



ACTIVATE
BUSINESS SCHOOL

Part of
ACTIVATE
LEARNING

LEADERSHIP PROGRAMMES FOR EMPLOYEE OWNERSHIP

From Activate Business School
and Grant Thornton



Grant Thornton

An instinct for growth™



EMPLOYEE
OWNERSHIP
ASSOCIATION

BETTER BUSINESS TOGETHER

ABOUT US

Activate Business School and Grant Thornton jointly bring you two leadership programmes for employee owned organisations. Developed with input from the Employee Ownership Association and employee owned businesses, the leadership development focuses on how leaders can drive employee engagement through employee voice and uniting employee owners behind a common purpose, as well as better understanding the finance of employee ownership.

ACTIVATE BUSINESS SCHOOL

We are a subsidiary of the Activate Learning Group which has over 1,000 employees supporting 16,000 students in our colleges and schools.

With a 50-year heritage of delivering training and education, we combine the integrity of an educational institution with the agility and rigorous quality control of a commercial training provider.

We are also able to draw on the services of Activate Business School, our specialist consultancy and training division, through their leadership & management team, and have designed and delivered both funded apprenticeships and commercially tailored leadership and employee engagement programmes.

EMPLOYEE OWNERSHIP ASSOCIATION

The Employee Ownership Association (EOA) is the leading voice for employee ownership in the UK.

It represents the views and needs of its network of 380+ members and offers a range of support for those looking to become employee owned and bring employee ownership to life in their business. The EOA works with its members and partners to influence, inspire and support employee ownership to become more respected, more widespread and more successful.

GRANT THORNTON

Grant Thornton UK LLP is part of one of the world's leading organisations of independent advisory, tax and audit firms. We help dynamic organisations unlock their potential for growth by providing meaningful, forward looking advice.

We work with the public sector to build thriving communities. And we work with regulators and financial institutions to build trust and integrity in markets.

We understand what you need today and what you'll need tomorrow. And we tailor our service to get you there.

INVEST IN YOUR PEOPLE, REALISE YOUR ORGANISATIONAL GOALS

Our programmes, developed with Grant Thornton and supported by the EOA, focus on:

- **Decision-making:** balancing the need for effective decision-making with the need to be transparent, share information and consult employee owners
- **Succession planning:** leveraging your employee ownership values and culture to attract, develop and retain talent
- **Employee engagement:** empowering employee owners to use their voice and influence to drive business success
- **Finance:** understanding finance is essential for leaders and managers, and a common anxiety for 'accidental managers' who have not received management development



FOCUS OF OUR LEADERSHIPS PROGRAMMES

OUR PROGRAMMES

Activate Business School and Grant Thornton deliver two exciting Leadership Apprenticeship programmes

**The Team Leader Programme
is for supervisors and
first line managers and is
accredited at Level 3**

**The Management Programme
is for more experienced
managers and is
accredited at Level 5**

These programmes comply with the apprenticeship standards and can be funded from the Apprenticeship Levy. On successful completion of the programme, successful participants will be awarded an Institute of Leadership and Management (ILM) or Chartered Management Institute (CMI) diploma.

Two distinct workshops have also been developed for EOA members which form standalone modules.

**Employee Engagement
is for managers who are
responsible for engaging their
co-owner teams**

**Finance for Employee
Ownership is for senior
managers and board
members**

These individual workshops can be delivered in house or as public workshops open to any employee owned organisations

LEARNING FOR POWERFUL AND LASTING RESULTS

Our leadership programmes are underpinned by combining training with performance coaching to develop practical leadership knowledge, skills and behaviours.

Recent changes to government funding have enabled high-level coaching to become more accessible than ever before.

The employee engagement and finance workshops are unique and have been specifically designed for employee owned organisations.

Learn from experts

Our programmes and workshops are delivered by a team of experts from Activate Business School and Grant Thornton.

Tailored learning to meet your requirements

Where minimum numbers are required, or you would prefer your managers to learn from other employee-owned organisations, we shall facilitate an open programme to achieve this.

Receive funding support (Leadership Development Programmes)

Candidates who work in England for the majority of their time can have the Level 3 and 5 leadership programmes funded by the Apprenticeship Levy, subject to eligibility criteria.

A flexible programme, to suit to your business needs

We offer you a development solution that meets your people needs and fully aligns to your corporate objectives and the principles of employee ownership.

Gain a prestigious qualification

Our Leadership Programmes are accredited by the Institute of Leadership and Management (ILM) or Chartered Management Institute (CMI) at both Level 3 & 5

LEVEL 3 TEAM LEADER PROGRAMME

Meet the challenges of the modern workplace and develop adaptable and agile people managers with our Level 3 Team Leader programme.

