



**Managing
Partners'
Forum**

**Leadership
Development
Programme**
**Consensus through
Collaboration**

March 2023

Introduction

The Managing Partners' Forum introduces an innovative new leadership development programme tailored to the needs of firm-wide, divisional, functional and aspiring leaders in small- and medium-sized professional services firms with a UK presence.

The programme has been designed in consultation with leaders of legal, accountancy, consultancy and property firms. And in conjunction with some of the world's leading management thinkers and learning and development professionals.

Why the Managing Partners' Forum Leadership Development?

High engagement

Mentoring
(Mentor Match programme –
51 active mentorships)

Peer Groups (The same 7–8
members meeting every six
weeks with a moderator)

Formal training – Leadership
Development Programme

Round tables (Five specialist
groups – in-person and online
sessions)

Management Teams Together
(Quarterly in-person meetings
for all Forum members)

Summits (Half-day twice
annually)

Social media
(LinkedIn 1,500+ followers)

Sector Trends Quarterly
Tracker by Research Panel

'Retuning your Firm'
(Fortnightly webinar –
open to all)

Access to online content
(Videos, poll findings etc)

Low engagement

There are many leadership development programmes available. The Managing Partners' Forum programme is different because:

- It is based on the **specific needs of professional services firms**. The Managing Partners' Forum runs regular surveys into the needs of leaders within the sector. Its Advisory Board and Groups (Firm-wide Leaders, Management Team Together, Finance & Operations, Strategy & Marketing and People, Performance & Culture) have been consulted throughout the programme's development.
- Modules are developed and delivered by **world-class programme leaders** with outstanding credentials, skills and knowledge who have experience of and use case studies from professional services firms.
- It plugs the **gaps in other leadership development** programmes – addressing the specific needs of the professions in promoting consensus through collaboration. It addresses the unique requirements of partnerships which manage highly skilled (and usually strong-willed) knowledge workers in complex organisations spanning multiple divisions and disciplines.
- Each module centres on a high-quality, interactive, half-day, in-person workshop with between eight and 12 participants – with no more than two from any firm. Each workshop is **within a two-day programme of activities** undertaken at the leaders' own pace. This is to ensure that personal needs, aims, learning transfer, behaviour changes and organisational goals are achieved.
- Modules include obligatory and optional learning activities (including briefings, video and text content, discussion groups and assessments) embedded within an **innovative online** system – [People Alchemy | Automated Learning Workflow Platform](#). The system prompts reflection and action. It also allows leaders to measure the financial gain from their learning to support ROI calculations. In some modules the fee includes access to assessments and books by the programme leaders. This ensures that learning extends throughout preparation, participation and activation stages and creates real behaviour change.
- The programme offers pathways to highly regarded **management and leadership qualifications** – specifically the Institute of Directors Chartered Director qualifications and the Chartered Management Institute (the latter in a later programme aimed at other levels of leadership).
- Leaders who are **members of the Managing Partners' Forum** can extend their learning by participating in a range of low- and high-engagement activities with their peers in other firms to further consolidate their learning and development.
- The price of each module includes access to a range of premium learning resources to help you prepare in advance of the workshop and consolidate your learning and implement actions afterwards.

How will you benefit from this leadership development programme?

You will receive a significant return on the time and money you invest in the programme including:

- Access to experienced management and business thinkers who facilitate interactive sessions in an efficient and effective learning environment with carefully developed resources.
- An opportunity to work with the leaders of professional services firms – sharing ideas and views in a confidential and comfortable environment and hopefully forming long-lasting peer connections and even friendships.
- Most modules include high-value, industry-leading assessments (and one-to-one debrief discussions with highly trained and experienced facilitators) that will inform and guide your future personal development as a high-performance senior leader.
- The acquisition of practical skills and relevant knowledge in an efficient way where you have complete control over how and when you complete preparatory work in advance of the workshop. Then, clear guidance and accountability on how to implement changes and action at your firm following the workshop.
- Reassurance that you are aware of and equipped with the most up-to-date leadership and management knowledge and skills needed by senior leaders of modern professional services firms.
- The learning platform used – [People Alchemy | Automated Learning Workflow Platform](#) enables you to calculate the financial return on your training investment should you wish to do so.
- Confidence that your new knowledge and skills will support you in implementing significant performance improvements in your firm.

