

September 2013



**MEDIA
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SKILLS FOR GROWTH

A spotlight on

COLLABORATION

The need for a strong relationship between business and university

THE FUTURE

Widening the talent pool for personal and business growth

A SPECIAL
REPORT
ON SKILLS
DEVELOPMENT
IN THE UK

DEVELOPING SKILLS FOR FUTURE PROGRESSION

Katerina Rudiger of the Chartered Institute of Personnel and Development (CIPD) discusses skills and development in business



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CHALLENGES

Fifteen or 20 years ago, the route into work was seemingly pretty simple. Good A-levels. Three-year degree. Graduate training scheme. Job in the bag. **But the notion of one default route into the best careers is now pretty outdated**, says Neil Carberry, CBI Director of Employment and Skills.

Building a skills strategy



Neil Carberry
DIRECTOR OF EMPLOYMENT AND
SKILLS, CBI

“In an age when the job for life has gone forever, professional development at all stages of a career is absolutely vital”

Employer demand for higher skills has never been so high, as the economy picks up and globalisation continues unabated. But the UK risks being held back by critical shortfalls in exactly the kind of industries that fuel long-term growth, like manufacturing, engineering, IT and construction, while sectors like social care now need to fill many more managerial posts as life expectancy rockets.

Younger workers are getting much savvier in shopping around for options which give them the edge in a much tougher jobs market. Faced with more than £30,000 of debt for a three-year degree, it's common sense to seriously consider alternative 'learn as you earn' options. But in an age when the job for life has gone forever, professional development at all stages of a career is absolutely vital. Industries are springing up now, which didn't exist even five years ago, so skill levels need to keep pace.

So business and the wider education system need to join forces.

Universities and colleges need to change their offer to meet this new world. But business too needs to up its game, working with the wider skills sector to make sure vocational and professional training meets their needs.

Firstly, universities and industry must be in tune with each other. We need more 'sandwich' courses which offer hard-nosed practical industry experience. Universities should be developing business-designed specialist, accredited training for specific sectors for both undergraduates and postgraduates. There is far more scope to use on-line technology to open up teaching and learning to firms. We need more part-time and compressed degrees targeted at both young people starting out in work or workers mid-career looking to re- or up-skill. Businesses need to invest in people's whole careers in order to get the best out of their employees.

Secondly, we need to promote and expand alternatives to university, offering other routes to higher skills. There are already outstanding Higher Apprenticeships in firms like Siemens, PwC, British Airways, Qinetiq and Toyota. Top-quality

in-work training like this, alongside a guaranteed job and avoiding tuition loans is a big carrot to dangle in front of a young person. But higher apprenticeships still only account for around one in 50 overall apprenticeship starts. It's clear there is an appetite within individual industries and sectors but we must put employers firmly in the driving seat to raise standards and get firms offering more apprenticeships.

And thirdly, the spark to light all of this is much better information at whatever stage one is at in their working life. Too much is out-of-touch with the reality of the workplaces. That's why the CBI has called for a UCAS-style equivalent where existing workers can directly compare and potentially apply for vocational training, courses and degrees. Too many of these options are shrouded in mystery.

We're at a crossroads for the economy. Countries like South Korea, Japan and Germany have had skills training as an integral part of their industrial strategy for decades. But it's time to stop looking enviously at them and build a British equivalent every bit as good.

EDITOR'S PICK



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Why more people are considering extra training to develop their skills



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DISCOVERING TOMORROW'S TALENT TODAY

■ **Question:** What help is available for both employers and potential employees to get young people into the job market and help existing workers?

■ **Answer:** Mentoring schemes, online resources, coaching and the increased use of social media are all there to help.



Katerina Rudiger
Head of skills and policy campaign,
Chartered Institute of Personnel and Development (CIPD)

For a business to succeed, it is essential to attract the best talent, but this can be much more difficult than it sounds. Many people leaving higher education are not aware of all the options available to them at entry level, while further along the line, more experienced employees sometimes need additional executive coaching to help them fulfil their new roles. But a slew of initiatives is now available to help employees at whatever stage they are.

