

Cambridge Judge Business School • Executive Education

# PEOPLE & ORGANISATIONAL EFFECTIVENESS



UNIVERSITY OF  
CAMBRIDGE  
Judge Business School

Executive Education





## People & Organisational Effectiveness

Organisations are facing unprecedented conditions. Leaders have to deal with huge uncertainty and disruption while trying to sustain and build momentum. Staying connected with the people in the organisation, reassuring them, motivating, developing and inspiring them, is a major imperative. This programme brings out how organisational effectiveness can be achieved even in the face of extremely trying circumstances.

### Face-to-face

- The programme comprises three day-long sessions
- Sessions take place from 08:45 to 17:30 UK time

Please visit our website for dates and fees



## High quality programmes, in flexible formats:

Cambridge Judge Business School Executive Education delivers outstanding professional development from a world-class centre of learning and innovation. We aim to offer diverse formats so you can access the same quality and academic rigour one associates with Cambridge University in the environment of your choice. In addition to our Face-to-Face programmes, our Live Online format brings Cambridge to wherever you are, delivering the best aspects of a Cambridge learning experience to your home or office.

### Face-to-Face delivery



Face-to-Face delivery requires you to travel to the historic city of Cambridge, here you will have the opportunity to meet faculty and peers in person while enjoying the beautiful surroundings of Cambridge University. This also means time away from home and office, which will open a space for you to fully focus on your learning objectives, networking and experience exchange.

Join "Cambridge Union"-style debates, learn from guest speakers and ask questions. Experience close faculty and peer interaction, take part in group exercises, role-play, discussions both in-class and in breaks over lunch or down time.

**Duration:** The programmes duration varies from 2 days to 3 weeks.

### Live Online delivery

Live Online brings the best aspects of a face-to-face learning experience to wherever you are! The sessions offer a rich and immersive interaction between you, our faculty and your fellow participants. While having to maintain focus away from office or home distractions, the virtual environment will allow to quickly switch back to your daily routine and tasks. Live Online eliminates travel dependencies, not only making this a budget-friendly option but also enabling you to test learned notions in real time and share your experience with your peers and faculty during the next day.

Just as with our face-to-face programmes you will take part in a Cambridge Virtual Debate where you can discuss and vote to gauge opinion. Interact with guest speakers, ask questions and make use of tools available only in a virtual environment. You will engage with faculty and collaborate with peers in break-out groups, or in group exercises and role-play.

**Duration:** The programmes duration varies from 4 to 6 half days.



### General Management Certificate of Achievement (GMCA)

This programme counts towards the Cambridge Judge Business School General Management Certificate of Achievement.

On completing the GMCA you will be eligible to become an associate member of Cambridge Judge Business School's global network of graduates and business-focused University of Cambridge alumni, faculty and staff.

### The CPD Certification Service

This programme is certified by the CPD Certification Service. It may be applicable to individuals who are members of, or are associated with, UK-based professional bodies.





## Programme areas of focus

This programme examines three key aspects of increasing people and organisational performance:

- Talent management – here, you will explore topics such as recruitment, diversity and retention
- Performance management – where you will examine goals, evaluation and rewards
- Employee development – here you will look at building potential and career management.

These issues are linked and we shall discuss how the system of these elements within the organisation can be improved. We will look at current trends in these areas, particularly the influence of technologies including AI, and the value of data analytics.



## Top Five Challenges

Leaders come to Cambridge to solve challenges in their organisations. If you are facing one of these five challenges, this programme will help you solve it.

**1** How to use data analytics to support talent management decisions

**3** How to create an inclusive culture with diverse talent

**2** How to build motivation and increase performance during strategic change

**4** How to develop a talent strategy for multi-generational workforces

**5** How to maintain and change culture during a time of rapid growth



### Who should attend

#### Leaders and managers looking to improve:

- The effectiveness of their teams and organisations, own capabilities in talent, performance management, development and change management
- The HR professional, L&D, CHRO supporting the organisation's overall strategic direction across recruiting, compensation, talent and performance management, succession planning, training, diversity, development and more.

## Programme key themes

- Acquire and develop new people management capabilities and confidence
- Gain practical concepts and frameworks to align your employees with your core objectives
- Translate learning frameworks into day-to-day business responsibilities
- Understand more about your role as a leader
- Develop personal action plans to utilise your new skills and achieve desired behaviours in your team.



