



**CASS**  
BUSINESS SCHOOL  
CITY, UNIVERSITY OF LONDON  
EST 1894

Leadership in a digital world



**Grant Thornton**

An instinct for growth™



# Cass Business School and Grant Thornton in partnership

Helping you become a stand out leader in  
a complex business world

This leadership programme combines Cass's academic experience and Grant Thornton's real world expertise. It responds directly to the demands placed on senior executives and is tailored to suit you and your needs.

## SIR JOHN CASS BUSINESS SCHOOL

At Cass Business School, we've been at the forefront of business education for over 50 years. Every year, our Executive Education team prides itself on developing exceptional leaders who help global businesses thrive through change and uncertainty.

Here, you have access to Cass's world-class faculty and research and you will meet executives who are shaping the future of business. You will return to your organisation with first-hand industry knowledge and a professional network that will continually challenge and refresh your thinking.

## GRANT THORNTON

Grant Thornton UK LLP is part of one of the world's leading organisations of independent advisory, tax and audit firms. We help dynamic organisations unlock their potential for growth by providing meaningful, forward looking advice.

Our underlying purpose is to build a vibrant economy, based on trust and integrity in markets, dynamic businesses, and communities where businesses and people thrive. We work with banks, regulators and government to rebuild trust through corporate renewal reviews, advice on corporate governance, and remediation in financial services. We work with dynamic organisations to help them grow. And we work with the public sector to build a business environment that supports growth, including national and local public services.

AT THE  
LEADING EDGE  
OF BUSINESS  
EDUCATION  
FOR OVER

50  
YEARS

4<sup>th</sup>   
in the UK

Financial Times 2017  
European Business School ranking

#### CONTACT OUR TEAM

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# Leadership in a digital world

Proactively tackle the digital landscape to become a more effective, confident leader.

A series of expert masterclasses integrated with one-to-one coaching sessions that will provide you with the tools and knowledge required to thrive in a fast-paced business environment.

#### KEY BENEFITS

- Understand the implications of the digital revolution for your career and business
- Gain key leadership skills and learn how to apply them in your business context
- Focused masterclasses equipping you with skills that can be applied for immediate impact
- Access a coach from a pool of over 100 coaches, matched specifically to your experience
- Access to events that will foster networking opportunities, allowing you to continue learning from your cohort outside of the classroom
- Gain Cass Executive Education alumni status.

#### BECOME AN ALUMNUS

Upon completion of the programme, you will join an exclusive executive group by receiving Cass Executive Education alumni status.

#### Benefits include:

- Tuition discount of 15% for you and up to four colleagues each year for any Cass Executive Education open programme
- Invitations to relevant and exclusive Cass Executive Education thought-leadership events
- Subscriptions to Cass alumni publications
- Eligibility to join local Cass alumni clubs in your region
- Access to the 200 Aldersgate Club.



6 month programme



3 MASTERCLASSES



£8,000 Programme fee



ONE-TO-ONE

COACHING THROUGHOUT



## Key benefits

### DIGITAL IMPERATIVE

Technology is transforming the world of work. It has increased the speed at which organisations operate and influences how businesses compete and the skills people need. This means embracing new ways of working and creating proactive leadership strategies now and for the future. If you are unsure of the implications of the digital revolution for your career and business, this programme will help you prepare and excel.

### FUTURE-PROOF

### LEADERSHIP SKILLS

Feedback tells us the three areas people most want leadership development in are strategic decision-making, leadership communication and leading digital transformation. This programme combines key leadership skills with the latest thinking in digital transformation and shows you how to apply them in your business context.

### ACCESS TO AN ESTABLISHED

### ALUMNI COMMUNITY

Over the past 20 years, Cass Executive Education has built long-standing relationships with hundreds of world-leading organisations. Upon completion of the programme, you will become part of a new network of digitally-focussed leaders and join the wider Cass Executive Education alumni community.

# The path to expert leadership

A tailored programme combining a series of expert masterclasses and one-to-one coaching

**This six-month programme comprises of three one to two-day masterclasses integrated with individual coaching sessions who we match you with based on your experience, skills and goals.**

### WHO IS THE PROGRAMME FOR?

This programme has been designed for senior executives, leaders and entrepreneurs. Whether you work in the private or public sector, this programme will provide you with a better understanding of the changing digital landscape and how to be a more effective leader within it.

### WHY THIS COMBINED PROGRAMME?

Designed specifically for busy executives, this programme allows you six months to complete three Cass masterclasses and six Grant Thornton coaching sessions. This focused, modular style of studying means you will be able to directly apply your learnings to your business as you work through the programme. Your dedicated coach will help define your personal leadership journey, with networking opportunities provided throughout to ensure the relationships you build with your cohort are long-lasting.

### COACHING FOR IMPACT

Six one-to-one sessions offering you bespoke coaching on your specific leadership journey for maximum learning impact. They provide you with the platform to unlock your potential and to explore opportunities and challenges in a safe, confidential environment. Grant Thornton's coaches comply with European Mentoring & Coaching Council's (EMCC) competences and code of ethics.



