

MANCHESTER  
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The University of Manchester  
Alliance Manchester Business School

**BAE SYSTEMS**

INSPIRED WORK

## LCP3:



Leading Complex Projects, Programmes and Portfolios

# LCP3: LEADING COMPLEX PROJECTS, PROGRAMMES AND PORTFOLIOS PROGRAMME

## Shaping the future of project leadership

Welcome to LCP3, the new project leadership programme developed specifically to prepare BAE Systems project leaders for the challenges and opportunities of a changing business world.

### PROJECT MANAGEMENT AT THE HEART OF EVERYTHING WE DO.

We have heavily invested in developing our project management skills, but the environment we work in is changing. Greater competition, more demanding customers and increasingly complex projects require a different kind of project leader.

We need people who not only have excellent technical project management and general leadership capabilities, but also understand the relationship between these skills and how that can have an impact on winning new business and managing the complexity, risk and uncertainty associated with today's business challenges.

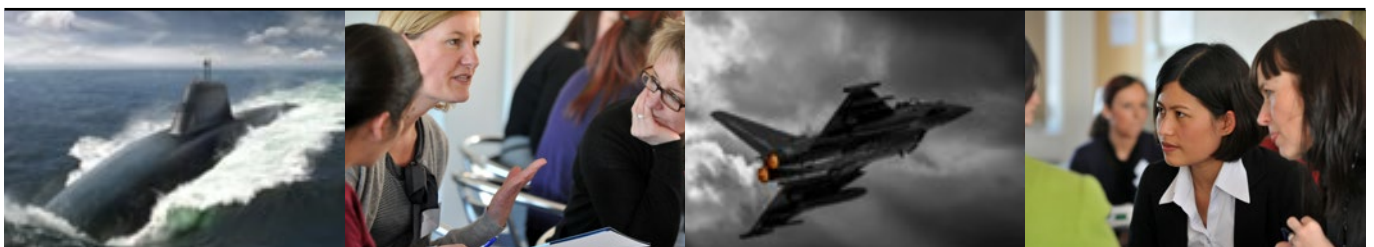
Designed in partnership with Alliance Manchester Business School, with support from the Kelley School of Business in the US and Curtin University, Australia, LCP3 is a unique programme that equips participants with the skills to apply the latest academic research into complex project management and leadership to real life business issues.

LCP3 builds on our solid project management foundations, putting a new emphasis on developing world-class leadership capabilities and giving participants a toolbox of skills and knowledge along with the optimum mind set to help them to win and deliver successful projects, programmes and portfolios with confidence.

#### BAE Systems – the facts

- Operations in UK, USA, KSA and Australia
- Customers in more than 100 countries
- Around 84,000 employees
- Sales of £18 billion
- More than 33,000 suppliers

...we need outstanding people with the ability to manage and lead in this challenging environment.





**What makes LCP3 different?**

**Space to think**

Residential sessions give you time and space to reflect, plan and focus on your project and leadership challenges away from the day-to-day pressures of work.

**Focused approach**

Development of core competencies required to win, manage and deliver projects, grow the business and to develop as a person and a leader.

**Academic insights**

Unique access to original thinking from one of the UK's leading business schools – plus the tools to apply it in the real world.

**Blended learning**

A combination of online study, residential masterclasses, action learning and reflective practice reflects a range of learning styles and fits around work and personal commitments.

**Real world application**

The Manchester Method allows you to put your learning into practice from day one, giving you the skills and knowledge you need to make real changes and solve real problems.

**Full life-cycle coverage**

Opportunity to develop key skills required across the life-cycle from the capture process through to execution and on to winning follow on business.

**Professional accreditation**

You will have the option to work towards a Postgraduate Certificate from the University of Manchester, as well as your course of study being recognised by professional bodies, including APM and the PMI.

**Knowledge sharing**

Connect with other project and leadership challenges from across BAE Systems, learn from each other and develop a community of practice to shape current and future projects.



“The LCP3 programme allows us to address changing business trends: more demanding customers, increasingly complex and risky projects and greater competition for the recruitment and retention of talent. LCP3 will ensure our Project Managers are equipped to tackle current and future challenges and lead change throughout the organization.”

**Tom Arseneault**  
Chief Operating Officer  
BAE Systems, Inc.  
CPMC Sponsor

## The global impact of LCP3

The programme will transform the way projects, programmes and portfolios are won, designed and delivered right across BAE Systems, by developing world-class leaders who get results and inspire others to achieve.

LCP3 will change the way we do business, bringing lasting benefits to both BAE Systems and our people.

