



Transform your world

Leadership and Management Programme:
The International Certificate in Leadership
for Property Development



rics.org/leadershiptraining

About the course

A unique course created for property professionals looking to position themselves as leaders in the industry. The benefit of the course is its holistic nature, taking an end-to-end view of the property lifecycle and combining this with the leadership skills necessary to succeed. Through individual coaching and attendance at a five day course, you will gain the skills and knowledge to take the next step as a property leader.

Research shows that leadership development is undermined by looking at leadership skills in separation from professionals' day-to-day roles. We have therefore developed a course in conjunction with the industry which is specifically tailored to meet the needs of those in the built environment.

Historically RICS has driven technical excellence in the built environment. But now, through our research and our Futures programme, we are also able to deliver the specific and progressive leadership development skills required within our profession. The synthesis of technical content with leadership work is at the core of this course, enabling executives to develop the necessary skills by applying them to real life case studies and practical scenarios.



Testimonials

"I found the content to be well balanced and the links between the leadership skills and technical subjects to be relevant and well thought through. The trainers were excellent and the RICS team provided excellent support to ensure all ran smoothly. I found it to be highly beneficial to consider all stages of the property cycle within the technical modules, with the leadership content really attracting me initially for career development."

Linda Dewar,

Head of property and facilities management, NHS Education for Scotland

"The course was great and I would absolutely recommend it to anyone in a senior leadership position who wants to better understand the link between leadership and real estate lifecycle. The RICS team were excellent and the presenters first class."

Charles Siddons,

NHS Property Services Ltd, Head of business development

"The programme appealed to me because it provided an opportunity for peer learning, a better understanding of the real estate life cycle and the skills required for leadership in one course, and it did not disappoint. I thoroughly enjoyed a week of learning and interactions with both the leadership coach, who gave me much to think about now and in the future, and also the technical faculty, who enriched my understanding of the property life cycle."

Olatunde Jagun,

Development Manager, Laurus Development Partners

"For me, the key difference about this course is the combination of leadership and how it's interrelated in every part of the real estate cycle. I think that is rare and made the week quite special."

Cristina Munoz,

Director of Planning and Control of Products, Brookfield Multiplex





A holistic approach

Property development is a complex process.

Decisions taken without a definitive understanding of the whole lifecycle may lead to financial challenges in the future. Therefore, professionals must understand how each stage is linked, and recognise that all decisions taken have long-term implications for the value, performance and risk profile of an asset.

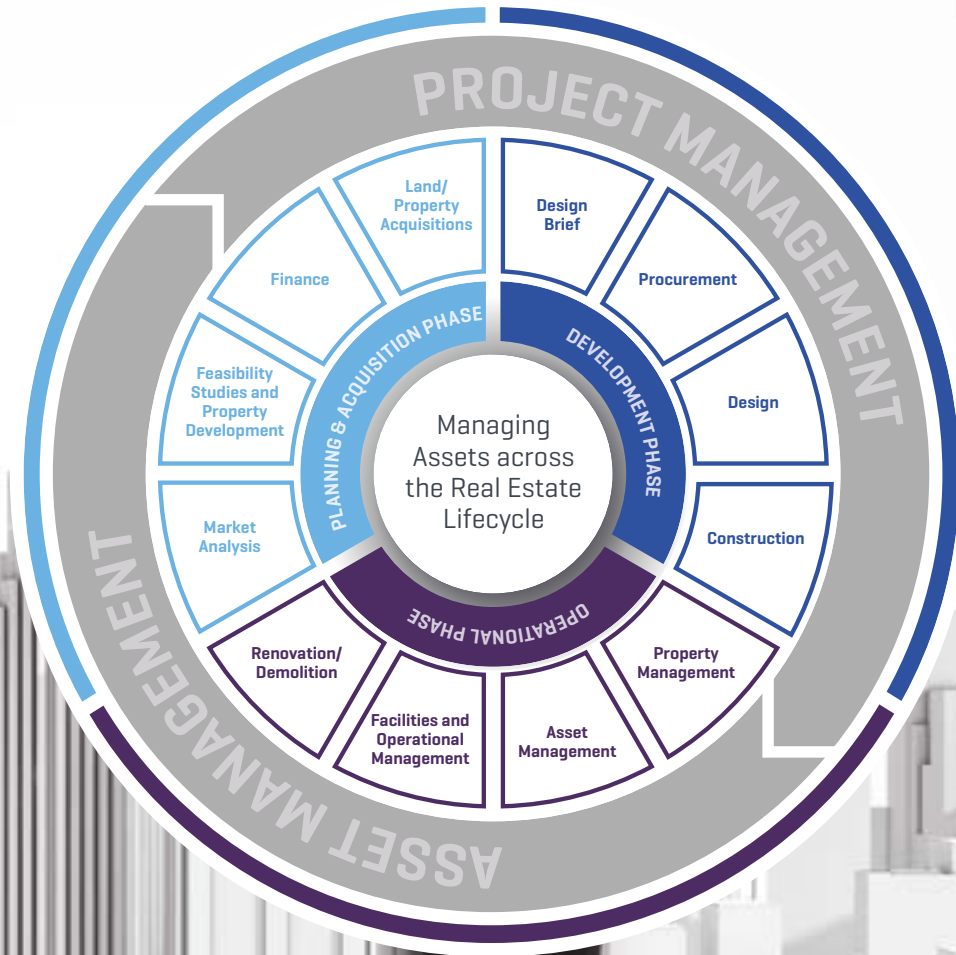
By adopting a holistic approach, which is more than simply a 'sum of the parts', professionals can develop the high level technical knowledge and insight needed to prepare and implement effective strategies and navigate the complex commercial environment in which they operate.

