OVERVIEW

This course is offered to European executives as part of a programme for Copenhagen Business School. The aim is to bring strategy to life in the vibrant context that is Edinburgh. The previous part of the programme used the City of Edinburgh Council as its case study. This time, we move to the NHS to explore the question: “How do we make strategy work?”

The course is open to local executives and offers a unique opportunity to collaborate and network to understand how strategy is being developed and implemented in the public sector in Scotland. This will be of interest to those who are responsible for designing and implementing change in their organisations, and are keen to find out how others are approaching big strategic change in public sectors that are similar both in Scotland and Denmark in their prominence and sophistication.

DAY ONE (FULL DAY)
Understanding Strategy as Practice
Participants will meet at the Business School before heading to the Medical School (based in Little France) for a project briefing and tour. The briefing will lay out the overarching strategy challenge, and sub-themes, with which the groups will work on during the course.

Once back at the Business School everyone will then explore the theories and concepts behind the strategy process, learning the analytical vocabulary to make sense of, and also design, strategy processes.

Cohort Dinner
Participants will have an opportunity to discuss the day over dinner at one of Edinburgh’s most innovative dining venues, Maison Bleu at Home.

DAY TWO (FULL DAY)
Effective Strategy Practice
Day two will focus on two specific aspects of strategy practice:
1. Co-creation with stakeholders and
2. Developing leadership capabilities to support the implementation of strategy.

Both themes will be explored through case studies, enriched through theoretical reflections and refined through practical application.

Guest lecturers and speakers will add depth and context to the learning; while groups will also have the opportunity to engage with stakeholders relevant to their specific project areas.

DAY THREE (HALF DAY)
Applying Strategy as Practice
The learning will be rounded off in the morning, culminating in group presentations to a panel of practitioners/stakeholders. Participants will also be encouraged to reflect on what they’ve learnt and how it applies to their own situation.

Lunch
Networking lunch to round off the course (2.00pm finish).

THE CASE STUDY
Health and Social Care Delivery Plan
The ‘owner’ of the case study for this elective is the Scottish Government. The subject of the study case is ‘Implementation of the Health and Social Care Delivery Plan’. This is a live strategy, focusing on the delivery of better care in Scotland, and the significant implications for both service providers and users. The cohort will work in groups, with each group tackling a different dimension of the challenge. This might include, for example: engagement with professionals; the public; the policy perspective; organisational structures and the use/role of technology.

Various guest speakers will be joining the cohort over the course of the three days.

FEEDBACK FROM 2017
“We worked with actual issues! Very inspiring!”

“It was a real problem, in a real setting -- that was very interesting.

“I’m new to longer term planning beyond 5 years, this has forced me to think about something I was previously uncomfortable with.”

“A very fine and relevant programme.”
TEACHING TEAM

Prof. Martin Kornberger
Martin is Professor in Strategy and Organisation at EM Lyon. Previously, he worked at the University of Technology Sydney as Associate Professor in Design and Management, and as Research Director of the Australian Creative Industry Innovation Centre; and at Copenhagen Business School as Professor for Strategy and Organisation. He is a Visiting Professor at the University of Edinburgh Business School and a Research Fellow at the Vienna University of Economics and Business. His research focuses on the ideas that inform strategy practice and new organisational designs, with the aim to stretch the imagination of practitioners and scholars.

Assoc. Prof. Susanne Boch Waldorff
Susanne Boch Waldorff is Associate Professor at Copenhagen Business School, where she is also the director for Center for Health Management. In her research Susanne explores how ideas in the shape of contemporary reforms, policies, and steering technologies are implemented or translated into organisational practices. Empirically she investigates the health care, police and social sectors, and her projects evolve around public sector governance, organisational change, discursive strategies, collaborative innovation, professions, and public value creation.

Prof. Stephen Osborne
Stephen P Osborne is Chair of Public Management and Director of the Centre for Service Excellence. His research focuses on co-production and the co-creation of value in public service delivery; public service design; innovation in public services and public services reform; the third sector and public services; and latterly health and social care integration. He is the founding and current editor of the journal Public Management Review. Knowledge transfer is an important part of Stephen’s work and he has worked with governments in the UK, Hungary and Japan on public service reform strategies and service design.

Prof. Susan Murphy
Susan is Chair in Leadership Development and Head of the Organisation Studies Group at the University of Edinburgh, which offers courses in Human Resource Management and Organisation Behaviour. In addition to delivering Executive Education on Strategic Leadership and Change, Susan is director of the Executive Women’s Leadership Programme and provides management consultancy and education. Her current research and publications focus on leadership requirements, effectiveness and development across different contexts and organisational levels.

Who should attend
This Masterclass is intended for middle and senior managers in the public sector.

In addition to participants from Scotland, this Masterclass is being offered as an elective at Copenhagen Business School for executive students on the Masters of Public Governance (MPG) programme. This provides an exciting opportunity for two-way exchange between public sector professionals in both countries.

Course fees
The course fee is £1,050.00 This includes all tuition, course materials, daytime catering and a dinner on the second evening.

An early bird registration price of £895.00 is available until Friday 25 May 2018.

There is a 20% discount for staff and alumni of University of Edinburgh. Group discounts are also available. Please contact us for further details.

How to register
To register for this course please visit: www.business-school.ed.ac.uk/executive

To discover if this course is right for you, please get in touch with the Executive Team on 0131 651 5245 or email: executive@business-school.ed.ac.uk