"The problem is that there is quite a disconnect between what employers expect and what young people think they can offer," says Katerina Rudiger, head of skills and policy campaign at the Chartered Institute of Personnel and Development (CIPD).

"There is a lack of guidance: most people will leave the education system not knowing about whole sectors — where the jobs are and how to get them. They also don't know the basics, such as how to write an application and CV and how to interview. When young people are at university, they are so focused on their degrees they don't

know how important this is."

The onus, she says, is slightly upon the employers themselves to hone their interviewing technique: there is no point in asking someone about their past work experience if they haven't got any. Advertising via social media is becoming increasingly common, while she urges schools and universities to provide better advice, not least by pointing out that for many people, apprenticeships are a real alternative to university. Most of all, however, she points out that there are far more opportunities available than many people realise. "People think that working for the NHS involves just doctors and nurses, but they also have jobs in areas such as marketing, research and IT and they're the biggest employer in Europe," she says. "The same goes for the manufacturing industry — they don't just employ engineers."

There are many ways to help young people into the job market, however, starting with professional coaching. The CIPD has a scheme called Steps Ahead Mentoring,

currently in North and Central England, but due next year to roll out across the country as a whole: HR professionals, including directors, business partners and developers volunteer to mentor someone referred to them by a job centre. They discuss what the job seekers want to do and help them prepare for interviews: so far 1,500 mentors have helped 2,000 young people in their careers.

"We try to match sectors but more important is the geographical area," says Rudiger. "They will make contact, arrange to meet publicly in a local place and it is up to them what they want to discuss — CVs, interviews, what they want to do, help with a job search and what employers want." So far the scheme has been an unqualified success.

Of course, further down the line, existing employees also need to learn new skill sets, especially when they've been promoted, and in these cases it may be worth paying for help. Executive coach Marielana Sabatier says, "Many executives need to develop self-awareness, discover their strengths and weaknesses and develop empathy to become better leaders. Many are promoted for technical skills rather than managerial ones and need further help."

For information on the scheme, visit:
www.cipd.co.uk/stepsaheadmentoring

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COMMERCIAL FEATURE



Marielana Sabatier
INSPIRING POTENTIAL LTD

Leadership skills: The key to business success

■ **Marielana Sabatier, from Inspiring Potential Ltd looks at how executive coaching can help enhance crucial leadership skills.**

Businesses don't fail, leaders do. Leaders that fail to recognise this and the importance of their leadership skills risk being just "average" in this competitive global economy. Effective leaders engage, motivate and inspire their workforce. They know their purpose, and how to create a shared purpose with their people. Leadership is a skill; people are not just born with it. It can be developed and enhanced through executive coaching.

Executive coaching is one of the most effective ways for people to become

more successful and develop skills and emotional intelligence that will enhance their performance. According to the Chartered Institute of Personnel and Development (CIPD) two out of three organisations use external coaches and 92 per cent judge coaching by external practitioners to be effective.

One of the leaders I have recently worked with was extremely intelligent, ambitious, hardworking, but he was side-lined for a promotion because he couldn't communicate effectively. Through coaching, he found out that his communication issues were linked to his shyness and trust. Once he worked through the issues with his executive coach he was promoted and became comfortable leading people. Everyone is different, that's why coaching

is more effective than training. At Inspiring Potential, Executive coaching is specially tailored to the individual; the only agenda is the client's success.

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Developing skills in tech to ensure UK growth

Tech in the UK is an exciting and innovative sector – and importantly, it is growing. It is essential that tech companies of all sizes have access to the brightest and best minds to help make sure that UK tech continues to be a serious player on the world stage.

We hear from both our large and small member companies that it is, however, still a challenge to recruit people with the relevant skills and knowledge. Coupled with increasing job opportunities available for senior executives, there is a shrinking pool of senior talent within the industry. At our Future of Entertainment Summit, the founder of MixCloud, was calling for more to be done to help young people to develop the right skills for the sector.

As a sector, we need to continue to improve our communication and guidance around the skills that tech companies need. Recently published data from HESA showed that Computer Science students face the highest rates of graduate unemployment. In a growing sector with companies looking to recruit, this statistic highlights the gap between the skills that students are acquiring and the skills that tech businesses value.