This course covers the areas of knowledge required for board level business planning and execution across today's property and built environment sectors. Whilst each module addresses a separate specific technical part of the lifecycle, their strategic link is defined and integrated throughout each day. The result will equip emerging leaders with an in-depth understanding of the issues that are relevant to the effective management of real estate assets for both occupiers and owners/investors at all stages of the lifecycle.

On completion of this course, delegates will be in a position to identify and take advantage of opportunities at each stage of the lifecycle.



Real estate lifecycle





Meet the Faculty

The programme will be delivered by the following experts who bring a wealth of industry experience and best practice knowledge to the course.

Our technical experts:

- **David Dix**, Senior Director, CBRE Capital Advisors Limited
- **Debra Ward**, Managing Director EMEA, Condeco Software
- **Dominic Reilly**, Consultant
- **James Petit**, Managing Director, Deutsche Asset & Wealth Management
- **Kevin McCauley**, Head of Central London Research, CBRE
- **Tim Fry**, Project Director at Moorfields Eye Hospital in partnership with UCL

Our leadership experts:

- **Alan Blower**, Senior Consultant, Cegos
- **Ann Potterton**, Senior Associate Consultant, Cegos
- **Richard Masters**, Senior Associate Consultant, Cegos
- **Richard Clarke**, Senior Associate Consultant, Cegos
- **Sarah Smith**, Senior Associate Consultant, Cegos



Course structure

The course has been designed to be interactive and engaging. Using real scenarios, interactive classroom exercises, small group discussions and exposure to the latest research, you will gain practical experience in solving both technical and leadership problems.

WEEK

1

1 Complete a 360 feedback survey: Developed from the RICS leadership competency framework.

2

2 Receive pre course coaching: Based on your 360 report, you will identify and set goals together with your coach as part of your developmental plan.

3

3 Attend the five day residential course: Group sessions will be led by experienced leadership coaches and industry technical experts. The teaching faculty bring a wealth of international knowledge to the learning experience. Your personal development plan will help to chart your progress, with guidance and input from your leadership coach. This will culminate in an action plan specifically tailored to you and your company.

4

4 Implement action plan: Return to work and implement your action plan into your day-to-day role.

9

5 Receive post course coaching: Revisit your development objectives, discuss progress and understand how to build on these in the following months and indeed for the length of your career.

10

6 Join the RICS Executive Education alumni network: Through online forums, you will be able to develop relationships with all course attendees around the world.