### The programme is:

- Based on leading academic research combined with BAE Systems' real-life expertise and experience
- Designed to promote the development of critical thinking and reflection
- Focused on the development of behavioural competencies for leadership of complex bids, programmes and projects leading to culture change
- An opportunity to share experience across the global businesses
- Focused on practical application of knowledge and experience to generate real value for projects and the company

### For us

- Improved project and business performance
- More satisfied customers
- Increased potential for new and follow-on business
- Highly motivated staff
- Better engagement with stakeholders
- Global consistency and predictability of project development and delivery
- Robust talent pipeline to nurture future project leaders
- Access to cutting edge business research to inform future strategy
- A culture of knowledge sharing across the business
- Establishing the benchmark for successful complex project delivery.

### For participants

- Improved decision-making
- Increased expertise in management of complex projects
- Greater motivation for yourself and your teams
- Opportunity to engage with leading academic research
- Building professional networks and sharing best practice
- Greater understanding of how to win new and follow on business

“Real world project leadership practitioners deal with complex problems and situations on a daily basis and need high level competencies to achieve successful results. The LCP3 development programme supports project leaders in the development of these competencies, recognising that our projects are becoming more complex, risky and uncertain. It has been designed in collaboration with Alliance Manchester Business School for BAE Systems and draws on the latest academic research, employing a blend of learning approaches aimed at helping project leaders to analyse and reflect in a supportive, but thought provoking environment. It is unique in our industry, and possibly in the project management profession, and will provide significant benefits for individual practitioners and will also support the company efforts aimed at achieving a high performance business winning and project delivery culture.”

**Stuart Forsyth**  
LCP3 Programme Director  
Head of Project  
Management  
Performance Excellence



## Who is the programme for?

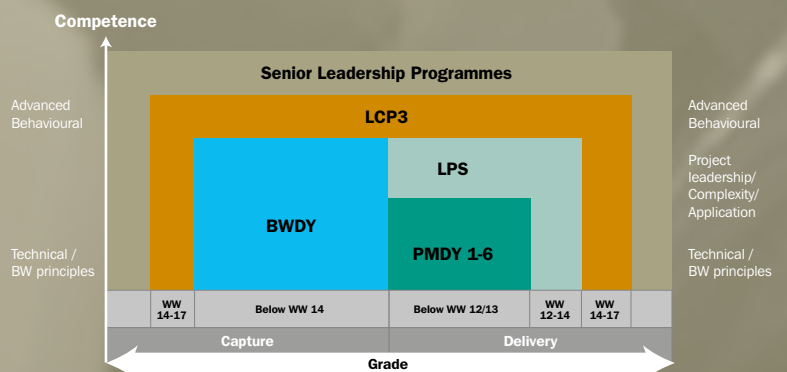


**LCP3 has been developed for:**

**LCP3 has been designed to fill the gap identified at the ww14-17 leadership level in the BAE Project Management and Business Winning training and development library.**

1. Current grade WW14-17 senior leaders from across the global business in capture and delivery roles, primarily Project Directors and Portfolio Managers for complex bids, projects or future project leaders.
2. Ambitious, high-potential individuals with development plans leading towards these positions.

**We are currently planning for 350 senior leaders to be developed via LCP3 globally.**



## Programme Structure

Over the course of 18 months, participants will develop their skills and knowledge across six core competencies, each one designed to help them lead more effectively and drive change across their Business Unit, while enhancing their understanding of themselves and their own leadership styles.

LCP3 at a glance	
• 18 month programme	• 10 residential sessions
• 300 participant learning hours	• 2 residential delivery weeks
• 12 cohorts	• 2 reflective practice papers
• 4 delivery locations	• 350 Project Leaders developed by 2019

### Learning by doing

Based around the Manchester Method, a practical, situation-based way of executive education developed by Alliance MBS in the 1960s, the LCP3 programme goes beyond traditional training courses. Participants hone their skills during a series of highly practical competency masterclasses, then apply what they've learnt directly to the workplace through reflective practice assignments and action learning. This ensures their learning is targeted, relevant and, above all, applicable to their current and future projects.

### Mixed methods

The programme uses a range of learning and teaching methods, designed to teach, develop and test the six competencies in theory and practice. These include:

- Residential masterclasses to introduce key concepts
- Online activities to support development of each competency
- Action learning groups to promote reflective action and active reflection
- Reflective practice papers to connect the classroom to the workplace
- Participant development plans to record progress and identify next steps.