How the programme works

The initial modules – designed for firm-wide leaders – are shown below. Programmes for divisional, functional and aspiring leaders will follow in 2024.

Core leadership modules for firm-wide leaders

Leaders can choose specific modules or sign up to the entire series depending on their needs.

To get the most from the programme, we suggest you tackle the **core modules** – designed for firm-wide leaders – in the order shown below.

We also suggest you attend the session with a colleague – as this helps you to compare, assimilate and prompt your learning and supports implementation at your firm.

Core modules – firm-wide leaders



Optional modules for firm-wide leaders

The optional modules for firm-wide leaders can be taken at any time. These modules have been produced in conjunction with leading management and leadership development organisations and provide a PSF-friendly introduction to their structured qualification programmes.

Optional modules – firm-wide leaders



Structure of each module

Each module comprises a **half-day, in-person workshop** with a minimum of eight and no more than 12 participants (a maximum of two people from any one firm).

To maximise the learning transfer, leaders are guided through a series of obligatory and optional assessments and activities **before and after** the training session which they tackle in their own time, at their own pace. This means that the learning in a four-hour workshop is supplemented with up to 12 additional hours of learning.

All content and activities are presented in an innovative online content and learning workflow system – [People Alchemy | Automated Learning Workflow Platform](#)

Indicative structure of each module

Prepare (4 hours)	Participate (4 hours)	Activate (8 hours)
Online Learning Portal Contains content and workflow activities		
<p>Obligatory</p> <ul style="list-style-type: none"> • Read briefing • Complete assessment(s) • Set learning and behaviour change aims (with colleague) <p>Optional</p> <ul style="list-style-type: none"> • Appoint mentor and observer(s) • Watch videos • Listen to podcasts • Reflection notes • Read recommended book(s) 	<p>Obligatory</p> <ul style="list-style-type: none"> • Attend half-day, in-person session with up to 12 delegates • Develop action plan <p>Optional</p> <ul style="list-style-type: none"> • Prepare reflection note • Participate in online forum and discussion group • Further reading, viewing and listening to recommended resources 	<p>Obligatory</p> <ul style="list-style-type: none"> • Self-assessment • Debrief with colleague(s) <p>Optional</p> <ul style="list-style-type: none"> • Meet with mentor • Use portal resources • Obtain feedback • Complete personal plan • Calculate financial gains/ROI • Discussion with session leader(s) • Join peer group • Follow-up reviews

Module descriptions

Core programme

“Tested alongside 33 other important skills, EQ subsumes most of them, including time management, decision-making and communication”

“EQ accounts for 58% of performance in all types of jobs, and is the single biggest predictor in the workplace and the strongest driver of leadership and personal excellence”

Emotional Intelligence 2.0
(2009) Travis Bradberry
and Jean Greaves

Emotional Intelligence*

The skills that matter most for effective leadership

This module teaches emotional intelligence (EQ) and allows leaders to use their EQ to lead, engage and succeed as quickly and as powerfully as possible. It addresses self-awareness, emotional regulation, adaptability and persuasive communication.

Indicative contents

Prepare

- Overview of the programme
- Due diligence questionnaire helping to enhance learning
- Chemistry and coaching readiness discussion with coach
- Completion of EQ-I 2.0 Emotional Intelligence online assessment

Participate (workshop contents)

- Group discovery of what great leadership looks like
- Case studies evidencing how EQ works in the real world
- Self-assess leadership prowess (clarifying strengths and vulnerabilities)
- Discover the power of using emotions
- Understanding body-mind synchronisation
- Keys to building emotional management (proven calming and stress-reduction techniques)
- Leading by attraction (rather than fear) – values, reciprocity and engaging employees
- EQ in action – participants assess and analyse EQ used by well-known leaders

Activate

- Further reading
- Personal development action planning and accountability (optionally with peers or mentors)
- Completion of A.R.T. relationship and communications skills online assessment (optional)
- Follow-up EQ coaching sessions (optional)

Facilitator

Philip Gimmack is a leader in emotional intelligence development. With over 20 years' coaching and facilitation and key-note experience, he specialises in identifying and developing the leadership skills people and their teams need most.