As tech companies are so innovative and fast moving, there are new roles created all the time that require



Julian David
Director General, Intellect UK

“As tech companies are so innovative and fast moving, there are new roles created all the time that require new sets of skills”

new sets of skills. Data Scientists are now hugely employable, but only a few years ago this job didn't really exist in the mainstream. A new report published by Development Economics, stated that the UK needs 750,000 additional, digitally skilled workers by 2017 if we are to capitalise on a £12bn economic opportunity.

As part of the work around the recently launched Information Economy Strategy, tech companies are working with skills organisations, including e-skills and Semta, and are forging new relationships with universities to ensure that the content of degree courses is closely linked to industry need.

It is essential that tech companies are directly and assertively communicating these needs to education providers and working with these institutions to appropriately nurture the next generation of tech talent in the UK.

Through working closely with Government and schools, tech companies have helped to affect a real change to the ICT curriculum so that there is a new focus on building skills in coding and programming.

Representing 12 per cent of UK GDP, UK tech companies are at the heart of so many technological advancements from phones to cars and buildings. UK tech is changing the way we live, as well as being a significant driver of economic growth.

It is vital that we work together as a sector to safeguard the potential future growth and innovation by taking an active role in helping to shape and build the development of relevant skills in today's young people who will need to become tomorrow's tech business leaders.

JULIAN DAVID
Director General, Intellect UK



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INSPIRATION

FINDING THE BEST TALENT IN THE DIGITAL AGE

■ **Question:** Is the recruitment process changing in the hunt for the best candidates?

■ **Answer:** Yes: social media, a more democratic system for work placement schemes and digital interviewing are all playing an enhanced role these days.

Publisher Random House is one of the companies that has been involved in a series of initiatives to help young people into the workplace, as well as seeking to encourage applicants who do not come from the traditional backgrounds for publishing. In 2009/10, the company and its chief executive Gail Rebeck became involved in Alan Milburn's Access To The Professions and in doing so realised it was attracting quite a narrow group of people. "Before, we tended to get white, female, Home Counties candidates with an arts degree," says Neil Morrison, Group HR director at Random House. "We wanted to attract the best talent and



PHOTO: RANDOM HOUSE

extend the net far wider. After all, we publish books for everyone and there are now careers in TV, radio and digital as well as traditional books."

One of the biggest challenges was to get more people from a non-traditional background. Morrison discovered that of all Random House new employees, 20 per cent had done work experience at the company already and nearly 100 per cent had done work experience at some publishing company. Many, of course, had contacts in the industry, or knew someone who knew someone. That process

had to open up.

"We now advertise every work experience placement on Facebook, which is the lowest barrier to entry from every demographic group," Morrison says. "We now use a random selection tool for people who apply so we don't automatically choose candidates from Oxbridge. Every single person who applies is as likely as the next to get the opportunity. We limit work experience to two weeks and pay expenses, in order to benefit people who could not afford to live in London for two weeks."

The company has about 250 work experience people every year.

It also has five to 10 interns a year, who are paid, some chosen in connection with Creative Access, a company that helps black and ethnic candidates into the workplace, while internships, like full time roles, are also advertised on Facebook and Twitter. Candidates sometimes send direct messages inquiring about the roles, to which Morrison always tries to respond — "We can give individual career advice." There are between 50 and 100 entry level positions every year, although competition for them is extremely fierce, and about 70 per cent of applicants have a university degree. The interviewing process has also changed: "We have started digital interviewing so candidates do not have the expense of coming to interviews or having to take time off from a temporary job," Morrison explains.

Neil Morrison is a member of the CIPD's Learning to Work Advisory group. To find out more visit: www.cipd.co.uk/learningtowork

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Neil Morrison
Group HR Director,
Random House

The real life apprentices

For those wanting to gain skills and qualifications but are unsure if university is right for them, the traditional apprenticeship route now encompasses many more industries and allows people to gain qualifications while being paid for doing a job.

The concept of an apprenticeship is a very old one, but it is as relevant to the modern world of work as it has ever been. In 2009, the government set up the National Apprenticeship Service (NAS), to support apprenticeship growth. Since then, over 100,000 employers have taken on over one million apprentices.