## LCP3 Programme Journey

Pre-Assessment	Project Leadership Competencies			Project Leadership Competencies in Practice			Post-Assessment
	Preparation	Residential Session	Reflective Practice	Preparation	Residential Session	Reflective Practice	
<b>360° Feedback on project leadership competencies</b>  Hogan Lead HPI & HDS	Online Workbook & Pre-Reading	LCP3 Programme Introduction  Leading Self and Team  Uncertainty, Risk and Complexity  Engaging Stakeholders  Action Learning Group	Reflective Practice Paper 1  Self-Directed Action Learning Group(s)	Online Workbook & Pre-Reading	Developing a Winning Programme Solution – Days 1 & 2  Delivering Successful Project Execution  New Business from Existing Customers  Critical Reflection  Action Learning Group	Reflective Practice Paper 2  Self-Directed Action Learning Group(s)	360° Feedback on project leadership competencies  Portfolio of Evidence  BAE Systems Panel Review
		LCP3 Development Plan (LDP)					
300 Participant learning hours							
2 months	5 days	4-6 months	2 months	5 days	4-5 months	2 months	





### Getting away from it all

Getting out of the office is a key part of the LCP3 programme. Residential sessions give participants space and time to focus on their studies, away from the stresses and distractions of everyday working life. It's also a perfect opportunity to make connections, exchange ideas and share experiences with other BAE Systems staff.

### Core competencies

Participants will study and be assessed on the following six key areas of project management and leadership:

#### Complexity

Manage complexity, risk and uncertainty in complex projects, programmes and portfolios.

#### Self and team

Understand yourself as a leader, and the impact of your behaviour on others in a project team environment focused on results.

#### External stakeholders

Engage stakeholders for mutually beneficial collaborative relationships outside the project team.

#### Driving new and follow-on business development

Drive business growth through winning new and follow-on business through collaborative working with existing customers.

#### Project definition

Effective design and development of project/ programme/portfolio execution strategies.

#### Project execution

Effective leadership of project/programme/portfolio execution.

### Global experience

Residential sessions will take place at four locations worldwide, drawing on the local expertise of our international partner institutions. This ensures that all sessions are culturally sensitive and reflect the specific nature of doing business in each region. Each cohort will have an international mix of participants to ensure a richer learning experience for everyone on the programme.

#### UK

Alliance Manchester Business School, University of Manchester.

#### USA

Harvard, Boston, co-delivered with Kelley School of Business, Indiana University in partnership with Alliance MBS.

#### Australia

Sydney, co-delivered with Curtin Business School in partnership with Alliance MBS.

#### United Arab Emirates

Dubai, delivered in partnership with Manchester Business School Middle East Centre.

### Outcomes

The programme is assessed with Pass/Fail criteria with all successful participants leaving the programme with a Statement of Achievement from Alliance MBS. They also have the option to continue their studies to achieve a Postgraduate Certificate from Alliance MBS.

Postgraduate Certificate Award Option: Following the core LCP3 programme, participants are encouraged to take the optional route of further study towards the award of Postgraduate Certificate from the University of Manchester. The additional unit is a company-based project assignment - a mini-dissertation based on reflective practice supervised by a member of Alliance Manchester Business School academic staff. It is recommended that each delegate undertake 300 hours of study time to complete this option.

## Our partners

We chose to collaborate with education institutions with strong international reputations for innovative business research and proven track records for outstanding corporate education.

### Alliance Manchester Business School

The largest campus based business and management school in the UK, Alliance MBS offers an impressive range of programmes and services to students, business participants and organisations from all sectors around the world.

Established in 1965 as one of the UK's first two business schools, Alliance MBS continues to draw on Manchester's rich

history to deliver inventive business and management solutions through influential teaching and research.

In the past ten years more than 20,000 participants, and their employers, have reaped the rewards of rigorous and challenging Executive Education programmes. By finding innovative ways to apply original thinking to the challenges of the modern

business world, Alliance MBS create programmes that impact business on a local, national and international level. They call this Original Thinking Applied.

Alliance MBS has recently been renamed following a landmark £15 million donation from Lord Alliance of Manchester and his fellow Trustees of the Alliance Family Trust.





### Kelley School of Business

Part of Indiana University, Kelley School of Business can trace its roots back to the first business course offered by Indiana College in 1830. A provider of corporate education for more than 30 years, the School is consistently ranked among the top business schools in the USA.



### Curtin University

Curtin is the largest university in Western Australia with more than 50,000 students and its academics are engaged in a range of business, management and research projects worldwide. With campuses in Perth, Sydney, Malaysia and Singapore Curtin maintain strong, collaborative relationships with some of the biggest companies in Australia and the world.



## Next steps

If you are interested in becoming a LCP3 participant to play a leading role in driving change across BAE Systems, you will need to:

### 1. Secure sponsorship from your line manager

Discuss your application with your line manager to support your nomination and approve the funds to pay for it.