12

7 Receive a certificate of completion.



A unique approach

Your personal coach will work with you on an individual plan, using your 360° feedback to identify your development needs. Your coach will encourage you to think about how you can immediately implement improvements in your workplace, upon completion of the course. Each day you will have the opportunity to put combined leadership and technical skills into practice:

- Day 1** Market analysis for real estate development
Knowing your business and knowing yourself
- Day 2** Finance for real estate
Communicate with a view to engaging and inspiring others
- Day 3** Project management
Creating a culture for success
- Day 4** Facilities and operational management
Understanding multiple perspectives
- Day 5** Asset management
Building personal resilience



Course topics

Market Analysis

1

Market Analysis will introduce you to real estate as an investment asset class, highlighting the importance of market research in supporting real estate investment and development decisions at both a local and global market level. It integrates with the accompanying leadership module, **Knowing Your Business and Knowing Yourself**, by highlighting the means by which a leader can be better prepared for the future by utilising market research and analysis to support decision making, as well as the importance of understanding your business, your market(s) and your competition.

Finance

2

Gain a deeper understanding on the provision of finance secured on real estate development. Build on your existing knowledge of property development appraisals and debt and equity in the context of project or corporate finance. You will also have the opportunity to implement the content from the accompanying leadership and management module, **Communication and Influence**, which will consider strategies for communicating with a view to engaging and inspiring others.

Project Management

3

This module will equip you with an understanding of the principles, practice and practical application of Project Management. It will also demonstrate how important interpersonal skills are for successful Project Management through the accompanying leadership module, **Creating a Culture for Success**. Specifically you will consider the factors that influence organisational culture, and what type of culture fosters success in the current climate.





Facilities and Operational Management

4

The Facilities and Operational Management module sets out the strategic links between corporate goals, the wider business environment, and the delivery of facilities management services. It integrates with the accompanying leadership and management module, Understanding Multiple Perspectives, which highlights the importance of thinking about stakeholder perspectives, and how to anticipate stakeholder needs and use these to inform strategic planning.

Asset management

5

Asset Management considers the relationship between asset management and business planning, and will introduce you to various concepts and models for the successful integration of asset management within the business planning and strategy process throughout the property lifecycle. The accompanying leadership module is **Building Personal Resilience**. Together these modules will pull out key areas where you, as a leader, can be better prepared for the future by identifying and addressing global changes in your working practices.



Transform yourself

Effective leaders are integral to the success of any business. Improved strategic technical planning will help you to achieve results within your role and to ensure the long term success of your projects.

- Improve strategic decision making skills
- Build the confidence to lead strategic change and make a positive impact in the boardroom
- Increase impact and influence with people internal and external to the organisation
- Meet and network with global decision makers within the industry and become part of the RICS Alumni community
- Drive operational efficiency by implementing a personal action plan specific to your role and business needs
- Become a leader who can motivate, inspire and empower teams





Transform your organisation

In a challenging global economy, the RICS Executive Education Programme represents a crucial investment in the ability of the people driving your organisation to lead you to success.

- Develop a leadership team that can motivate and engage staff driving top-down performance
- Attract, retain, and manage executive talent
- Develop true leaders and ensure that the right people are equipped with the right skills and knowledge to fulfil their roles effectively
- Reduce unbudgeted change and increase cost certainty through improved strategic planning
- Address the threat of the skills gap to stay competitive in an ever more challenging business environment



Who should attend

The course is suitable for senior professionals with experience within property and the built environment including developers, surveyors, investors, local authorities and real estate owners. Typical attendees will be executives, directors and senior managers.

This exclusive course is strictly limited to 16 individuals, so early application is recommended.

Admission is a selective process based on professional development, technical knowledge and organisational responsibility. To optimise the learning experience, we encourage applications from a range of industries, countries and backgrounds.

No payment is necessary until you have been accepted on to the programme.

Admission requirements:

- Substantial industry experience
- Working knowledge of the five core topics of property development: market analysis, finance for real estate, project management, facilities and operational management and asset management
- Demonstrated management experience
- Proficiency in business English

Full details on the booking process and application form can be found on the website or by contacting our team.

Web: rics.org/leadershiptraining

Call: +44 (0)24 7686 8584

Email: leadershiptraining@rics.org





Booking information

Next available date:

27 November - 1 December 2017

Price:

RICS member price: **£5,500 + VAT**

Non-member price: **£5,900 + VAT**

*This price is inclusive of overnight accommodation and meals for the duration of your stay.

To apply:

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