*This module has a higher price as it includes a leading EQ-i 2.0 psychometric assessment with detailed scores, expert analysis and profile feedback in a 90-minute confidential discussion (valued at over £795) immediately after the workshop with a qualified, senior coach.

He established EQworks in the UK in 2012 to conduct research into how EQ builds performance. Philip's experience as a management consultant for the likes of Oracle, KPMG, Cap Gemini and Accenture helped him develop a deep understanding and appreciation of how organisations manage change. In particular he used technology to build efficiencies in getting people, their functions and processes to work better together.

“The core of strategy work is always the same: discovering the critical factors in a situation and designing a way of co-ordinating and focusing actions to deal with those factors”

“Bad strategy tends to skip over pesky details such as problems. It ignores the power of choice and focus, trying instead to accommodate a multitude of conflicting demands and interests”

Good Strategy, Bad Strategy
(2012) by Richard Rumelt

Building Vision and Strategy Leadership and Change

This module equips leaders with an understanding of the processes that underpin the development and realisation of vision and strategy in professional services firms. It provides the tools to assess competitive context, develop compelling visions and actionable strategies. It will also explore the role of leaders and ways in which they can effect change and deliver sustainable competitive advantage for their firms.

Indicative contents

Prepare

- Articles on horizon scanning and resourcing strategy
- Videos by Simon Sinek, David Marquet and Matthew Syed
- Book by John Kotter on change management
- Introductory Zoom meeting with facilitator
- Books including Harvard Business Review must-reads on strategy (optional)

Participate (workshop contents)

- Introduction – shared context and objectives
- Competitive analysis key tools
- Impact of culture on strategy within professional services firms. Making values real.
- Exploring purpose and vision – creating a strategic plan
- Making strategic choices – where to play, how to win
- Strategy quadrants and objectives
- Introducing a strategy framework – alignment and dependencies
- Implementing strategy and the continuous planning process
- How we lead change

Activate

- Action planning and scheduling (optionally with peers and mentor)
- Follow-up call – strategic plan framework, priorities, dependencies and impediments

Facilitator

An architect originally, Andrew Hedley is a prominent adviser to the legal, accounting and property sectors. Andrew is a respected contributor to specialist strategy and management publications, a regular keynote speaker and author of *Developing Strategic Client Relationships*, *Client Strategy in a Changing Legal Market* and *The Law Firm Merger: A Leader's Guide to Strategy & Realisation*.

He sits on the Advisory Board of the Managing Partners' Forum and is the Chair of Judges for its Awards for Management Excellence. He has also judged The Lawyer Management Awards and the Legal Marketing Awards.

He spent almost a decade as the business development director of two international law firms and is approaching 20 years with his consulting firm. Both his MA and MBA focused on strategy creation within professional services organisations. He is a Fellow of the Institute of Directors and member of the Strategic Planning Society, the Chartered Management Institute, the Chartered Institute of Marketing, Cambridge Marketing College and the Royal Society of Arts.

"In knowledge organizations, emergent leadership is not about delegating tasks and monitoring results; it is about imbuing the entire workforce with a sense of responsibility for the business"

Management Shift (2014)
by Vlatka Hlupic

The Management Shift for Individual and Organisational Transformation

This module provides an intensive introduction to a three-month transformation programme within your firm to achieve individual and organisational culture excellence from 'command and control' to a collaborative and inclusive style of people leadership. It is based on the award-winning book *The Management Shift*. The evidence-based models and assessments help to achieve leadership excellence in human resource strategies in professional services firms where managing and motivating knowledge workers is key.

