

The UKSPA Leadership Diploma

For Science Park, Innovation Centre & Incubator Centre Managers

Diploma in Continuing Personal Development
by
Coventry University

(Lv5 - 80 Cat Points)

Designed & delivered by....

THE UKSPA LEADERSHIP DIPLOMA

Know yourself— Lead your Science Park / Innovation Centre / Incubator Centre
Know the Entrepreneur— Support their Company Growth

The programme consists of four modules that have been developed specifically to meet the needs of Science Park, Innovation Centre and Incubator Centres. The four modules and their associated work based projects will be accredited by Coventry University. Each module's indicative content and the associated projects are shown below for individuals wanting to fully understand the value and detail of this programme.

Module One (2 days)

Understand yourself to understand the Entrepreneur Leader

- Understand your own strengths, weaknesses, skills, behaviours and experiences and how they impact on the effectiveness of your leadership.
- Entrepreneur leaders need effective “role model” organisations to learn from – Is yours such a model?
- Building effective working relationships with your businesses and with business leaders

Underpinning University Module

Module 1. 273 CPB Understanding Self to Improve Performance

Indicative content

Understand Yourself

Self-Perception

Personality profile modelling e.g. Insights Discovery.

Building effective relationships

Coping strategies for different personality types

Relationship building strategies

Develop self management to improve performance

Maximising your behavioural strengths

How personality impacts on self management

Identifying personal development needs and plans

Time management

Stress Management

Identify how personality mix affects team dynamics

Team Working and Managing Teams

Teams and Tasks – how to match talent and personality with needs

Predicting Team performance

Team analysis using Strengths, Weaknesses, Opportunities and Threats (SWOT) tool

Dealing with team under performance



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Assignments Linked to Module 1

This is divided into 2 smaller assignments to allow individuals to practice and build their capability in implementing work based assignments

ASSIGNMENT 1a. BRIEF

Individual Written Report (1500 words) – 50% of the total marks

Task A.

Identify a stakeholder eg Entrepreneur MD, you find difficulty communicating with or a person needing development.

You should:

- Develop a documented plan to improve the stakeholder relationship or tackle the development need
- Implement the plan
- Review / reflect / learn from the outcomes

This assignment has a word count that must be adhered to. Marks will be deducted if you are more or less than 10% of the indicated word limit. If you submit work outside these limits, your final moderated mark will be reduced by 10%.

ASSIGNMENT 1b. BRIEF

Individual Written Report (1500 words) – 50% of the total marks

Task B.

Identify a current team you either lead or of which you are part of. You should

- Analyse the member's personality types, team performance and personal performance
- Develop and implement a plan for improving the team's performance and your contribution to the team
- Review, reflect and learn from the outcomes

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Module Two (2 days)

Understanding the Entrepreneur and Corporate Style of Leaders

- Introduce delegate to leadership through a practical 360 feedback tool
- How to recognise the different styles of Entrepreneur Leaders?
- How do their styles impact on business growth?
- What support can be provided?
- How do we build relationships with them to support them through growth?



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Underpinning University Module

Module 2. 218 CPB Developing the Capable Leader

Leadership Behaviours

“Impact” behaviours

Forging strong alliances with key decision makers

Negotiating mutually beneficial solutions

Sources of influence and influencing styles

Influencing others, including key decision makers

Ensuring others have confidence in your abilities and capabilities

Inspirational communication

Action planning to develop and improve on current behaviours

Building capabilities and confidence

Development activities (e.g. situation analysis)

Creating empathy, using personal experience

Identifying challenges others face

Seeking opportunities for colleagues/clients to link with others

Creating a culture and empowered climate where positive behaviours are recognised and rewarded

Confronting potentially harmful or negative behaviour

Effective communication

Different forms of communication

Getting the message across

Conveying complex, detailed ideas and information simply

Visual aids and body language

How to inspire through communication

Commanding and retaining the attention and interest of the audience

Reflect on own development requirements

Gap analysis in relation to existing and required capabilities

Agreeing development goals and actions, setting clear accountabilities and taking ownership of decisions

Models of Reflection

Perception of others in relation to own capability

Assignments linked to Module 2

ASSIGNMENT 2. BRIEF

Individual Written Report (3000 words) – 100% of the total marks

Task.

