



Future Leaders

Shaping the leaders of the future

BARCELONA
16TH-21ST July
2017

www.ukactive.com
www.iese.edu

Foreword



Future Leaders is a leadership development programme delivered by ukactive and IESE. It gives participants a holistic view of a rapidly changing sector and sharpens leadership skills to equip graduates to thrive.

The ukactive Future Leaders Programme has the potential to transform the careers of the brightest talent in our sector. The 2016 evaluation and testimonies from the 2016 Future Leader Graduates (both freely available on the ukactive website) has provided the evidence of that.

This is an invitation to accelerate the development of your own career, or someone that matters crucially in the future success of your organisation. In a world of volatility, uncertainty, complexity and ambiguity, our sector needs senior leaders who can thrive in the choppy waters that lie ahead.

It will not matter if you work for an operator, activity provider or supplier; if your role is in HR, in operations, in marketing or sales. It will not matter if you are in the public sector, private sector or the third sector. All you need is a passion for the future of our sector and a burning desire to create an impact that will last. The Future Leaders programme has been designed to enable senior managers, heads of functions and directors to harness their talent, realise their enormous potential, explore the demands of leadership and develop the necessary skills to lead organisations and the sector into the future. Future Leaders graduates will come back in love with the future and ready to be the visible hand on the steering wheels of organisations across the sector, guiding them to success.

This is a chance to reflect on current working practices and think about what it means to be a leader. Future Leaders learn from their peers at a world class institution with education and networking on offer from dawn till dusk. Future Leaders come back with their horizons well and truly opened, and clearly understanding what it means to be a leader. They transcend

the operational and become comfortable in looking ahead and charting a strategic path forward. The Future Leaders will be prepared to take the right strategic decisions, coming back as commercially savvy leaders as comfortable in the boardroom of a venture capitalist as they are in dealing with the National Health Service or developers in Silicon Valley.

This programme does not last one week. It doesn't even last for a year. It will stay with you for a lifetime, through the value in the skillset and talent of the alumni from the programme. This is not a one off training course but admission into a special band of brothers (and sisters) on whose shoulders the future of the sector rests. Since concluding the 2016 course, it has been my pleasure to work with the 2016 Alumni who I wholeheartedly believe will be pivotal in transforming our sector. I am proud to be part of this alumni and believe that this will go from strength to strength with the addition of our 2017 cohort.

Join us. We're inviting you to help shape the future of our sector, and your own career at the same time.

Yours;

Steven Ward
Executive Director, ukactive

The Programme

Future Leaders brings together the most promising talent across the activity sector. The programme addresses a variety of critical business issues that represent both the major internal and external factors influencing the future growth of our sector. It will engage attendees in learning and development opportunities that will provide them with new perspectives, skills and connections to progress their own personal career.



Future Leaders 2016 Alumni

The programme incorporates a number of interactive, dynamic learning methods, including:

CASE DISCUSSIONS

IESE prepares a case study for each day of the programme which allows the Future Leaders to discuss relevant challenges from other industries, in selected groups, creating a forum of debate, allowing candidates to understand how to summarise issues and make decisions

EXECUTIVE CHALLENGE

Future Leaders prepare an executive challenge in advance of the programme to present to a select group of peers to gain valuable insight and feedback about how to address and develop a specific area of the company's business plan.

100 DAY PLAN

Future Leaders produce a 100 day plan at the end of the programme to ensure that the valuable lessons are put into practice on return to the workplace. Each candidate writes a letter to themselves with this plan which each person receives 100 days after the programme.

ONE TO ONE COACHING AND 360 DEGREE EVALUATION

To maximise their learning experience, participants will carry out a 360-degree leadership profile evaluation prior to the programme. The results of the evaluation, which includes anonymous online feedback from colleagues, are discussed confidentially with coaches and provide the groundwork for a personal action plan designed to enhance managerial and leadership skills.

NETWORKING

Several events will take place outside the classroom to enhance the academic content, including a tour of Barcelona, sports and team building activities, and several evening networking events.

Key Themes >>



1

Global Trends and Digitalisation

WHY IT MATTERS

Analyse the impact of changing global consumer trends and population shifts and their application to business models.

Review the main digital, technology trends affecting businesses today and develop a set of concepts, frameworks and tools to better understand how the health and activity sector can foster digital capabilities and turn them into competitive advantage for your business.



Miguel Lladó

Professor of Strategic Management



Evgeny Káganer

Professor of Information Systems

2

Leading through Uncertainty

WHY IT MATTERS

Develop approaches for problem solving and decision making in complex business situations.

Generation and analysis of different alternatives, decision making and action plans for implementation.

How to face and manage risks and successfully manage organisational and transformational change.



Inés Alegre

Professor of Managerial Decision Sciences

3

Operational Excellence and Efficiency

WHY IT MATTERS

Immerse managers to understand business operations. Learn how to define and measure existing company processes and explore opportunities to improve competitiveness.

Develop tools to improve agility, coordination and ability to manage change in order to become more efficient. Learn new ways to streamline operations.



Jaume Ribera

Professor of Production, Technology and Operations Management

4

Customer Centricity

WHY IT MATTERS

Understand the principles of customer centricity and how organisations are winning in competitive markets by focusing on customer loyalty, customer satisfaction and lifetime value creation.