Indicative contents

Prepare

- Read briefing materials and a case study
- Complete a 100-question individual assessment which generates a 26-page report
- Complete a 360 leader competency assessment (optional)

Participate (workshop contents)

- Compare traditional and emerging leadership – leading knowledge workers
- Successful human resources strategies for engagement, collaboration and innovation
- HR leadership challenges
- Five levels of individual and organisational culture
- Discussion and comparison of self-assessments
- Case study group exercise
- Introduction to the Six Box leadership model

Activate

- Access leadership, management and human resources learning resources from a dedicated LearnWorld platform
- Develop an individual transformation plan
- Use templates to implement individual and organisational change (optional)
- Read six key articles and eight pillars of organisational transformation (optional)
- Organise action learning/peer coaching groups for implementation (optional)

Facilitator

Vlatka Hlupic has been voted one of the Most Influential HR Thinkers in the World 2015–2021 by *HR Magazine*, Most Influential CEO in 2022 by *CEO Today* and Top 20 Most Successful Women Leaders 2022 by the *Corporate Magazine*. She is author of a groundbreaking book *The Management Shift – How to Harness the Power of People and Transform Your Organization for Sustainable Success* (2014), which was listed by Forbes as one of the top eight business books in 2014.

She received a PhD in Information Systems at the London School of Economics, as well as a BSc (Hon) in Economics and an MSc in Information Systems from the University of Zagreb. She is a Professor of Leadership and Management at Hult International Business School (Ashridge). Her latest book *Humane Capital – How to Create a Management Shift to Transform Performance and Profit* (2018) was chosen as one of the top five business books by *HR Magazine*.

Vlatka is also a management consultant and board adviser. She has advised major international organisations including the House of Commons, GlaxoSmithKline, BP, The National Health Service, Learndirect, Brand Velocity USA, the Drucker Institute USA, the Croatian Government, and the Hungarian National Bank.

“You can often tell the quality of a leader not just from the quality of his or her relationships, but by the ease with which they draw on them and the speed and willingness with which people respond”

*Connected Leadership –
How professional
relationships underpin
executive success (2020)*
by Andy Lopata

Developing internal relationships

The Connected Leader

The effective leadership of successful organisations rests on strong relationships – whether with peers, colleagues, more junior staff or other stakeholders. With a focus on internal relationships and building collaboration, the session will explore why and how to build, nurture and leverage internal networks. This includes practical advice on how to deepen professional relationships and obtain help and support; and understanding how to proceed based on personality type, responses and role. It also considers the value of cognitive diversity, key influencers and messaging. A culture of connection leads to fewer silos, increased collaboration and reduced conflict.

Indicative contents

Prepare

- Read pre-session workshop material on professional relationships
- Complete the professional relationships self-assessment
- Identify three role-related objectives and a list of stakeholders
- Read the book *Connected Leadership* (optional)

Participate (workshop contents)

- Build professional relationships
 - Collaborative relationships across the leadership team to lead growth, drive change and prevent silos
 - Relationship mapping tools and The Relationship Matrix
 - The 4Is and visibility
- Nurture professional relationships
 - Seven stages of professional relationships
 - Skills for conducting engaging conversations
 - Aligning teams to help each other
 - Remote working, vulnerable leadership and supporting internal referrals

Activate

- Complete exercises to create a relationship matrix for objectives agreed at workshop
- Work with a workshop or internal buddy to explore findings and blind spots
- Listen to audiograms (optional)

Facilitator

A specialist in professional relationships and networking for over 20 years, Andy Lopata was called 'one of Europe's leading business networking strategists' by the *Financial Times* and 'a true master of networking' by the Independent and Forbes.com.

An experienced international speaker and podcast host, Andy is the author of five books, has been quoted in other business books and is regularly quoted in the international press. He also writes a regular blog on connected leadership for *Psychology Today*. He is currently co-authoring *The Financial Times Guide to Mentoring*, for publication in 2024.