Identify a business leader within your park or innovation centre

You should work with this individual to:

- Identify their current preferred leadership behaviours / styles and compare these with the business needs required to lead their business from their current phase into the next phase of business growth.



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- Identify the gap, and develop a plan for improving the leadership of the business
- Support the leader through the implementation phase of the plan and use evaluation techniques to provide feedback
- Celebrate the successes and identify future learning
- Review your own leadership behaviours used through this development process, were they successful in engaging the MD and how could you improve in future

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Module Three (2 days)

Understanding Business Growth from Start Up to High Performance Growth

- Understanding the key stages of business growth
- Recognising the stages
- What interventions / support are needed?
 - financial management, business and commercial, leadership facilitation
- The role of leadership networks / clusters in the growth of business
- Can we identify the “star” business performers and enable them to excel

Underpinning University Module

Module 3. 287 CPB Strategic Analysis and Planning

Organisational Analysis

Understand business models and the business life-cycle

Learn how to use business models

Understanding a Strategic Plan

Develop a plan for strategically analysing their organisation

Sector / Market Analysis

Develop an understanding of sector / market analysis within the UK and World environment

Create an analysis through a planned approach

Place the current organisation into the overarching analysis of the international dimension

Identify lessons to learn within the changing UK and World environment

Creativity and Questioning

Learn how to see one's own organisation through 'new eyes'.

Create options of 'what could be' rather than 'what is'.

How to challenge the current paradigm and create shift.

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Strategic and Business Planning

Drawing evidence together to support the review of the strategic plan.

Develop new scenarios, selecting and prioritising

Creating the new strategic plan and operational plan.

Influencing, presenting and gaining buy-in

Assignments linked to Module 3

ASSIGNMENT 3. BRIEF

Individual Written Report (3000 words) – 100% of the total marks

Task

- Evaluate your own organisations existing strategic plan, how well do you currently support the development of businesses on your park/innovation/incubator centre, a key factor for improving occupancy figures through business growth
- Critically review/challenge the plan and decide how to best gain support for the changes necessary
- Present the revised strategic and operational plan for improving business growth of your organisation
- Review and reflect on how you approached the assignment and how you could improve in the future

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Module Four (2 days)

Is my organisation match fit to support our young growth businesses?

This module puts into practice the development process you have gained approval to implement:

- Sharing of expertise through the implementation of the work based project
- What could be done differently
- Building our partnership and network for sharing best practice
- Action planning for change

Underpinning University Module

Module 4. 230 CPB Implementing a Work Based Project

Scoping

Research skills (Desktop)

Organisational Requirements

Justification



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Primary Research
Secondary Research

Methodologies and implementation

Methodologies
Barriers
Cost benefit analysis
Return on Investment
Required resources
Stakeholder analysis
Outcomes and output
Objectives, metrics (SMART)
Planning
Quantitative and qualitative research methods and data handling
Ethical considerations

Recording progress and results

Report writing
Time management
Stakeholder management
Project management skills
Milestones

Evaluation

Quantitative and Qualitative research data handling
Models of reflection
Feedback
Outcomes and outputs (project end)
Areas for further research
Analysis of own project management skills and areas for development
Identify and continuing professional development needs

Assignments linked to Module 4

ASSIGNMENT 4. BRIEF

Individual Written Report (3000 words) – 100% of the total marks

Task

Identify a business leader within your park or innovation centre who you anticipate could be a future “star performer” and gain their approval for you to:

- Evaluate their organisation’s existing Strategic Plan
- Critically review the competitive positioning of their company in the wider industrial sector
- Reflect upon how to challenge current strategic thinking and planning
- Present ideas of how the Strategic Plan could be improved to the leader



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- Review and reflect on how you approached the assignment and identify how you could improve in the future

This assignment should be carried out collaboratively with the said company.

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CONTACT US

To Book a place, or to speak to a member of the team please call

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