

Accrediting Key Leaders and High Potentials in Contract Management

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Accrediting Key Leaders and High Potentials in Contract Management

Manchester Business School,
University of Manchester
and Thales

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Executive Summary

Following the establishment of an integrated Legal and Contracts Directorate, Thales appointed Manchester Business School in July 2011 to develop and deliver an innovative accredited L&D programme for the leaders and future leaders of its contract management function.

Thales required the programme to be structured, complete and adapted, and to include a mechanism to assess the participant's acquisition of knowledge. The objectives of the programme were to:

- professionalise the function
- adapt professional practices towards the attainment of improved profitability and contract performance, and
- create a unified and consolidated contract management capability.

Following a highly intensive and collaborative design and development process, a bespoke, blended learning approach was adopted, which included two week-long residential workshops, on-line support and a novel combination of personal reflective practice papers and open space activities.

In addition to providing the required means of assessment, the reflective practice papers supported Thales' aspiration to 'professionalise' the contract management capability, encouraging delegates to take ownership of their individual development needs. The papers also aided the internalisation of the material delivered on the programme within the delegate's current role and working practices. They attracted postgraduate credits that could be used to gain exemptions from Manchester University's MSc in International Commercial and Contract Management and its MBA programmes.

The open space activities afforded delegates a 'voice', an opportunity to present their views and findings to senior Thales personnel. It also supported networking opportunities and the development of an embryonic community of practice for the contract management function.

For Thales, the reflective practice papers and the open space activities provided valuable feedback on the effectiveness of its current working practices and presented action points for remedial action/intervention.

The vast majority of the 90 senior members of the contract management function who have undertaken the programme so far have found the experience to be empowering and transformational.



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Introduction

THALES

In a world that is increasingly mobile, interconnected and interdependent, Thales Group is a globally renowned leader in information systems, serving the defence, security, space, aerospace and ground transportation markets. Their products and services include large-scale software-driven systems, secure communications, sensors (radar, sonar, optical), supervision, onboard electronics, satellites and systems integration. With 65,000 employees based in 56 locally based country operations, Thales' revenues in 2012 were 14.2 billion euros, while their order book, at 31 December 2012, stood at 25 billion euros.

Thales' commissioning and development team comprised Eric Thomas, Group General Counsel (succeeded by Remy Rougeron), Paul Moffatt, Marie-Dominique Blanchet, Veronique Robineau and Suzanne Stratton from the Legal and Contracts Directorate.

THALES UNIVERSITÉ

Thales Université is Thales' corporate university, which is dedicated to facilitating the personal and professional development of its international workforce. It contributes, through an internal consulting capability (Thales Missions et Conseil), to driving change across the Group. Thales Université also offers consultancy and advanced training and educational services to external customers.

Thales Université personnel included Sylvie Papillon, Jean-Paul Mathieux and Jean de St Julien.

THE CHALLENGE

In 2009 and 2010, Thales booked substantial charges for a number of problem programmes. These included the Meltem maritime patrol programme in Turkey, the A400M flight management system project and a fare collection system in Denmark. Although the underlying issues have subsequently been thoroughly addressed, including, for example, the renegotiation of contracts with customers (on a case-by-case basis) and the revision of internal processes, the development of Thales' contract management competence was identified as a key objective.



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Introduction

MANCHESTER BUSINESS SCHOOL

Manchester Business School (MBS) is the largest campus-based business and management school in the UK. Ranked first in the UK for business research, it provides world-class business and management education to undergraduates, postgraduates and experienced practitioners.

MBS Corporate Education has over 50 years' experience of working in partnership with clients to develop unique executive education programmes that inspire leaders, change cultures and transform organisations.

David Lowe was the Academic/Programme Director. Additional faculty included Irene Roele, Edward Davies, Julian Bond, Maria Stafylarakis, and Michael Hartmann.





The Challenge

Initial formulation of the challenge

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In April 2011, Thales' Group Executive Committee tasked Eric Thomas, the then Group General Counsel, with sourcing and developing, in liaison with Thales Université, an innovative accredited training programme for the leaders and future leaders of the contract management function. The aim being to strengthen Thales' recently integrated legal and contract management functions (The Legal and Contracts Directorate), both as individual business activities and as a combined global capability.

