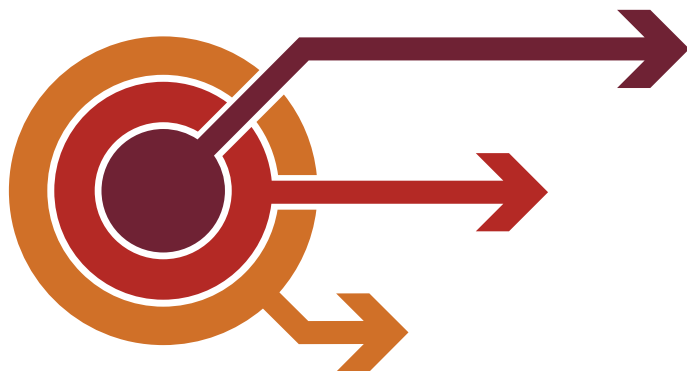


# THOUGHT LEADERS IN YOUR BUSINESS

*Cranfield*  
UNIVERSITY  
School of Management

## BUILDING RESILIENCE



“

*Success is not final, failure is not fatal:  
it is the courage to continue that counts.*

”

**WINSTON CHURCHILL**

## Your Critical Issues

Why is it in industries where large scale risk and potential harm is commonplace, some organisations own a glowing track record of productivity, reliability and safety whilst others struggle? How do they comfortably manage the unexpected whilst others flounder? Business failure and financial ruin haunts directors and CxO's. When companies

do run into trouble, the goal is to 'bounce back' rapidly, yet often we see the opposite. We've deeply analysed the factors that lead to catastrophe and developed strategies to prevent this. Protect your brand, reputation and stakeholder value through *Building Resilience*.

## Your Workshop

If you work in a VUCA environment (volatility, uncertain, complex, ambiguous) such as energy, transport, projects and programmes, health, construction, manufacturing or financial services, Cranfield will assign three industry renowned Thought Leaders to work with your top management team in a closed door workshop, held at your offices or at Cranfield, to steer you through the key

strategic imperatives that managers must address. Using Cranfield's tried and tested Resilience model and case examples of the ideas in action, they will stimulate managerial debate and help you plan, design, embed adaptability and flexibility into your organisation to build resilience at a strategic, operational and individual (behaviours) level.

## Your Thought Leaders

**David Denyer** is Professor of Organizational Change and Director of Research at Cranfield and was voted HR magazine's 2012 "Most Influential UK Thinker". David works with organizations to build capabilities of change, leadership, resilience and high reliability. He has worked with the nuclear industry, oil and

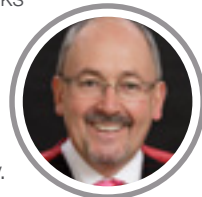
gas companies, hospitals, fire and rescue teams and government departments.



**Dr Elmar Kutsch** has held a variety of senior management positions and successfully delivered large projects for finance and public sector organisations in Germany. Elmar has been at Cranfield since 2007 and is a widely published in Risk Management, Resilience and Mindfulness.



**Stephen Carver** is Lecturer of Project & Programme Management and Crisis Communications. A sought after consultant, mentor and public speaker, Stephen has consulted globally and presents ideas in a way that bridges different cultural and organisational differences. He has worked with global banks and insurance companies, aerospace companies and the energy industry.



# Action

Making it Happen

# Value

Post-Workshop Support

## Your Thought Leaders Package

### Pre-Workshop Activity

As your workshop will be focussed solely around your business, a one to one initial consultation with a Thought Leader is necessary. From here we'll be able to advise of any operational data you may need to facilitate your workshop.

### Day 1 - Deep Strategic Analysis

- Introducing the Resilience Model
- Diagnostics – Resilience Model Analysis
- Understanding the strengths, vulnerabilities and risks of strategy, operations and individual behaviours
- Share and audit (what works and what doesn't) related to manager's own experiences
- Benchmark against best in class practice
- Drawing a management consensus and agreeing on the next steps.

### Day 2 - Making it Happen

- Setting the scene - Keynote by Stephen Carver
- Design resilience at the strategic, operational and individual (behaviours) levels
- Create and tailor action plans for different parts of your organisation
- Decide how your action plans will be led and introduced
- Work out how the action plans will be further developed and amended to ensure continuing adaptation
- Agree how impact will be evaluated by exploring expected benefits or outcomes, stakeholder expectations and the cost effectiveness of the change.

### Post-Workshop Support

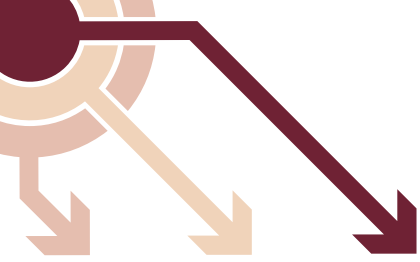
To ensure you deliver your action plan, your Thought Leaders will continue to engage with the senior management team through a:

- 4 week Progress Review workshop via WebEx to help you overcome any initial blockers
- 12 week Progress Review – to track progress and ensure you are working through the thorny issues
- Optional on-going support.\*

**Fee:** £20,000 + VAT - For the top management team in your organisation.

**Date:** To suit your business priorities.

\*Additional charges may apply.



## THOUGHT LEADERS IN YOUR BUSINESS

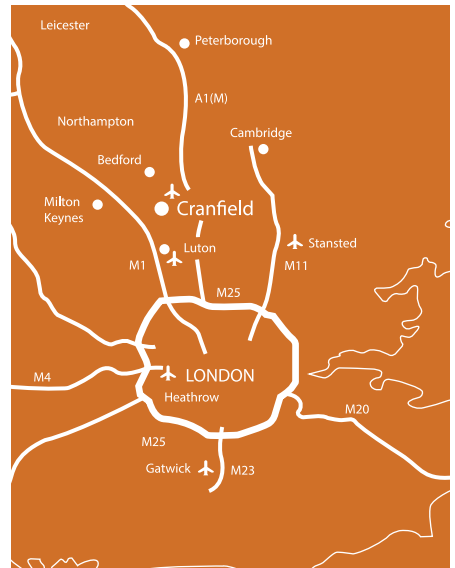
# Building Resilience

Some organisations believe that their top management teams benefit from being removed from their normal day-to-day environment during the workshop element of this programme. If you wish, we can arrange to run your workshop at Cranfield School of Management.

### Location:

Cranfield School of Management's rural setting in Bedfordshire allows you fully to absorb yourself into this programme without distraction.

Located about halfway between London and Birmingham, and on the outskirts of the rapidly developing city of Milton Keynes, Cranfield's location and travel links could not be better. Junctions 13 and 14 of the M1 are five minutes away and the railway station at Milton Keynes is 20 minutes by taxi. London Luton airport is just 30 minutes by car and Heathrow and Stansted within 90 minutes, offering superb connections to and from just about anywhere in the world.



### How To Book:

Our advisers are on hand to provide you with more information and will put you in contact with your Thought Leaders for an initial consultation.

**E:** [som.action@cranfield.ac.uk](mailto:som.action@cranfield.ac.uk)

**T:** +44 (0)1234 754570

**W:** [www.cranfield.ac.uk/som/leaders](http://www.cranfield.ac.uk/som/leaders)