There is a £1,500 subsidy for every apprentice hired if an employer is new to the scheme. "Apprenticeships have always been an important bridge between the world of education and work," says Richard Marsh, director at the National Apprenticeship Service. "The job market is changing and this provides a structured,

supported pathway into work."

Apprenticeships start from age 16 onwards, while the average age is 18 (although one apprentice was in his 80s when he joined a DIY supermarket.) People join straight from school or later in life after a career change and there are different levels available from entry level to those with a degree. They are also an alternative to university: companies including IBM, Cap Gemini and BT are taking on people after A-levels who want a degree in IT, but for whom academia is not the preferred route. "Higher apprenticeships enable people to carry on with their studies to degree level while working and earning a wage," says Marsh.

Apprentices are paid from the first day initially at a lower rate than normal, but it goes up over time, with the average being £190 a week. Industries offering placements are extremely varied: they include customer service, retail and business administration, as well as a

"Apprenticeships have always been an important bridge between the world of education and work"

Richard Marsh
Director, National Apprenticeships Service (NAS)

recent resurgence in engineering. It also provides a route to becoming a qualified accountant, while further non-traditional areas offering apprenticeships are banking, fashion and textiles, insurance and life sciences.

Apprenticeships are attractive to employer and employee alike: the former as they are able to tip into a

ready supply of young talent, who are statistically likely to be more loyal and efficient than other workers, while they can teach people in a way that matches their exact business requirements. It is also cost effective compared to agency workers, overseas or fully qualified staff.

But there is still some way to go. "Over the last four years we have doubled the number of firms using apprentices, but the majority of companies still don't use them, for although awareness is rising, they are still not commonplace."

Not only are apprenticeships a great route for school leavers, but also for those wishing to develop their skills and qualifications further, through Higher Apprenticeships. These are available to A-level school leavers and existing apprentices, allowing them to build on their experience whilst gaining extra qualifications.

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Mortarboards to business boards

How are skills shaping the future of the professional and business services sector?

Professional and business services is a fast-growing sector that supports the UK as a world leader in international finance, law and business. In 2010, this sector generated nearly one-fifth of the national financial output, from businesses across the UK. Jobs in the sector are predicted to increase 11 per cent by 2020, continuing a strong growth trend. Currently, 56 per cent of all jobs in the sector are in managerial, professional and technical occupations, meaning that there will continue to be a need for high-level skills development to support growth.

The professional and business services sector will face a recruitment dilemma: an increase in tuition fees may mean a reduction in the number of graduates available for recruitment. The new paradigm is therefore likely to be "recruit for attitude, train for skills." Many other sectors will face the same issue, which is why the UK Commission for Employment and Skills encourages employers to consider recruiting via apprenticeships, work placements and trainees. These non-graduate recruitment methods can ensure a cost-effective stream of committed recruits.

Paid work placements

The City of London Corporation demonstrates this recruitment method with their City of London Business Traineeship scheme. Around 90 A-level, school and college leavers from the City fringes are attracted into paid placements in City companies each year. This is an excellent way for businesses to shape the talent they need without relying on a dwindling supply of graduates.

Of those already in work, managers, directors and senior official occupations in the sector are projected to grow by 21 per cent by 2020 — but nearly one in five vacancies for management jobs throughout the UK is hard to fill because of skill shortage. And yet, only half small and medium sized businesses, and less than a quarter of micro businesses, provide training to management. Management training is sure to be a key component of a successful growth strategy for the sector.

JEREMY ANDERSON CBE

Chairman of Global Financial Services at KPMG and a Commissioner at the UK Commission for Employment and Skills



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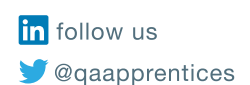
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INSPIRATION

Question: How is the fast pace of progress in the modern world affecting the business community?

Answer: Now, more than ever, it is crucial to keep up-to-date within your industry, which means that employees should consider additional training to develop their skills.

Learning on the job

As modern life has changed beyond all recognition over the last century, so has the world of work. Young people graduate at 21 or finish an apprenticeship at 22 and these days, the chances are that they will have a good 50 years of working ahead of them, far more than their fathers or grandfathers would have to face. And that means it's important to continue training and additional activity as they progress up the career ladder.

