



Masters in Leadership Frequently Asked Questions

What is the profile of your cohort?

Delegates will come from a range of sectors but will have one thing in common: a driving ambition and potential to lead organisations at the highest levels. This post-experience degree is aimed at managers who have been earmarked for senior business leadership roles within the next five years or so. They will normally hold a good degree (2:1 or better) and have five to ten years of business experience, with at least three of these in a management role with responsibility for people and results.

What are the benefits to corporate sponsors?

We work closely with each corporate sponsor individually to ensure that we are developing the right people at the right level for your organisation. Your delegate's progress is evaluated both through the organisation and the course. It is a tailored approach to leadership development because we believe one size doesn't fit all. We do this by:

- Helping your talent management team identify and prepare delegates for the course by using our unique "Senior Leadership Potential Indicators" framework
- Working together to ensure that reporting on the delegate's progress is aligned to your internal talent management systems
- Helping to identify and prepare senior leaders in your business to act as mentors so that progress is tracked, and delegates are supported, from within the course and the organisation.

What makes the MSc in Leadership unique?

This is a leadership degree unlike any other. Combining the experience and talents of Cass Business School with the Inspirational Development Group, an award-winning performance management consultancy, in association with the Royal Military Academy, it delivers a unique combination of business know-how and leadership development with academic study and learning driven by experience. Delegates will be put through their paces during a series of carefully structured projects and core modules that are designed to take them out of their comfort zone and get them to see things differently, think differently and act differently by "doing different things." This is applied leadership, where delegates won't just study leadership, they will practise it.



Key features include:

- **The Sandhurst Conference on Leadership:** This is a two-day Conference, held at Sandhurst exclusively for our delegates. High-profile speakers from business, politics, academia, sport, the military and the public services will address key leadership issues. Delegates will use the debate and discussion generated at the Conference to inform their thinking on Leadership in the widest sense
- **Battlefield Study:** A visit to the Normandy battlefields forms the centrepiece of one of the MSc workshops. Led by expert military historians from Sandhurst's Department of War Studies, students will explore the leadership decisions and dilemmas faced by troops in the days after the D-Day Landings in 1945. This practical project will allow delegates to examine a complex series of events and decisions with strategic consequences, all compressed in such a way as to make the realities of these major leadership challenges accessible. Additionally, in these high-pressure battlefield situations we can explore the legal and ethical dimensions of leadership where it is difficult to be more than just a ruthless pragmatist. Of course, the delegate's engagement with these slices of military reality also enables them to examine how leaders deal with ambiguity, imperfect information, friction and risk. In short, the battlefield will become a "laboratory" to examine the complex and multi-faceted challenges of leadership in an environment where the responsibility for the "balance sheet" is immensely serious

Masters in Leadership Frequently Asked Questions



- **Coaching, mentoring and assessment:** Throughout the two years, delegates will receive personal mentoring to support both their developmental ambitions and business practices. They will also be instructed on coaching tools and techniques that they will apply both during the course, in the form of peer coaching, and back in their workplace. They will be allocated a senior mentor from within their organisation to discuss their progress and career development, thus providing delegates with the dual support from their organisation and the course
- **Personal development:** Delegates will explore their personal development as a leader throughout the course. Specifically, at the start of the programme delegates will complete a personal development plan with the support of a tutor. This plan will be based upon a leadership competence framework that combines personal attitudes, business analysis and organisational attributes. As well as personal reflection, delegates will get feedback and insights from peers, from various psychometrics, from our 360-degree feedback tool and from course tutors. They will also learn how to coach and be coached
- **Action Learning Project:** Delegates will be placed in groups, where they will work collaboratively on a specific initiative. The Project will require delegates to show the collaborative skills that underpin both effective leadership and followership in today's corporate organisations, together with the initiative and innovation required to grow and develop a business
- **Dissertation:** The Cass MSc in Leadership dissertation will enable delegates to demonstrate how the programme has developed their overall knowledge, skills and values. It provides them with the opportunity to integrate their learning across the different modules and disciplines covered by the programme and to put the theories and principles they have studied into practice in a structured and systematic manner. This will be done in the context of an organisation-based project and under the supervision of an academic advisor.

How is the programme structured?

The programme comprises 18, two-day residential workshops. These run from Thursday afternoon to Saturday lunchtime at either The Royal Military Academy, Sandhurst, Berkshire, or Cass Business School in London. For a full timetable, please refer to the Masters in Leadership brochure or visit www.cass.city.ac.uk/mscleadership

How much does the course cost?

The course fee is £16,000 per annum for two years and includes meals and accommodation for all residential modules, together with core textbooks, executive coaching and mentoring.

How do I apply?

If you are interested in joining the next cohort in September, or sponsoring a delegate from your organisation, please contact one of our course tutors for an in-depth discussion.

David Mellor, Client Director,
Cass Executive Education
E: david.mellor.1@city.ac.uk
T: +44 (0) 207 040 5141

Dr Ian Stewart,
Head of Leadership Studies,
Inspirational Development Group
E: ian.stewart@inspirationaldg.com
T: +44 (0) 207 798 2848