**Tony Martinez**  
Global VP, Intelligent Enterprise, SAP

*"As an experienced manager I understand that change is a constant and I wanted to get an immersion on the latest thinking on managing teams in today's digital driven environment. The People & Organisational Effectiveness programme provided a broad and relevant perspective on how individual managers and organisations can provide an environment where people can innovate and thrive. Dr Philip Stiles (Academic Programme Director) is an experienced HR professional with his finger on the latest thinking and ideas. His collaborative nature encouraged the entire cohort to contribute and this provided some great insights into what other organisations are doing. I enjoyed not only reconfirming aspects of people management I already had a grasp on but also delving into broader topics such as the importance of culture and purpose to the success of an organisation."*

## Frameworks and tools



### Featured case studies

Throughout the programme, you will draw upon a range of different case studies, where you will look at real-life organisations facing different challenges with regards to people management.

### People management clinic

We also offer a people management clinic during the programme. Virginia Colurcio is a Vice President of People & Culture Europe at Prologis. She has held senior positions at Netflix, Unilever, and Belkin. She will take questions from the participants on their particular people and organisational issues.



# Your learning journey

## Module 1: Aligning people and strategy

Although most organisations have the same people strategy to attract, motivate and retain the right people, they differ in the detail which will truly make them effective. This session will look at the linkages between your organisation's strategy, people management processes and team effectiveness.

### By the end of the session, you will be able to:

- Analyse the people management strategies that organisations pursue and the mechanisms by which people are aligned to them
- Outline solutions to help you build more commitment from your workforce around strategic imperatives.



**DR PHILIP STILES,**  
Academic Programme Director,  
People and Organisational Effectiveness

*"The People & Organisational Effectiveness programme is aimed at all those who are trying to improve the management of their people and to increase the performance and effectiveness of their teams and organisations. We look at the three crucial dimensions of this, first, we focus on talent management (including topics such as recruitment, diversity, and retention); second, on performance management (goals evaluation, and rewards) and third, on employee development (building potential, and career management). We shall look at the impact of significant events and trends, including operating within a COVID-19 context, and the influence of technology such as AI and the value of data analytics. The programme brings the latest thinking on these issues based on research and engagement with many organisations and is intended to be highly practical, with implications that can be addressed back in your own teams and organisational contexts."*

## Module 2: Leading your team with compassion

In this section you will get a taster of what it means to lead with compassion, some practical ways to notice when we are not applying compassion and, the insight behind why Leading with Compassion has to start with compassion for oneself.

- Consider how being an authentic leader requires empathy, sensitivity and among many other competencies the ability to adapt in unpredictable changing environments.
- Understand how compassionate leadership requires wisdom, strength and caring commitment.



## Module 3: Talent attraction, nurturing and retention

Recruiting and retaining the right talent is at the heart of organisational performance. In this session, discover how the best organisations approach these issues. Learn how to develop a commitment-based talent strategy based on hiring for potential, developing firm-specific capabilities, and learning through experimentation.

### By the end of the session, you will be able to:

- Analyse the challenges that arise from targeting and managing top talent
- Explain how the recruitment and selection of individuals supports the basic philosophy of your organisation
- Identify strategic goals to gain higher engagement and commitment from your workforce.

## Module 4: Diversity and inclusion

The third session of this programme focuses on how to improve diversity and inclusion through inclusive leadership behaviours. Discover the impact of exclusion and how to create a culture of appreciation, learning and psychological safety.

### By the end of the session, you will be able to:

- Explain how diversity, inclusion, bias and privilege impact the workplace
- Identify behaviours and beliefs that are needed to create a culture of diversity and inclusion
- Discuss and develop ways for organisations to foster inclusive workplaces.



## Module 5: Performance management

This session looks at the strategic issues in performance management and how to best motivate and evaluate your employees. You will analyse how to manage individual performance before interrogating the four major drivers of performance management systems: meaningful measures, broad commitment, clear consequences and efficient processes.

### By the end of the session, you will be able to:

- Identify how the power of marginal gains, defensive routines and self-fulfilling mindsets affect individual performance management
- Evaluate the benefits and drawbacks of new approaches in performance management
- Analyse how strategic approaches can make compensation systems more responsive.

## Module 6: Managing individual performance and people analytics

To be effective, leaders need to understand the value of data and the possibilities offered by data analytics to support talent management decisions. This session will provide you with practical examples of how people analytics can support transformation in processes, strategy and culture change.

### By the end of the session, you will be able to:

- Examine how performance can be measured through people analytics
- Evaluate the benefits and drawbacks of using AI in recruitment.