"The social behaviour they learn will remain relevant, but that is not the case with their technical knowledge, which will need to continue to evolve," says Neil Carberry, director of employment and skills at the CBI.

"Twenty years ago there was no internet, no desk top computers and the typing pool still existed. Since then, the market has changed – we are now a globalised economy. And any technical knowledge someone accumulates now might be 50 per cent different in 10 years time. On top of that, people are interested in doing a range of different things in the course of their career. People want more than sitting at the same desk for 50 years."

Companies are aware of this too and often provide ongoing training programmes, especially in general business and finance skills to keep their employees ahead of the game.

Gaining the right skills

The basic employability skills people look for are still the same: analysis of data, communication skills, the ability to come to a conclusion and act on it and resilience.

"All these things underpin the ability to succeed," says Carberry. "But another of those factors is the willingness to invest in personal development. The job today might not be the same as the job tomorrow."

He points out that some forms of re-training can be specific to a type of discipline, such as sales, as well as the more general employability skills, while the CBI itself is working through the UK Commission for Employment and Skills to develop training skills, including backing a £350 million skills development programme.

"We have to concentrate both on qualifications, which is what the Government

likes and competence, which is what business likes," he says.

Another element to this is changing the course of a career as so many people do in these economically unsettled times.

When the CBI published its Tomorrow's Growth report at the end of July, one alarming statistic was a 40 per cent drop in part time undergraduate studies since 2010/11. This may in part be because of those difficult economic circumstances, but it does mean that people are not retraining at a time when unemployment is still giving cause for concern. This might also require the Government to act.

"We are rightly focusing on making the transition for the young to start work, but helping established employees develop their careers is also a priority," Carberry says. "Current funding rules are not helping that. If someone already has a degree, then they can expect no support from the Government if they do another one, and we need to look again at how we're funding equivalent or lower qualifications."

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EXTRA TRAINING
Due to the competitiveness of the current job market, skills development is now more important than ever
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Doing business at the high seat of learning

University and business collaboration is leading the way for mutually strong, advantageous relations through executive education, consulting services and short courses.

Universities are not just seats of learning: they are integral to the business community, too. This is where the talent of tomorrow is nurtured and in many cases, where the skills needed for tomorrow are taught, with the result that the need for a close relationship between academia and business is more crucial than ever.

“Business already has a superb relationship with universities on the research side,” says Neil Carberry, director of employment and skills at the CBI. “They are also a source of great expertise on the technical side. We want to see more partnerships like this, more work experience and sandwich courses as well as curriculums designed for a career in business. It’s such courses that can give young people practical industry experience and develop specialist, accredited training for specific sectors.

“This is already happening at a great many places: for example, Manchester University offers a textile technology course that translates directly into people designing fan belts for cars.”

The CBI’s Tomorrow’s Growth report said that there are not enough courses with business links, especially when employer demand for higher skills has never been so high, with the economy pick-



Neil Carberry,
Director of employment and skills, CBI

“It must be understood that not all universities are the same, and that’s a good thing”

ing up and globalisation changing fundamentally how we do business.

But there are signs that this is changing. Siemens has transferred its R&D equipment to the Engineering Hub at a leading University in the UK, as well as co-locating its training team there. At some universities, students are able to complete work placements in industry, which often contributes to a better employment outcome.

Of course, universities differ in what they can offer. In some cases, a university can benefit a single employer, in others a particular sector, such as the textile degree in Manchester and in others it can benefit the local area.

In the City, professional development has become increasingly important for career progression and leadership, and now most universities provide executive education programs in the form of short courses or training programs for whole teams within business. Further to this, the opportunity for business’ to utilise their knowledge through academics’ specific knowledge or consulting services is crucial.

“It must be understood that not all universities are the same and that’s a good thing,” says Carberry. “One might have world leading research, another high quality graduates, another catering to local needs and another with intelligent specifications.” Businesses should make it their priority to continue to build on these relationship, while universities themselves should not fear forging commercial relationships. Otherwise, according to Tomorrow’s Growth, traditional university courses will not meet the growing demand for degree-level, technical skills in sectors including manufacturing, construction, IT and engineering. The traditional university route remains popular but cannot bridge these gaps on its own.