Andy is former President of the Fellows Community and a two-time board member of the Professional Speaking Association UK & Ireland (PSA) and a Fellow of the Learning and Performance Institute as well as a Master of the Institute for Sales Management. He is also one of just 28 recipients of the PSA's top honour, the 'Award of Excellence'.

Module descriptions

Optional

Board simulation

An Introduction to the IoD Certificate in Company Direction

An innovative, experiential, board-simulation workshop providing insight and practice in board director knowledge, skills and mindset. Effectively a practical taster for the IoD's Certificate in Company Direction tailored to the needs of firm-wide leaders in professional services. The sessions will allow leaders to:

- Understand the director's role: finance, strategy, leadership, risk, governance
- Assess director competencies (knowledge, skills, mindset)
- Assimilate large volumes of data in a professional services firm case study
- Participate in a realistic board simulation and observe group dynamics
- Experience board chairing, discussion and presenting
- Formulate and justify strategic, growth, risk and crisis recommendations
- Develop skills in influence, persuasion and conflict management

Indicative contents

Prepare

- Read module overview and professional services firm case study
- Overview of IoD director competencies (optional)
- Complete director self-assessment (optional)

Participate (workshop contents)

- Overview of director role and competencies
- Briefing for the board simulation
- Syndicate groups tackling different tasks for the board simulation
- Syndicate group feedback and discussion

Activate

- Produce personal and organisational action plan
- Produce a paper to discuss governance and board effectiveness at your firm (optional)
- Schedule three-month review with peers (optional)
- Obtain feedback on your board performance and coaching (optional)
- Establish a shadow board for your firm (optional)
- Consider IoD short courses or qualifications

Facilitator

Paul Munden is an experienced commercial law barrister and Chartered Director. He spent 10 years as general counsel of the Business Link operation in London. He advised on a wide range of complex and politically sensitive commercial law

Module descriptions

Optional

issues, working with senior leaders in government and the civil service. He served as non-executive chairman of a Bafta award-winning educational software house, on the Legal Services Board (Consumer Panel), as chairman of the National Youth Music Theatre, on the board of Mid Essex Primary Care Trust and has acted as special adviser to the board of the General Teaching Council for England.

He is governance course leader at the Institute of Directors and contributed to the development of courses in its Chartered Director programme and led courses within the UK, throughout the Middle East and other jurisdictions. In his role at the Institute of Directors, Paul has worked with the boards of some of the UK's leading companies, among others, Royal Dutch Shell, Fed Ex UK, BMT Group and John Laing. In the public sector Paul has worked with the highest levels of the Ministry of Defence, the National Health Service, the Police and the Department of International Development.

Internationally Paul has led courses for, among others, directors at the Islamic Development Bank, First Atlantic Bank Ghana, CRDB Bank Tanzania, Capital G Bank Bermuda, ACWA Power Saudi Arabia, The National Lottery Authority Ghana and Samruk-Kazyna.

Digital Transformation Fastrack for Leaders

This module provides a practical guide to Digital Transformation and helps you understand the role of leadership and how to take a structured approach to achieving a successful transformation. Explore what is driving the need for transformation, how technology is a transformation catalyst and what digital transformation really means in practice. Explore the different factors that can drive digital transformation success and failure and understand the ongoing nature of digital transformation. Attendees will leave with the ability to audit their organisations across 14 areas of capability, to build digital transformation plans and to identify the key areas of opportunity and risk that will impact their ability to transform.

Indicative contents

Prepare

- Read Digital Transformation in Perspective report
- Watch in-depth transformation interviews
- Complete online survey about your organisation and its need for transformation

Participate (workshop contents)

- Defining digital transformation
- Understand the technology catalyst for transformation
- What is a digital transformation in practice?
- Understand why digital transformations fail – what defines a successful digital transformation?
- Digital transformation leadership and strategy
- The Digital Transformation Framework – a structured approach to transformation
- Building your Transformation Plan
- Access to The Digital Transformation Framework, developed through interviews with over 300 organisations into their transformation successes and failures

Activate

- Organisational assessment and action plan
- Case study video and follow-up activity (optional)
- Submission of 10-minute video digital transformation plan presentation for review and feedback (optional)

Facilitator

Daniel Rowles is CEO of TargetInternet.com and Programme Director at Imperial College Business School, heading up its Digital Transformation Strategy programme. He is the author of *Building Digital Culture: a Hands-on Guide to Successful Digital Transformation*, CMI Book of the Year, and has worked with hundreds of professional services organisations helping them to build their digital transformation strategies.

