

# The UKSPA Leadership Diploma

For Science Park, Innovation Centre & Incubator Centre Managers

Certified Diploma in Personal Development  
by  
**Coventry University**

(Lv5 - 80 Cat Points)

Designed & delivered by....



**ITHAKA** LEADERSHIP DEVELOPMENT

# THE UKSPA LEADERSHIP DIPLOMA

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Know yourself— Lead your Science Park / Innovation Centre / Incubator Centre  
Know the Entrepreneur— Support their Company Growth

The programme consists of four modules that have been developed specifically to meet the needs of Science Park, Innovation Centre and Incubator Centres. The four modules and their associated work based projects will be accredited by Coventry University. Each module's indicative content and the associated projects are shown below for individuals wanting to fully understand the value and detail of this programme.

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## Module One (2 days )

### Understand yourself to understand the Entrepreneur Leader

- Understand your own strengths, weaknesses, skills, behaviours and experiences and how they impact on the effectiveness of your leadership.
- Entrepreneur leaders need effective “role model” organisations to learn from – Is yours such a model?
- Building effective working relationships with your businesses and with business leaders

#### Underpinning University Module

#### **Module 1. 255 SOLL Understanding Self to Improve Performance**

Indicative content (please note, LO1 stands for Learning Outcome 1)

##### **Understand Yourself (LO1)**

Self-Perception

Personality profile modelling e.g. Insights Discovery.

##### **Building effective relationships (LO2)**

Coping strategies for different personality types

Relationship building strategies

##### **Develop self management to improve performance (LO3)**

Maximising your behavioural strengths

How personality impacts on self management

Identifying personal development needs and plans

Time management

Stress Management

##### **Identify how personality mix affects team dynamics (LO4)**

Team Working and Managing Teams

Teams and Tasks – how to match talent and personality with needs

Predicting Team performance

Team analysis using Strengths, Weaknesses, Opportunities and Threats (SWOT) tool

Dealing with team under performance



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## **Assignments Linked to Module 1**

This is divided into 2 smaller assignments to allow individuals to practice and build their capability in implementing work based assignments

### **ASSIGNMENT 1a. BRIEF**

Individual Written Report ( 1500 to 1750 words) – 50% of the total marks

Task A.

Identify a stakeholder eg Entrepreneur MD, you find difficulty communicating with or a person needing development.

You should:

- Develop a documented plan to improve the stakeholder relationship or tackle the development need
- Implement the plan
- Review / reflect / learn from the outcomes

A report of less than 1,500 words would be inadequate to enable you to demonstrate the achievement of the learning outcomes. A report of more than 1,750 words would exceed the requirement in this respect.

### **ASSIGNMENT 1b. BRIEF**

Individual Written Report ( 1500 to 1750 words) – 50% of the total marks

Task B.

Identify a current team you either lead or of which you are part of. You should

- Analyse the member's personality types, team performance and personal performance
- Develop and implement a plan for improving the team's performance and your contribution to the team
- Review, reflect and learn from the outcomes

A report of less than 1,500 words would be inadequate to enable you to demonstrate the achievement of the learning outcomes. A report of more than 1,750 words would exceed the requirement in this respect.

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## **Module Two (2 days)**

### **Understanding the Entrepreneur and Corporate Style of Leaders**

- Introduce delegate to leadership through a practical 360 feedback tool
- How to recognise the different styles of Entrepreneur Leaders?
- How do their styles impact on business growth?
- What support can be provided?
- How do we build relationships with them to support them through growth?



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## Underpinning University Module

### **Module 2. 231SOLL Developing the Capable Leader**

#### **Indicative content (LO1)**

Leadership Behaviours

“Impact” behaviours

Forging strong alliances with key decision makers

Negotiating mutually beneficial solutions

Sources of influence and influencing styles

Influencing others, including key decision makers

Ensuring others have confidence in your abilities and capabilities

Inspirational communication

Action planning to develop and improve on current behaviours

#### **Building capabilities and confidence (LO2)**

Development activities (e.g. situation analysis)

Creating empathy, using personal experience

Identifying challenges others face

Seeking opportunities for colleagues/clients to link with others

Creating a culture and empowered climate where positive behaviours are recognised and rewarded

Confronting potentially harmful or negative behaviour

#### **Effective communication (LO3)**

Different forms of communication

Getting the message across

Conveying complex, detailed ideas and information simply

Visual aids and body language

How to inspire through communication

Commanding and retaining the attention and interest of the audience

#### **Reflect on own development requirements (LO4)**

Gap analysis in relation to existing and required capabilities

Agreeing development goals and actions, setting clear accountabilities and taking ownership of decisions

Models of Reflection

Perception of others in relation to own capability

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## Assignments linked to Module 2

### ASSIGNMENT 2. BRIEF

Individual Written Report ( 3000 to 3500 words) – 100% of the total marks Task.

