

# events07

Learning  
through  
shared  
experience



## Developing the careers of your future leaders

13 December 2007

This workshop gives you the opportunity to explore the particular demands on career development made by your talent and high potential groups on their journey to strategic leadership roles. It will also help you work on your own practical solutions to career development issues.

  
roffey park  
enlightening people

A core element of developing your leadership talent is investing in their career development as well as their personal, technical and management skills. This aspect of talent management is often discussed, but tends to be poorly implemented. Yet it is through a sequence of challenges and work experiences that leaders really grow. Positive career development, in which the organisation works in partnership with the individual, is also what talented people look for in an employer; so it is key to retaining and motivating your best people as well as developing them.

## AGENDA

- 09:00 Arrival and coffee
- 09:30 Welcome  
**Helena Clayton, Director of Open Programmes**
- 09:40 **Keynote: Positive career development for leaders**  
**Wendy Hirsh, Research Associate**  
Positive career development recognises both organisational and individual career goals and consciously operates as a partnership between the organisation and the individual. It includes:
- Understanding the career paths and work experiences needed by leaders
  - Using clear and practical processes to plan and facilitate career moves
  - Building in dialogue with high potential employees at every stage
  - Seeing career development as a collective management activity
- 10:30 **Psychological Contract**  
**Helena Clayton, Director of Open Programmes**  
The psychological contract is often described as the 'unwritten set of expectations between employer and employee regarding the implicit rights and obligations of each party'.  
This session will:
- Explore how the psychological contract is changing and outline the particular implications for career management and development
  - Explain how the psychological contract is different for people in high potential or future leader groups
  - Introduce you to a practical model for better understanding the psychological contract
- 11:15 Discussion
- 11:30 Break
- 11:45 **Case Study – Virgin Atlantic**  
**Developing Talented Leaders**  
**Andy Cross, Head of Organisation and People Development**  
In 2005 Virgin Atlantic put a focus on identifying the leaders who will take the airline into the future and strengthening its overall leadership team. In this case study, Andy will share genuine successes, headaches and lessons learned from the overall programme in order to help you reflect on your own experience and/or plans.
- 12:45 Lunch
- 13:45 **David Lines, Senior Consultant**  
**Navigating the way towards a strategic leadership position**  
When we are working with talented people there often appears to be a tension between the formal organisational career processes and the degree to which high potential people need to take personal responsibility for their own career progression. David will address this tension using findings from his doctoral research. Focusing on how the participants in David's research navigated their way towards a leadership position within constantly changing organisations.  
The session will include:
- A map of how leaders rise through the organisation
  - How they balance doing their work alongside developing relationships
  - The way in which visibility as a leader, influencing and value affect the progress of talented people.
- 14:30 Open space + practical tools/techniques/ideas
- 15:30 Break
- 15:45 Top Tips
- 16:15 Final Discussion
- 16:30 Close

### SPEAKERS (from left to right)

Andy Cross, Virgin Atlantic  
Helena Clayton  
Wendy Hirsh  
David Lines



### To book:

**Phone** +44 (0)1293 854047, **email** [bookings@roffeypark.com](mailto:bookings@roffeypark.com)  
or **online** at [www.roffeypark.com/events](http://www.roffeypark.com/events)

**Fee:** £395 + VAT (£355 + VAT if booked before 1 November)

If you bring a senior colleague with you, they can participate for the special price of £295 + VAT

Group booking discount (3+ people) £355 + VAT

Education/charity sector £315 + VAT

Accommodation is available: our spacious en-suite bedrooms are contemporary and comfortable. Bed and breakfast costs £85 + VAT. To book, please contact Caroline Wright on 01293 854044 or email [caroline.wright@roffeypark.com](mailto:caroline.wright@roffeypark.com)