The decision to integrate the two activities into a single entity was made contemporaneously with the revision of internal processes, as a response to difficulties experienced on several major programmes. Moreover, the Legal and Contracts (L&C) Directorate had been challenged to become and demonstrate the attributes of a true business partner service provider across all stages of the contractual chain.

To support the development and integration of the new directorate, Thales sought to appoint an external partner to develop and deliver the programme: 'Support to Accreditation of Key Leaders and High Potentials in Contract Management Programme' (CM Programme). In addition to up-skilling the function, the programme was seen as an opportunity to develop the personal leadership skills of a group of high potential contract management practitioners.

Initially it was intended that 62 members of the contract management function, taken from throughout the Thales Group, would undertake the programme. However, to date 90 employees, in three cohorts, have participated in the programme. While the majority of these delegates were from France and the UK, the programme is truly global, including participants from Australia, the UAE, Canada, Germany, Italy, Saudi

Arabia, Dubai, the Netherlands, Portugal, Qatar, Singapore, South Africa and USA.

Thales' request for proposals required the programme to be structured, complete and adapted, and contain the following three elements:

- **Element 1:** a single core course undertaken by all selected trainees
- **Element 2:** a set of thematic modules, undertaken by trainees based on their individual need, prior knowledge and experience
- **Element 3:** a series of distance learning modules.

The programme was also to include a mechanism to evaluate the delegate's acquisition of knowledge and a means of accreditation on successful completion of the programme.



The Challenge

Ownership of the business challenge



Although driven and overseen by the Group Executive Committee, the initiative was clearly owned by the L&C Directorate, who were responsible for sourcing and developing the programme. In addition to the subject matter experts (legal and contract management) from the L&C Directorate, the Thales development team included representatives from Thales Université and Thales Consulting.

The programme content is configured to support the implementation of Thales' Group strategy through the development of commercial leadership skills and the capability of influential contract management practitioners.

Specifically, the programme:

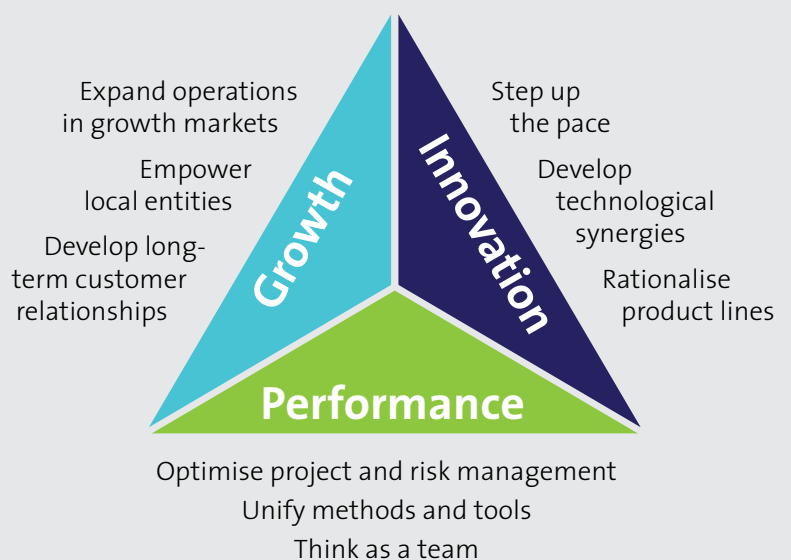
- supports growth opportunities: in particular the development and maintenance of long term supply-chain relationships (with both customers and suppliers)
- enhances programme delivery performance: addressing best-practice project and risk management methodologies,

cutting edge commercial and contract management processes and techniques, and team building skills

- develops an awareness of innovation in commercial and contract management practice: to support Thales' activities in leveraging its technologies and innovations more effectively.

Moreover, Hervé Multon (Executive Vice-President: Strategy, Research and Technology) and a member of the Group Executive Committee is a keynote presenter on the programme.

FIGURE 1: THALES GROUP STRATEGY





The Challenge

Desired impact of the L&D initiative

- Professionalise the function through the adoption of common standards, based on the mastery of key competencies required by all members of the function.
- Adapt professional practices towards the attainment of improved profitability and contract performance (a specific requirement of Thales' Group Executive Committee).
- Create a unified and consolidated contract management capability, despite its geographical and cultural diversity and the disparate business models adopted throughout the group, through adherence to the group's key processes, allowing professional development, job mobility and dissemination of experience.