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INSPIRATION



PHOTO: SHUTTERSTOCK

PREPARING FOR WORK IN A VIRTUAL WORLD

Question: What resources are there online to help career progression?

Answer: Everything – from careers advice, job vacancies and online courses to help people keep the competitive edge.

The advent of the internet, social media and a life online has given rise to many more resource tools when it comes to finding employment and keeping up-to-date when in work. The newly launched www.plotr.co.uk offers a one-stop shop full of careers advice, which provides employers with a platform to talk about jobs that are available and gives access to careers. Another initiative aimed at young job seekers is Accenture's Skills to Succeed, which aims to teach skill sets to up to 500,000 potential employees worldwide.

"This is an online tool that takes people into interview situations," says Katerina Rudiger, head of skills and policy campaign at the Chartered Institute of Personnel and Development (CIPD). "Short videos are available to help people to identify their skills and translate them into something an employer can understand."

The National Careers Service also offers advice and help. Its website, nationalcareersservice.direct.gov.uk, will help job seekers to create an action plan, check

"The tendency is for people to apply for too many jobs, rather than taking a tailored approach, and employers can get swamped"

Katerina Rudiger

Head of skills and policy campaign, CIPD

skills and build a CV. It will offer careers advice, skills and training, as well as listing actual jobs on offer, 750 at the time of writing. It is for everyone: school leavers, those who have been made redundant or had a career break or who simply want a change in what they are going to do next. It also offers a breadth of information about actual, different careers.

Online courses when in employment can also be extremely

useful, especially for employers with no access to colleges. "Organisations such as the Open University offer online courses and the rise of e-learning means that the way many universities teach is going to change," Rudiger says. "These can also be taken part-time in conjunction with work."

And online resources can be used to learn more about prospective employers, too. Absolutely every company has a website, which can help the job seeker hone his or her application until it is just right. "The tendency is for people to apply for too many jobs, rather than taking a tailored approach, and employers can get swamped," Rudiger says. "It is better to be more focused, don't get discouraged, discover new skills, confidence and team work. Try to get experience by volunteering. Ask for support: go to the HR person, do up a CV and go and meet them." And, of course, all this and more can be done online.

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Acting your way to business success

"All the world's a stage and all the men and women merely players. They have their exits and their entrances and one man in his time plays many parts"

As You Like It by William Shakespeare



PHOTO: COPYRIGHT OF CITY ACADEMY

The performing arts can play a leading role in business, developing confidence whilst boosting self awareness in a corporate environment.

The world of the stage, of roles and masks, parts and personas to play, has been one of the most enduring and insightful ways of speaking about life. Training and development programmes, which draw on the philosophy and skills of the performing arts, offer many benefits to businesses.

Whether the skills to be developed are communication ones, such as presentation and public speaking, or whether a business needs to ensure that teams work better together, there are endless ways to use Shakespeare's metaphor to create programmes that are highly effective for developing the skills that businesses need. At the heart of a successful business is the ability to communicate amongst employees and cooperate for the fulfilment of the business goals. These are the same for a performance.

The power of performing arts training is that it is a framework for self-discovery and experiential learning, as well as providing an environment where new skills are learnt more quickly and training em-

braced more readily. It also allows people to explore their true selves, experience the broad range of their skills and embrace new experiences.

Using performance artists to deliver training programmes is important because they have a high degree of self awareness, understand the nuances between what people say and do as opposed to what they really "mean", recognise that empathic skills not only include verbal communication but clues reside in the non-verbal as well such as posture and mannerisms and accept that any performance is an interplay of many voices and points of view.

Performance arts based programmes offer interactive exercises including an experience of the "new" skill that is being developed, hands on practice of newly acquired skills, the opportunity to provide individual coaching based on a person's particular need and training in a creative and safe new environment so that the skill is acquired before learning how to use it in the context of the business. Companies that have used these techniques include McGraw Hill Financial, accountancy firm Ward Williams and SNR Denton.

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