## Module 7: Change management and organisational development

The final session on the programme looks at change management and organisational development, and will examine issues such as innovation within the organisation, as well as some of the downsides to change, such as redundancy.

### By the end of the session, you will be able to:

- Identify what enables and constrains change in people management
- Explain how organisations develop and revitalise themselves through managing the effects of organisational development processes
- Identify key learnings to enhance people strategy development.





Your Name

Credential issued on: dd/mm/yy

Programme Name

Cambridge Judge Business School Executive Education delivers specialist programmes and outstanding professional development from a world-class centre of learning and innovation. We aim to deliver programmes in a diverse format that offers access the same quality and academic rigour one associates with Cambridge University in the environment of your choice. All programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

This is a certificate preview, credentials issued will conform to programme particulars.

Academic programme director name  
Academic Programme Director  
Cambridge Judge Business School  
University of Cambridge



ExecutiveEducation

©JBS Executive Education Limited  
JBS Executive Education Limited is a wholly-owned subsidiary of the University of Cambridge.  
JBS Executive Education Limited is the limited company designing, developing and delivering Executive Education from Cambridge Judge Business School at the University of Cambridge.

## Certificate of Attendance

Upon successful completion of the programme, you will be awarded a digital certificate of attendance by Cambridge Judge Business School Executive Education.

- Built-in social sharing tools allow you to celebrate your achievement with your network via LinkedIn, email and other platforms
- Make your achievement discoverable on search engines, or set it to private and share it only with selected people.
- Ability to embed on your website or email
- Available for download in digital format and print

## Faculty and speakers

Join our academics who bring a fresh, research-based insight into our programmes, which is amplified by emphasis on high levels of faculty interaction. This maximises the exchange of ideas between academics and participants, creating a truly collaborative learning environment. Our goal is to deliver transformative learning experiences that allow executives to make a real difference on returning to their organisations.



**DR PHILIP STILES**  
Academic Programme Director  
University Senior Lecturer in Corporate Governance

Philip developed the Global Human Resource Research Alliance, a research group involving 30 companies worldwide. Philip is also engaged in work on corporate governance, focusing primarily on the dynamics of boards of directors. He was involved in research for the Higgs Review on the Effectiveness of Non-Executive Directors, and he is also involved in examining the nature of succession within companies, carried out in collaboration with an international headhunting organisation. He also consults to a number of organisations in both the private and public sector.



**DR STELLA PACHIDI**  
University Lecturer in Information Systems

Stella's research interests lie in the intersection of technology, work and organising. Stella's research focuses on how analytics and big data are challenging established ways of knowing and acting in organisations; how knowledge is transferred across boundaries, among people with different epistemologies; the performativity of transparency afforded by digital technologies and the ceremonial practices that help institutionalise and maintain the use of big data and analytics practices at the micro (organisational) level.



**CATH BISHOP**  
Leadership Development Specialist

Cath is a leadership speaker, coach and consultant, specialising in leadership, team development and organisational culture. Cath draws on her practical experience from two high pressure careers as an Olympic rower and a senior diplomat specialising in conflict stabilisation which she now combines with her current work in leadership development with organisations.



## Why Cambridge?

All of our programmes offer the same quality and academic rigour one associates with a Cambridge University education:

### Faculty

- Delivered by Cambridge University Judge's world-class faculty
- Cambridge Judge is a strong research-oriented top-20 global business school with 19 research centres
- ALL programmes are designed and led by an Academic Programme Director who is a member of Cambridge Judge faculty and will deliver substantial portions of that programme.

### Wider University

- Drawing upon the strengths and resources of the wider University of Cambridge and the Cambridge ecosystem
- Where appropriate, Cambridge Judge draws upon the immense resources of the faculties across the University.

### Emphasis on small group learning

- With small groups and classes, we continue the Cambridge Way that emphasises with high levels of interaction with world class Faculty.

### Emphasis on quality outcomes

- Whilst high levels of faculty interaction are core pillars of the Cambridge Way, we also seek to monitor our delivery against the individual needs of participants; where appropriate, we utilise:
  - Psychometric testing both as part of the preparation and debrief on programmes
  - Impact studies that clearly define the outcomes secured through our programmes
- It is no accident that over a little half of our Open Face-to-face participants come back to Cambridge Judge at least once, often multiple times
- Similarly, over half of our Custom programmes are with companies with whom we have worked before.

