

# People & Organisational Effectiveness

Helping business maximise  
real-world impact



UNIVERSITY OF  
CAMBRIDGE  
Judge Business School

**Executive** Education



## 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.

# 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 of three full-day sessions.
- Sessions take place from 09:00 to 17:30 UK time.

### **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. [Find out more about CPD](#).





# Programme Areas of Focus

**This programme explores how strategic people management and human-centred leadership drive long-term success.**

Participants learn to align talent with strategy, fostering commitment through compassion, psychological safety, and inclusivity. We examine how to navigate modern disruption, from performance management and organisational change to the ethical integration of AI. Gain the clarity and strategic impact needed to lead resilient, future-ready teams.

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

- **Talent management** – here, you will explore topics such as talent acquisition, segmentation, and retention.
- **Performance management** – where you will examine ability, including cognitive and emotional ability, motivation and opportunity and how these key issues link together.
- **Employee development** – here you will look at fostering mindset change, building potential, and career management.
- **Compassionate leadership** – here you will explore the latest leadership approaches emphasising compassion and human centred values.
- **Developing culture** – where you will look at what makes for a high-performance culture through the team and organisation.

## 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 increase employee experience across different generations**
- 2 **How to build motivation and increase performance during strategic change**
- 3 **How to create an inclusive culture with diverse talent**
- 4 **How to identify and develop talent**
- 5 **How to lead with compassion and human-centred principles**

“ 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. ”



**Tony Martinez**

Global VP, Intelligent Enterprise, SAP



## 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.

## Who should attend

### **This programme is tailored for established leaders and managers tasked with steering people and teams.**

It is specifically designed for those who shape people strategy, drive talent and performance initiatives, and aim to elevate organisational results through high-impact leadership. The cohort typically comprises experienced team leads, senior managers, and functional heads, alongside HR and L&D professionals from the private, public, and non-profit sectors.

- Direct teams, functions, or specialists and hold significant influence over strategic people decisions.
- Navigate change by setting a clear direction, optimising performance, and fostering commitment.
- Cultivate organisational culture, talent pipelines, and inclusive professional environments.
- Seek to integrate a sophisticated understanding of people management into their broader leadership portfolio.

“ This programme will provide you with the practical frameworks and essential leadership skills required to master the core pillars of people management, ensuring your people and teams are engaged, resilient, and consistently high performing.

These pillars are talent management, developing high performance individuals, building compassionate leadership, and developing a strong positive culture.

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. ”



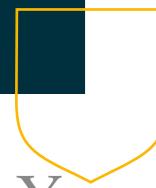
**Dr Philip Stiles**  
Academic Programme Director



**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.

## Module 3

### Leading 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. Compassionate leadership is at the heart of human centred values at work and is essential if we want to get the best from our people.

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

- Consider how being an authentic leader requires empathy, sensitivity and the tolerance of distress to adapt to unpredictable changing environments.
- Understand how compassionate leadership requires wisdom, strength and caring.
- Explore the three emotional regulation systems of drive, threat, and care and how these can be balanced.

## Module 2

### 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 commitmentbased 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 support the basic philosophy of your organisation.
- Identify strategic goals to gain higher engagement and commitment from your workforce.

## Module 4

### Building culture and inclusivity

This session of the programme focuses on how to improve the culture and the experience of employees across a diverse range. What works regarding culture management and how an inclusive environment that fosters appreciation, learning and psychological safety can be developed are key themes of the session.

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

- Explain the key elements of a productive culture.
- How inclusivity can be nurtured to ensure all people feel they are making a contribution.
- Identify behaviours and beliefs that are needed to develop a learning environment.

## Module 5

### Performance management

This session looks at the strategic issues in performance management and how to best motivate and gain the commitment of your employees. You will analyse how to manage individual performance which are ability, motivation, and opportunity, 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 ability, motivation, and opportunities can be combined to increase the performance of individuals.

## 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.

## Module 6

### AI and people management

The exponential growth of AI has a large impact on the workplace. Leaders need to strategically adopt AI in HR to enhance efficiency, fairness, and employee experience. In this session we look at core elements of AI's effects on leading people, and examine debates such as AI as an augmentation, not a replacement, and what might be the ethical implications of AI use.

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

- Understand the landscape of AI use in the workplace
- Explore use cases of AI in people management
- Analyse the ethical implications involved in AI use in leading people.





## Faculty and Speakers



**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.



**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.

## 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.

### Certificate 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 Certificate 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.

## 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:



**Jiaojiao Yue**

Corporate Business Development Manager

Tel: +44 (0)7922 590703

Emai: [executive.education@jbs.cam.ac.uk](mailto:executive.education@jbs.cam.ac.uk)



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**Cambridge Judge Business School  
Executive Education**

University of Cambridge  
Trumpington Street  
Cambridge CB2 1AG  
United Kingdom  
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