# Masterclasses – topics covered

Cover the theories and practices required to meet the challenges of modern leadership

## Strategic decision-making for leaders (two-days)

Lead yourself and others confidently through uncertain times by improving your decision-making skills. Study the theory and frameworks behind effective decision-making as well as gaining hands-on experience on modelling objectives, trade-offs, uncertainties and risks.

### BENEFITS:

- Understand the key drivers of good and bad decisions and the differences between decisions and outcomes
- Learn how to analyse barriers to good decision-making, including social and psychological biases
- Gain insights into the human side of decision-making as explained by behavioural decision science
- Develop tools and techniques to help you make strategic decisions and build optionality into your decision-making process
- Practise analysis and decision-making in a safe environment to improve your performance in the workplace.

## Leading digital transformation (two-days)

Ensure your business survives and thrives in the digital revolution. First understand the wider psychological and socio-economic implications of the digital landscape, before focusing on the business implications of digital change.

### BENEFITS:

- Understand the sources of competitive advantage in the digital world and the role that digital should have in your business strategy
- Discover frameworks that help define and build successful digital models
- Gain in-depth knowledge on how to develop, or predict, the emergence of disruptive business models
- Learn about mechanisms to escape from the 'stuck in the middle' trap: when you are not the market leader and you are not a niche player
- Get direct exposure to successful cases and senior executives who have already embraced digital change
- Develop an action plan to implement digital change in your organisation.

## Leadership communication (one-day)

Good leaders have excellent communication skills and recognise how to engage different stakeholders and colleagues to get the best results. This one-day masterclass will show you how to achieve your desired outcomes.

### BENEFITS:

- Develop self-awareness about your individual communication style and impact
- Explore the ingredients of compelling content and equip yourself with the skills to be an engaging and accessible communicator
- Identify the varying communication demands of different stakeholders and contexts from a delivery and content perspective
- Review your presentation style and practise how to make your content compelling and engaging.

“It has been really enjoyable. Excellent facilities, well run classes, great learning environment.”

Chris Hamilton, Odgers Berndtson

# Coaching and programme leaders

Access the latest thinking from industry leaders  
and top-rated researchers

## WHY COACHING IS INTEGRAL TO YOUR LEARNING:

- Professional, impartial coaching helps to embed the classroom learning and is tailored to ensure it is aligned to your organisation and unique situation
- A dedicated coach creates a stimulating space to enable you to work through a broader corporate or career strategy without the distractions of the day-to-day operational demands
- Coaching and the associated tools and techniques are key enablers of organisational effectiveness supporting increased self-awareness, growth in capability and capacity to inspire change.

“The research we publish in world-leading journals comes alive through problem solving in the classroom. Change begins with the individual but requires many individuals to achieve momentum and critical mass. Our masterclasses work at the individual, team and organisational level to ensure change sticks”



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### Professor Laure Cabantous

Professor of Strategy and Organisation

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Professor Cabantous holds a PhD in Economics from Toulouse School of Economics (France).

Prior to being a Professor of Strategy and Organisation at Cass, she worked at Warwick Business School, ESCP Europe and Nottingham University Business School.

Laure has a long-lasting interest in decision-making processes, both at the individual and organisational levels, and for the management of risk and uncertainty. She has studied how insurers make decisions under conflicting and consensual ambiguity; how decision analysts help managers take decisions; and how models support decision-making.



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### Louisa Welby-Everard

Senior Leader Coach

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Louisa has been a coach working with senior leaders and their teams for the past 15 years.

Her coaching is focused on helping clients improve their impact, gravitas, authority and leadership presence.

She tactically helps clients prepare for set-piece events, presentations and public speaking opportunities, with her client base including senior business leaders and Board level executives of large multi-national public and private organisations across sectors.

Informed by her experiences as a BBC News Producer and then a Communications Consultant, one of her areas of expertise is in helping executives to bridge the gap in translating their thoughts and beliefs into language and behaviours that enable them to be impactful and engaging leaders.



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### Professor Gianvito Lanzolla

Professor of Strategy

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Gianvito Lanzolla is Professor of Strategy at Cass.

He currently serves as the Head of the Faculty of Management and is the Founder and Director of Cass's Digital Leadership Research Centre (DLRC).

Firmly established as a leading global thought leader of technology strategy and business digital transformation, his research has won several academic prizes and has been featured widely in the business media – e.g. Financial Times, the Economist, CNBC, CCTV and Wall Street Journal.

Gianvito has directed and delivered several executive development programmes and has contributed as an advisor to many boards and executive leadership teams around the world. Recent corporate engagements include: Apple, Baker McKenzie, European Club Association, BBC, IBM, the UAE's Prime Minister Office, Microsoft, Zurich, KION, Axel Springer and Vodafone Group.

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**Cass Business School**  
In 2002, the School was renamed Sir John Cass Business School following a generous donation towards the development of its new Bunhill Row premises.

**Sir John Cass's Foundation**  
Sir John Cass's Foundation has supported education in London since the 18th century and takes its name from its founder, Sir John Cass, who established a school in Aldgate in 1710. Born in the City of London in 1661, Sir John served as an MP for the City and was knighted in 1713.



City, University of London is an independent member of the University of London which was established by Royal Charter in 1836. It consists of 18 independent member institutions of outstanding global reputation and several prestigious central academic bodies and activities.

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