly enjoyed.

The group greatly appreciated the opportunity to help the management team to better understand each other and learn away from their organisation, in the wonderful city of Cardiff.

They were able to combine their educational trip with cultural visits to Cardiff Bay, Cardiff Castle and the Principality Stadium, ensuring that their visit was a productive, educational, enjoyable and memorable one.

About Cardiff University

Cardiff University is one of the UK's leading universities with a global reputation in many relevant disciplines including journalism, geography, law, management, psychology, accounting, sociology and education.

Whilst in the communities of Cardiff and Wales, we have impact across the globe. We work with individuals and organisations as part of a strategic aim to boost growth and prosperity in Wales, the UK and the rest of the world.

The quality of the academics from Cardiff Business School was outstanding, they quickly established good rapport with everyone on the course, and very quickly established themselves as leaders in their fields.

Hugh James

Contact us

Tel: 029 2087 5723

Email: Executive-Education@cardiff.ac.uk

Cardiff Business School
Executive Education
Postgraduate Teaching Centre
Colum Drive
Cardiff
CF10 3EU