



More people
More active
More often



Future Leaders

Shaping the leaders of the future

BARCELONA
17th - 22nd July
2016

www.ukactive.com
www.iese.edu

Foreword >



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Future Leaders is an annual leadership development programme delivered by ukactive and IESE. It will give participants a holistic view of a rapidly changing sector and sharpen leadership skills to equip graduates to thrive. It's going to be a fantastic experience for everyone who takes part...

Future Leaders will transform your highest potential middle and senior managers into future leaders. It has been designed to enable participants to harness their talent, explore the demands of leadership and develop the necessary skills to lead your organisation and the sector through this exciting period of growth in which we find ourselves.

Disruption and fragmentation are two of the dominant forces reshaping the state of the sector. Consumer tech, wearables and online coaching are bringing new brands to challenge the dominance of major chains. Government is more willing to see activity and exercise as part of their core health model and active lifestyles have never been more fashionable with designers, brands and artists. These mega trends offer growth and risk and Future Leaders will prepare your teams to take the right strategic decisions to attract the fitness consumer of the future.

Future Leader graduates will leave this learning journey with a more holistic view of their business, sharpened leadership skills and a meaningful, tangible personal action plan tailored to their specific business challenges and opportunities. The programme will develop commercially astute leaders fully in tune with the deep social purpose of our sector. They will have an invaluable opportunity to network with world class professors and colleagues from the sector forming a permanent bond for the future.

The Future Leaders programme will upskill those who've already shown the dynamism and enthusiasm to lead, to ensure we have the best managers within our sector who will inspire millions more to get active.

A handwritten signature in black ink, appearing to read 'S. Ward'.

Steven Ward
Executive Director, ukactive



Following a global review of leading business schools, we have selected IESE as the home of Future Leaders.

Established in 1958, IESE is consistently ranked among the world's top business schools by prominent international publications.



IESE's global faculty includes more than 100 full-time professors and 70 external collaborators who represent nearly 30 countries and hold PhDs from the world's most prestigious universities.

Held on IESE's world-class Barcelona campus, the Future Leaders Programme features the expertise of health and activity leaders and members of IESE's renowned faculty, who apply analytical and management concepts to real company situations.

Barcelona is one of the most visited cities in Europe offering an all year round mild climate, the capital of Modernism architecture offers a cosmopolitan base to visit galleries, museums and many monuments built and designed by renowned Antoni Gaudí. It is an ideal city to walk or cycle round to take in key sights.

In order to tailor the Future Leaders 2016 Programme to the specific needs of the sector, we spoke to HR Directors, L&D Directors and CEOs from major operators who told us:

- That leadership development and succession planning is a current business priority
- It is a challenge to equip operational managers with the skills to do strategic and executive roles
- There is a gap for a development programme that combines leadership and business training with a deep focus on how digital tech, customer and health reforms are shaping the market of the future
- Clear action planning to use the programme to tackle mission critical business challenges is valuable
- Collaboration and cross functional networking to create a powerful, high calibre network of future leaders are appealing
- With the right mix of strategy, commercial thinking, innovation and leadership training this programme could put rising stars on a fast track to become next generation COOs and CEOs

Who is this right for in your business?

- Two rising stars you want to reward for outstanding performance
- High potential managers you have identified in succession planning
- Functional managers in HR, marketing, finance or sales preparing to step up to a strategic role
- Regional Managers ready for a Group role

Five reasons for your future leaders to take part:

- Accelerate the acquisition of strategic, commercial and leadership skills
- Develop new strategies to manage the mega trends shaping the evolution of health and fitness with a particular focus on digital technology
- Problem solve and action plan for specific transformational challenges facing your business
- Enhance the leadership skills of your leaders
- Think outside industry parameters by looking at global brands, emerging trends and new models of growth

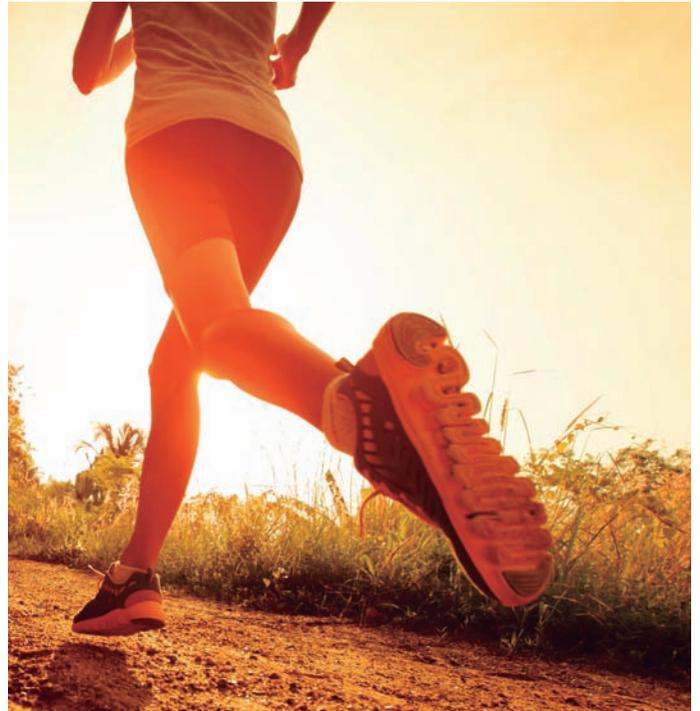
The Programme >

Future Leaders will bring together a group of the most promising talent across the activity sector. The programme addresses a variety of critical business issues that represent both the major internal and external factors influencing the future growth of our sector. It will engage attendees in learning and development opportunities that will provide them with new perspectives, skills and connections to progress their own personal career.