He is also the voice of the Digital Marketing Podcast, a worldwide top-ten business podcast, and an award-winning author for publisher Kogan Page (Mobile Marketing, Digital Branding, Building Digital Culture, Podcast Marketing Strategy) and his books have been translated into 12 languages.

Daniel has helped organisations of all types to use digital effectively, working with a wide range of businesses, from start-ups through to global clients like the BBC, Accenture, Grant Thornton, Sony, Google, Tesco, Vodafone, Mercedes, Barclays and many more.

Pricing and dates for 2023 programmes

Notes:

1. All rates exclude VAT at 20%
2. These rates are for workshops in 2023 – a 15% uplift is anticipated for workshops in 2024
3. A £350 supplement per participant (not included in the opposite table) applies for the emotional intelligence (EQ) module as this includes an industry-recognised EQ assessment and coaching discussions
4. There is a minimum of eight and a maximum of 12 participants per module, with a limit of two from the same firm
5. Some modules include optional additional costs if participants wish to extend their learning in specific areas or take advantage of further coaching sessions or assessments for others at their firm
6. The 7.5% concurrent booking discount is also available if a member firm wishes to register two participants for two or more modules

Pricing for 2023 programmes

Number of modules a participant attends:	1	2	3	4	5	6
Managing Partners' Forum Member rate (includes a 7.5% discount for 4+ modules booked concurrently)	£1,100	£2,200	£3,300	£3,980	£4,975	£5,970
Managing Partners' Forum Member rate per module	£1,100	£1,100	£1,100	£995	£995	£995
Non-member rate (£300 supplement per module and no discount for 4+ modules booked concurrently)	£1,400	£2,800	£4,200	£5,600	£7,000	£8,400

*All workshops take place at a Central London venue.

2023 programme dates*

Module	Summer 2023	Autumn/Winter 2023
Emotional Intelligence – The skills that matter most for effective leadership	Tuesday 16th May	Friday 15th September
Building Vision and Strategy – Leadership and Change	Thursday 25th May	Friday 22nd September
The Management Shift for Individual and Organisational Transformation	Wednesday 7th June	Thursday 5th October
Developing Internal Relationships – The Connected Leader	Tuesday 25th July	Thursday 23rd November
Board Simulation – An Introduction to the IoD Certificate in Company Direction	Wednesday 19th July	Thursday 2nd November
Digital Transformation Fastrack for Leaders	Tuesday 20th June	Wednesday 20th September

About & Contact

About the Managing Partners' Forum

The Managing Partners' Forum supports the growth, productivity and prosperity of professional services through bringing together sector leaders to share ideas on strategic leadership and management excellence, and acting as their independent voice to policymakers. [Managing Partners' Forum \(mpfglobal.com\)](https://mpfglobal.com)

About the Institute of Directors

The IoD is a thriving member community for directors in the UK and beyond. At a time when good directors have never been more important, it offers professional development, valuable connections and meaningful influence. [Institute of Directors | Business Networking, Events & Training \(iod.com\)](https://iod.com)

About People Alchemy

People Alchemy® is an automated, learning workflow platform which encourages real behaviour change through action, activities and tasks. It is innovative, easy-to-use and jam-packed with features designed to deliver benefits to people and business, straight out of the box. It's your modern solution to driving learning impact. [People Alchemy | Automated Learning Workflow Platform](https://peoplealchemy.com)

Contact details

Requests for further information about the Managing Partners' Forum or bookings should be emailed to mpf@pmint.co.uk.
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