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The Commitment

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Thales invited five universities to take part in a competition tender process, three from France and two from the UK. From the initial proposals submitted, two potential learning partners were called for interview by a combined panel of representatives from the legal and contract function and Thales Université. MBS, part of the University of Manchester, was selected as the external partner and a bespoke programme was developed from modules on MBS' Executive Education MSc in International Commercial and Contract Management (see Appendix A).

Analysis undertaken by Thales, highlighted the need for a L&D initiative that had a strong focus on behavioural aspects linked to contract management practice, in particular, leadership and change management. They had also identified four key components of contract management to be addressed:

1. Legal aspects
2. Financial aspects
3. Contractual aspects
4. Organisation and Process aspects.

For each aspect Thales identified a series of desired programme outcomes. For example, in respect of leadership the skills and behaviours they wished to foster included the development of a global mindset, intelligent risk taking, effective communication and team-working, and integrative thinking. In respect of change management, the programme was to enhance the delegates' ability to drive continuous improvement, champion integrity and ethical behaviour and their understanding of and ability to implement value creation in contract management through cash flow optimisation, the improved exploitation of assets and risk management, and the identification of additional opportunities. Similarly, a further 48 outcomes were identified for the remaining four aspects of contract management.

THE DECISION

The MSc in International Commercial and Contract Management is a well-established programme in the school and Thales is aware of the content and reputation of the programme. They liked the topic areas of the MSc, which mirrored the themes they had identified as being important. These two aspects particularly influenced Thales' decision to work with MBS.



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The Commitment

GUARANTEEING THE COMMITMENT OF ALL STAKEHOLDERS

A highly collaborative, intensive and iterative development process, involving several face-to-face meetings between Thales subject matter experts, the academic director, relevant MBS faculty and potential delegates, fostered 'buy-in' from all the stakeholders.

AGREED TIMELINE AND MAJOR MILESTONES

MBS were commissioned to deliver the L&D initiative on 28 July 2011, the detailed contract was finalised in early September and the programme was launched at the beginning of November 2011 (see Appendix B for the agreed implementation and delivery programme).





The L&D Initiative Objectives

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Thales' desired outcomes for the programme were broken down into a number of key organisational and individual objectives aimed at leveraging and enhancing the contract management function. Research undertaken by MBS in association with the International Association for Contract and Commercial Management (IACCM) was used to inform the development of the programme.

At the organisational level, the CM programme seeks to:

- Promote the development of contract management leadership, knowledge, skills and behaviours consistent with Thales' values and competency framework
- Facilitate a better understanding of:
 - the organisation's core strategy and key business processes
 - the role of Commercial and Contract Management in the acquisition of complex, international projects (engendering collaborative contracting), and its interaction with procurement, marketing and sales, and legal functions
 - commercial decision making
 - commercial risk and opportunity: risk and uncertainty, risk identification, analysis and management (risk control) and opportunity identification, analysis and exploitation
 - the influence of law and ethics on international contracting
 - the impact of managerial accounting and project finance on commercial decision making, cost control and strategic planning
 - contract management
- Establish a common language and set of principles, practices and techniques for Thales' senior commercial employees
- Promote a collaborative culture and community of practice.

“I think the programme... is aimed at getting Contract Managers to think about their role and the value they bring to Thales. It challenges them to ‘up their game’, and gets them to think about the commercial aspects of a project throughout the entire lifecycle (demand-side and supply-side) not just after contract signature. After all, with the global economy the way it is, good commercial management should be a source of competitive advantage to Thales.”

Dave Harrop,
Head of Contracts Thales
eSecurity, EMEA



The L&D Initiative Objectives

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At the individual level, the programme enables participants to:

- Develop appropriate tools and techniques that encourage innovative contract management practice
- Apply professional judgement and expertise
- Become more effective and decisive contributors
- Extend and enhance their personal networks across Thales and third party organisation
- Capitalise on the knowledge, experience and expertise of peers
- Gain a deeper understanding of Thales':
 - key business processes
 - core strategy and how to implement it
 - value chain
- Augment their commercial and contract management skills
- Enhance their ability to solve problems through an ability to draw on relevant theory and best practice
- Become critically reflective practitioners
- Advance their careers.