The programme incorporates a number of interactive, dynamic learning methods, such as case studies, discussions, live simulations, presentations and small-group learning activities. Also included are personal executive coaching sessions with expert coaches to analyse in-depth individual leadership skills. To maximise their learning experience, participants will carry out a 360-degree leadership profile evaluation prior to the programme. The results of the evaluation, which includes anonymous online feedback from colleagues, are discussed confidentially with coaches and provide the groundwork for a personal action plan designed to enhance managerial and leadership skills.

Participants will take part in an “Executive Challenge” action learning exercise in which they will prepare and present to their peers a real life current professional challenge. They will receive individual, customised, unbiased feedback and recommendations from peers in structured sessions during the programme. With this feedback they will then develop a SMART action plan to take away from the programme upon completion and implement back in their daily worklives.

Several events will take place outside the classroom to enhance the academic content, including a tour of Barcelona, sports and team building activities, and meals with colleagues and faculty members.



Key Themes >

1

Global Trends and Digitalisation

WHY IT MATTERS

Analyse the impact of changing global consumer trends and population shifts and their application to the fitness business model.

Review the main digital, technology trends affecting businesses today and develop a set of concepts, frameworks and tools to better understand how the health and activity sector can foster digital capabilities and turn them into competitive advantage for your business.



Miguel Lladó

Professor of Strategic Management



Evgeny Káganer

Professor of Information Systems

2

Leading through Uncertainty

WHY IT MATTERS

Learn approaches for problem solving and decision making in complex business situations.

Generation and analysis of different alternatives, decision making and action plans for implementation.

How to face and manage risks and successfully manage organisational and transformational change.



Miguel Ángel Ariño

Professor of Managerial Decision Sciences



3

Operational Excellence and Efficiency

WHY IT MATTERS

Immerse managers to understand business operations. Learn how to define and measure existing company processes and explore opportunities to improve competitiveness.

Learn tools to improve agility, coordination and ability to manage change in order to become more efficient and the productive, streamlining operations activities.



Jaume Ribera

Professor of Production, Technology and Operations Management

4

Customer Centricity

WHY IT MATTERS

Understand the principles of customer centricity and how organisations are winning in competitive markets by focusing on customer loyalty, customer satisfaction and lifetime value creation.

Learn the strategies and tools to find, attract, serve and retain valued and loyal customers. Understand the role of building brands, segmentation and new product development to deliver differentiated customer value.



Luis Huete

Professor of Production, Technology and Operations Management

5

Personal Leadership and Team Management

WHY IT MATTERS

Reflect on your personal leadership style and improve self-management to become a more effective leader. Understand types of leadership and key building blocks to become a good leader.

Discuss the development of highly motivated teams and the characteristics underpinning the way in which they work that allow them to achieve above-average results.



Yih-teen Lee

Professor of Managing People in Organisations

Get Started

DATES

WHEN

Depart UK:
17th July 2016

Future Leaders
Programme: Sunday 17th –
Friday 22nd July 2016

Depart Barcelona:
22nd July 2016

WHERE

IESE Business School
Av. Pearson, 21, 08034
Barcelona, Spain

CONTENT

The cost per delegate includes:

- Academic materials
- 360 degree evaluation
- Individual executive coaching
- CIMSPA recognised course
- Programme certificate and group photo
- All breakfasts, coffee breaks, lunches and group dinners
- Accommodation Sunday-Thursday inclusive
- Bike tour of Barcelona's historical centre

Organisations willing to sign up for three years can defer payment to years two and three of Future Leaders agreement.

ALUMNI

An exclusive alumni will be created from the Future Leaders programme offering year round opportunities for leadership development with key networking events raising the profile of the Future Leaders. ukactive will proactively bring the alumni together.

This year round programme of development tailored specifically for the needs of Future Leaders in the activity sector provides incomparable value. Investment in your Future Leaders today establishes the future of your organisation for years to come.

APPLICATION

Your nominations for places on the Future Leaders programme must constitute the highest potential within your organisation.

We are now seeking high flying individuals who are progressing through their organisation at a fast pace, that could benefit from developing a broader network of peers which they can utilise for future mutual benefit.

Applicants need to be a ukactive member, be recognised by their business as a prospective leader and show the intelligence, desire and commitment to drive our sector forward.

HOW TO APPLY

Our admissions panel will select a balanced group of participants based on their professional background and experience. Candidates are therefore requested to submit an online application by April 2016.

Applications can be found here:
www.ukactive.com/events/forthcoming-events/future-leaders

Find out more
Tel.: 020 7400 8600
events@ukactive.org.uk



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More active
More often

**A WAY TO LEARN
A MARK TO MAKE
A WORLD TO CHANGE**

www.iese.edu

Future Leaders is supported by;



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