### 2. Complete the application form

Application forms can be obtained from your Head of Function and should be returned to the LCP3 Programme Manager by the deadline.

Please note that forms without the line manager section completed will not be accepted.

### 3. Make sure you are available on all of the dates set out for your cohort.

See page opposite for dates and locations.

All applications will be reviewed by the Head of Project Management Function for BAE Systems to ensure the LCP3 programme is right for you and that the cohort is balanced.

For further information about the programme or how to apply please email: [LCP3@BAESYSTEMS.COM](mailto:LCP3@BAESYSTEMS.COM)

### How much does it cost?

Fees for the LCP3 programme are £8,567 per participant, chargeable to the sponsoring Business Unit/Department. There is an additional fee of £3,200 for participants taking this optional unit leading to the Postgraduate Certificate.



“Overall the course provided an excellent all-round experience and I gained significant benefit for a number of reasons. The BAE SYSTEMS PM team had carefully specified the course to be relevant to the environments we face. The academic content was well structured and delivered by a first class team from Manchester University. As LCP3 is a global programme, the participants were from all areas of BAE SYSTEMS – this significantly added to the richness of the discussion in terms of sharing challenges and solutions. I met a lot of new people who I had not met before so you feel like you have a wide support network that you could use if needed.”

**Richard Taylor**  
Programme  
Management Director  
and Deputy PMA  
BAE SYSTEMS  
Saudi Arabia

## Cohort locations and schedule

Below are the proposed global LCP3 Programme dates scheduled for 2016 to 2018. Business Units have already committed to 315 LCP3 places, with the programme launching Cohort 1 in January 2016:

<p><b>UNITED KINGDOM: 8 COHORTS</b>  <b>Location:</b> Manchester            The University of Manchester,            Alliance Manchester Business School.</p>	<p><b>COHORT 1</b>  <b>Residential 1:</b> 18th January 2016 <b>4 days</b>  <b>Residential 2:</b> 5th September 2016 <b>4 days</b></p>
<p><b>AUSTRALIA: 1 COHORT</b>  <b>Location:</b> Sydney            Co-delivered with            Curtin Business School in partnership with AMBS</p>	<p><b>COHORT 2</b>  <b>Residential 1:</b> 31st October 2016 <b>5 days</b>  <b>Residential 2:</b> 22nd May 2017 <b>5 days</b></p>
<p><b>USA: 3 COHORTS</b>  <b>Location:</b> Harvard, Boston            Co-delivered with            Kelley School of Business in partnership with AMBS</p>	<p><b>COHORT 3</b>  <b>Residential 1:</b> 23rd January 2017 <b>5 days</b>  <b>Residential 2:</b> 17th July 2017 <b>5 days</b></p>
<p><b>UNITED ARAB EMIRATES: 1 COHORT</b>  <b>Location:</b> Dubai            Delivered in partnership with            Manchester Business School Middle East Centre, Dubai</p>	<p><b>COHORT 4</b>  <b>Residential 1:</b> 27th February 2017 <b>5 days</b>  <b>Residential 2:</b> 18th September 2017 <b>5 days</b></p>
	<p><b>COHORT 5</b>  <b>Residential 1:</b> 23rd April 2017 <b>5 days</b>  <b>Residential 2:</b> 15th October 2017 <b>5 days</b></p>
	<p><b>COHORT 6</b>  <b>Residential 1:</b> 5th June 2017 <b>5 days</b>  <b>Residential 2:</b> 13th November 2017 <b>5 days</b></p>
	<p><b>COHORT 7</b>  <b>Residential 1:</b> 4th September 2017 <b>5 days</b>  <b>Residential 2:</b> 19th March 2018 <b>5 days</b></p>
	<p><b>COHORT 8</b>  <b>Residential 1:</b> 22nd January 2018 <b>5 days</b>  <b>Residential 2:</b> 16th July 2018 <b>5 days</b></p>
	<p><b>COHORT 9</b>  <b>Residential 1:</b> 26th February 2018 <b>5 days</b>  <b>Residential 2:</b> 3rd September <b>5 days</b></p>
	<p><b>COHORT 10</b>  <b>Residential 1:</b> 16th April 2018 <b>5 days</b>  <b>Residential 2:</b> 15th October 2018 <b>5 days</b></p>
	<p><b>COHORT 11</b>  <b>Residential 1:</b> 21st May 2018 <b>5 days</b>  <b>Residential 2:</b> 12th November 2018 <b>5 days</b></p>
	<p><b>COHORT 12</b>  <b>Residential 1:</b> 11th June 2018 <b>5 days</b>  <b>Residential 2:</b> 3rd December 2018 <b>5 days</b></p>