Who is it for?

The team leader / supervisor apprenticeship is suitable for anyone working in line management roles.

What will be covered?

You will have the opportunity to develop core managerial skills, such as:

- **Self-awareness:** using the Insights psychometric personal development tool they will gain a transformational insight into self and others
- **Effective communication:** stakeholder management and leadership communication
- **Managing finance and budgets:** finance, reporting and managing resources
- **Leading and motivating a team:** performance coaching and team management
- **Solving problems and making decisions:** project management, risk management.

What is the length of the programme?

Typically the Level 3 Team Leader Programme lasts between 12-18 months

"Very good session with examples and interventions which are easy to apply"
(Level 3, Plastic Omnium)



LEVEL 5 OPERATIONS/ DEPARTMENTAL MANAGER PROGRAMME

Develop your team's ability to lead, motivate and inspire results through others with our Level 5 Management Programme.

Who is it for?

An operational / departmental manager is someone who manages teams or projects and the achievement of operational or departmental objectives such as the delivery of the organisation strategy. They are accountable to a more senior manager in organisations of all sizes. The job title may vary yet the knowledge, skills and behaviours needed will be largely the same.

What will be covered?

You will have the opportunity to develop core managerial skills, such as:

- **Self-awareness:** using the Insights psychometric personal development tool they will gain a transformational insight into self and others
- **Delivering operational excellence:** achieving excellent results through others, planning capacity
- **Leading through innovation and change:** communication of change, encouraging fresh ideas to improve results
- **Managing and developing business relationships:** networking for success, stakeholder management, negotiation
- **Managing finance and budgets:** Operational budget controls, disseminated budget management, departmental reporting.

What is the length of the programme?

The Level 5 Leadership Programme typically lasts between 24 months

"Excellent workshop, well delivered and introduced to practical tools which can be quickly applied onto day to day role" (Level 5, Amey)

"Insights is life changing and the teams that I've worked with have a new language."
(Joanne Coleman Safeguarding Strategic Lead - Gateshead Health NHS Trust)

EMPLOYEE ENGAGEMENT WORKSHOP

This workshop develops managers and leaders ability to engage their co-owner teams in an employee-owned organisation.

Who is it for?

An experienced manager who is accountable for engaging with the employees/co-owners within their teams to help them understand how the organisation is performing, the vision and empower employees to use their voice and influence to drive improved business performance.

What will be covered?

- Understand challenges and benefits of EO organisations by reviewing the purpose and culture of your organisation
- Develop your ability to engage your team in pursuit of organisational purpose
- Enable your workforce to have an employee voice and contribute to the strategy and management decisions.

Our approach is to co-design the modules with the leadership team, as well as co-facilitating where it makes sense to do so, to deliver a session that is relevant and forward looking for the organisation

What is the length of the programme?

This will be a 1 day workshop



FINANCE OF EMPLOYEE OWNERSHIP

Developing an accurate understanding of the financial considerations for employee ownership equips managers to lead effectively and communicate value to their teams.

Who is it for?

The workshop is tailored for managers through to board members who are responsible for the maturity cycles of becoming employee owned. Typically delivered in house or with other employee-owned organisations.

What will be covered?

- Financial Freedom' day – when could employees receive the financial benefits of ownership and how will the company's finances impact this?
- Assessing value for employee owned businesses - how are businesses valued and how can value be communicated to employee owners
- Profit, what does it mean? How is profit deployed by the business, when and how can employees benefit?
- Action Planning - long term financial planning including refinancing debt

What is the length of the programme?

This will be a 1 day workshop



FREQUENTLY ASKED QUESTIONS

What is the apprenticeship levy?

All employers with a UK pay bill of over £3 million per annum have been required to pay the Apprenticeship Levy from May 2017.

What about non-levy paying employers?

Non-levy paying employers access 95% funding for the training and assessment cost of the apprenticeship programmes - this is called 'co-investment' with the employer paying 5%.

Can the two specific employee owned workshops be delivered in-house?

Yes, both of these workshops can either be delivered at your company (with a minimum of 10 participants) or we can deliver them as a public workshop which is only available to EOA members.

Can we access the Apprenticeship Levy to fund the two EOA specific workshops?

No, these workshops are not approved apprenticeship standards and will be delivered at a commercial rate. Please ask Activate Business School or Grant Thornton for an outline of costs

For more information

Please contact us:

www.activateapprenticeships.co.uk/leadership_programmes

Email: apprenticeships@uk.gt.com

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