Identify a business leader within your park or innovation centre  
You should work with this individual to:

- Identify their current preferred leadership behaviours/styles and compare these with the business needs required to lead their business from their current phase into the next phase of business growth.
- Identify the gap, and develop a plan for improving the leadership of the business
- Support the leader through the implementation phase of the plan and use evaluation techniques to provide feedback
- Celebrate the successes and identify future learning
- Review you own leadership behaviours used through this development process, were they successful in engaging the MD and how could you improve in future

A report of less than 3000 words would be inadequate to enable you to demonstrate the achievement of the learning outcomes. A report of more than 3500 words would exceed the requirement in this respect.

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## Module Three (2 days)

### Understanding Business Growth from Start Up to High Performance Growth

- Understanding the key stages of business growth
- Recognising the stages
- What interventions / support are needed?
  - financial management, business and commercial, leadership facilitation
- The role of leadership networks / clusters in the growth of business
- Can we identify the “star” business performers and enable them to excel

### Underpinning University Module

#### Module 3. 270 ACUA Strategic Analysis and Planning

##### **Organisational Analysis (LO1)**

Understand business models and the business life-cycle

Learn how to use business models

Understanding a Strategic Plan

Develop a plan for strategically analysing their organisation



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## **Sector / Market Analysis (LO2)**

Develop an understanding of sector / market analysis  
Create an analysis  
Place the current organisation into the overarching analysis  
Identify lessons to learn

## **Creativity and Questioning (LO3)**

Learn how to see one's own organisation through 'new eyes'.  
Create options of 'what could be' rather than 'what is'.  
How to challenge the current paradigm and create shift.

## **Strategic and Business Planning (LO4)**

Drawing evidence together to support the review of the strategic plan.  
Develop new scenarios, selecting and prioritising  
Creating the new strategic plan and operational plan.  
Influencing, presentating and gaining buy-in

## **Assignments linked to Module 3**

### **ASSIGNMENT 3. BRIEF**

Individual Written Report (3000 to 3500 words) – 100% of the total marks  
Task

- Evaluate your own organisations existing strategic plan, how well do you currently support the development of businesses on your park/innovation/incubator centre, a key factor for improving occupancy figures through business growth
- Critically review/challenge the plan and decide how to best gain support for the changes necessary
- Present the revised strategic and operational plan for improving business growth of your organisation
- Review and reflect on how you approached the assignment and how you could improve in the future

A report of less than 3000 words would be inadequate to enable you to demonstrate the achievement of the learning outcomes. A report of more than 3500 words would exceed the requirement in this respect.

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## Module Four (2 days)

### Is my organisation match fit to support our young growth businesses?

This module puts into practice the development process you have gained approval to implement:

- Sharing of expertise through the implementation of the work based project
- What could be done differently
- Building our partnership and network for sharing best practice
- Action planning for change

#### Underpinning University Module

#### **Module 4. 248SOLL Implementing a Work Based Project**

Individual Written Report (3000 to 3500 words) – 100% of the total marks

#### Task

Identify a business leader within your park or innovation centre who you anticipate could be a future “star performer” and gain their approval for you to:

- Evaluate their organisation’s existing Strategic Plan
- Critically review the competitive positioning of their company in the wider industrial sector
- Reflect upon how to challenge current strategic thinking and planning
- Present ideas of how the Strategic Plan could be improved to the leader
- Review and reflect on how you approached the assignment and identify how you could improve in the future

This assignment should be carried out collaboratively with the said company.

A report of less than 3000 words would be inadequate to enable you to demonstrate the achievement of the learning outcomes. A report of more than 3500 words would exceed the requirement in this respect.

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### CONTACT US

To Book a place, or to speak to a member of the team please call

**0845 496 4548**