Learn the strategies and tools to find, attract, serve and retain valued and loyal customers. Understand the role of building brands, segmentation and new product development to deliver differentiated customer value.



Luis Huete

Professor of Production, Technology and Operations Management

5

Personal Leadership and Team Management

WHY IT MATTERS

Reflect on your personal leadership style and improve self-management to become a more effective leader. Understand types of leadership and key building blocks to become a good leader.

Discuss the development of highly motivated teams and the characteristics underpinning the way in which they work that allow them to achieve above-average results.



Yih-teen Lee

Professor of Managing People in Organisations

Get Started



DATES AND PRICE

WHEN

16th July 2017 –
21st July 2017

WHERE

IESE Business School
Arnús i Garí 3-5, 08034
Barcelona, Spain

We advise attendees to arrive on the morning of the 16th July 2017. Attendees may want to arrive a day early or leave a day later to take full advantage of Barcelona.

PRICE

- Full year programme £6,000
- Bursaries are available including Matrix Fitness LeadAbility Programme Bursary
- Flexible payment plans available for organisations and individual who elect to pay all or some of their own fees
- Organisations willing to sign up for three years can defer payment to years two and three of Future Leaders agreement.
- Visit the ukactive Future Leaders website for more details



CONTENT

The cost per delegate includes:

- Academic materials
- 360 degree evaluation
- Individual executive coaching
- CIMSPA recognised course
- Programme certificate and group photo
- All breakfasts, coffee breaks, lunches and group dinners
- Accommodation Sunday-Thursday inclusive
- Bike tour of Barcelona's historical centre



ALUMNI

Graduates from the 2017 alumni will join the growing future leaders alumni group offering year round opportunities. The alumni helps to raise the profile of the Future Leaders. ukactive will proactively bring the alumni together.

This year round programme of development tailored specifically for the needs of Future Leaders in the activity sector provides incomparable value. Investment in your Future Leaders today establishes the future of your organisation for years to come.

Alumni opportunities include the chance to speak at events, an elevated presence with thought provoking pieces on the ukactive blog and feature articles in the ukactive journal, and also to be part of new initiatives which are transforming the sector, such as ActiveLab.



APPLICATION

Applicants for the Future Leaders programme must constitute the highest potential within our organisation.

We are now seeking high flying individuals who are progressing through their organisation at a fast pace, that could benefit from developing a broader skill set throughout the year with a network of peers which they can utilise for future benefit.

Applicants need to be a ukactive member, be recognised by their business as a prospective leader and show the intelligence, desire and commitment to drive our sector forward.

HOW TO APPLY

Our admissions panel will select a balanced group of participants based on their professional background and experience. Candidates are therefore requested to submit an online application. Visit the ukactive Future Leaders website for application deadlines.

Find out more
Tel.: 020 7400 8600

www.ukactivefutureleaders.com

Following a global review of leading business schools, we have selected IESE as the home of Future Leaders.

Established in 1958, IESE is consistently ranked among the world's top business schools by prominent international publications.



IESE's global faculty includes more than 100 full-time professors and 70 external collaborators who represent nearly 30 countries and hold PhDs from the world's most prestigious universities.

Held on IESE's world-class Barcelona campus, the Future Leaders Programme features the expertise of health and activity leaders and members of IESE's renowned faculty, who apply analytical and management concepts to real company situations.

Barcelona is one of the most visited cities in Europe offering an all year round mild climate, the capital of Modernism architecture offers a cosmopolitan base to visit galleries, museums and many monuments built and designed by renowned Antoni Gaudí. It is an ideal city to walk or cycle round to take in key sights.

In order to tailor the Future Leaders Programme to the specific needs of the sector, we spoke to HR Directors, L&D Directors and CEOs from major organisations who told us:

- That leadership development and succession planning is a current business priority
- It is a challenge to equip operational managers with the skills to do strategic and executive roles
- There is a gap for a development programme that combines leadership and business training with a deep focus on how digital tech, customer and health reforms are shaping the market of the future
- Clear action planning to use the programme to tackle mission critical business challenges is valuable
- Collaboration and cross functional networking to create a powerful, high calibre network of future leaders are appealing
- With the right mix of strategy, commercial thinking, innovation and leadership training this programme could put rising stars on a fast track to become next generation COOs and CEOs

Who is this right for in your business?

- Rising stars you want to reward for outstanding performance
- Key talent in need of retention
- High potential managers you have identified in succession planning
- Functional managers in HR, marketing, finance or sales preparing to step up to a strategic role
- Regional Managers ready for a Group role

Five reasons for future leaders to take part:

- Accelerate the acquisition of strategic, commercial and leadership skills
- Develop new strategies to manage the mega trends shaping the evolution of health and fitness with a particular focus on digital technology
- Problem solve and action plan for specific transformational challenges facing your business
- Enhance the leadership skills of your leaders
- Think outside industry parameters by looking at global brands, emerging trends and new models of growth

**A WAY TO LEARN
A MARK TO MAKE
A WORLD TO CHANGE**

www.iese.edu

Future Leaders is supported by;



www.ukactivefutureleaders.com

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