## Contact us

If you have any questions or would like to have a chat about this programme and how it could benefit you or your organisation, please get in touch with the programme advisor:

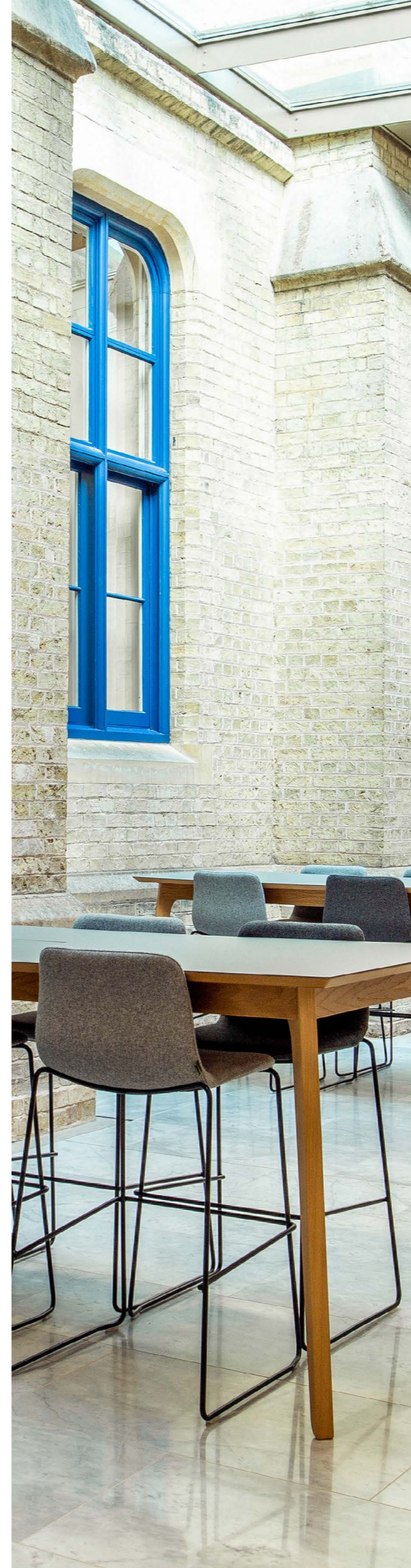


**Jonathan Hudson**  
**Sales and Business Development Manager**

Tel: +44 (0)7523 268683

Email: executive.education@jbs.cam.ac.uk

[Schedule a call with Jonathan](#)



## You may also be interested in:



### Managing People programme suite

Our Managing People programmes are designed to help executives deal with the challenges of managing and motivating an organisation's most important resource: people. Providing the most up-to-date frameworks for leaders to develop a process for change, to have a larger impact within the organisation and providing the management toolkit required for creating a high performance culture within the organisation.



### Certificates of Achievement

Executive education is often about building a new set of capabilities; perhaps to enable a step-up in one's career or enable a career switch. The General Management Certificate of Achievement (GMCA) can be a useful platform to launch you on that next step.

Our Certificates of Achievement can help you in two ways: You are able to build a truly bespoke package of learning tailored to your needs and objectives; giving you a high level of flexibility yet always with the rigour that one would expect from Cambridge. You will also possess valuable and visible evidence of your new-found skills and a visible demonstration of your commitment to your personal development: a Certificate of Achievement from Cambridge Judge Business School.

In addition, in the case of the GMCA, you will also become an Associate Alumnus of Cambridge Judge Business School upon completion.

### Benefits

- Choose a method of study to meet the demands of your timetable and topic areas that best satisfy your learning requirements
- Access the latest thinking and research from our world-leading faculty
- Network with a diverse group of peers from across the globe, industries and sectors, on our highly interactive programmes
- Receive a digital certificate of attendance from each programme taken, as well as the Certificate of Achievement.



Cambridge Judge Business School  
Executive Education  
University of Cambridge  
Trumpington Street  
Cambridge CB2 1AG  
United Kingdom

Open Programmes Team  
Tel: +44 (0) 1223 762183  
Email: [executive.education@jbs.cam.ac.uk](mailto:executive.education@jbs.cam.ac.uk)  
[www.jbs.cam.ac.uk/executive-education](http://www.jbs.cam.ac.uk/executive-education)

The organisers reserve the right to change any details of the programme without notice.

© JBS Executive Education Limited has copyright of all original material contained in this brochure (January 2024)

JBS Executive Education Limited is a wholly-owned subsidiary of the University of Cambridge.  
JBS Executive Education Limited is the limited company designing, developing and delivering Executive Education from Cambridge Judge Business School at the University of Cambridge.

Design Alex Mihai | Stills photography by Mike Thornton, StillVision and Alan Davidson