The emphasis of these objectives is on leveraging and enhancing the core contract management capabilities within Thales to help generate and translate ideas into real business opportunities and to create value.

“The programme is about developing awareness and understanding of the role of a Contract Manager within the typical Thales’ cross-functional organisation. A major headline of the course is ‘leading’ and this seems necessary because the fruitful discussions with other Contract Managers from all over the world showed that there is an amount of ambiguity about the question what defines his/her job. There is no solid answer to such question but one has to understand and reflect about the interactions within cross-functional teams and how to contribute to the organisation leading to sustainable success.”

Christoph Montanus,
Contract Manager
Thales Defence & Security
Systems GmbH



The L&D Initiative

Learning methods

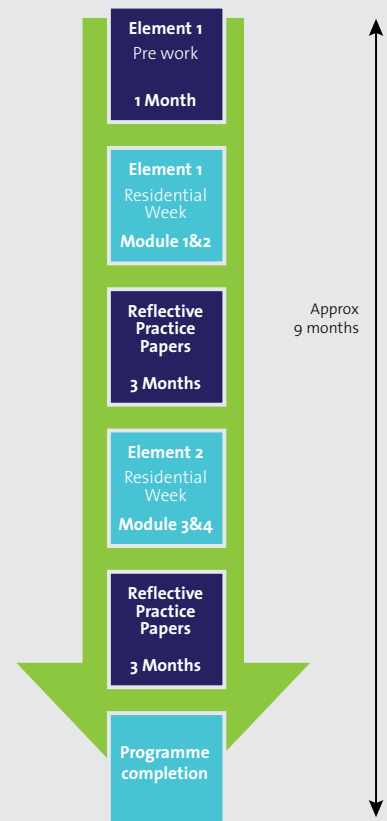
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A bespoke, blended learning approach is adopted for the delivery of the programme, utilising two week-long residential workshops, approximately three months apart, and supported using tele-tutorials (on-line support) and materials hosted on a virtual learning environment (VLE) Blackboard 8. Delegates are required to complete

a number of personal reflective practice papers (see Appendix C), enabling them to apply the principles and concepts explored during the workshops to specific issues pertinent to their current work role: the challenge being to generate recommendations and an action plan to address the identified issues.

FIGURE 2. ACCREDITING KEY LEADERS AND HIGH POTENTIALS IN CONTRACT MANAGEMENT PROGRAMME OUTLINE





The L&D Initiative

Programme structure

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PRE WORK: One month prior to the first workshop delegates join the Virtual Learning Environment and complete a number of preparatory tasks.

RESIDENTIAL WEEK: Delegates attend a one-week residential workshop (Element 1) comprising Commercial Awareness (Module 1) and Commercial Leadership (Module 2).

REFLECTIVE PRACTICE PAPERS: Following the workshop delegates begin work on their Module 1 and 2 reflective practice papers, which takes approximately 3 months. During this time MBS faculty support them via teleconferences, email and the VLE.

RESIDENTIAL WEEK: Delegates attend a one-week residential workshop (Element 2) comprising Commercial and Contracting Tactics (Module 3) and Law and Ethics in International Contracting (Module 4). During the week, delegates take part in an open space activity and make presentations based on the outcomes of Element 1 reflective practice papers.

REFLECTIVE PRACTICE PAPERS: Following the second workshop delegates begin work on their Module 3 and 4 reflective practice papers, once again supported by MBS faculty. After approximately 3 months delegates submit their second set of reflective practice papers and take part in a 'virtual' open space activity and presentation.

PROGRAMME COMPLETION: Successful delegates receive either a Postgraduate Certificate or Certificate of Attendance.

The first workshop (Element 1) addresses leadership and change management, and covers - at a high level - the strategic application of contract management skills and capabilities. The workshop content was customised from two modules from the MSc in International Commercial and Contract Management: Commercial Awareness and Commercial Leadership. The session involves short introductions to various concepts and principles, delegate activities, keynote presentations from Thales subject matter experts, a change





The L&D Initiative

Programme structure

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management simulation, role play, a preliminary meeting to establish a community of practice and a briefing session on the reflective practice papers. All delegates are expected to complete at least one reflective practice paper following each session and participate in a group presentation - MBS faculty formally assess these activities.

The second workshop (Element 2) covers legal, financial, contractual and organisation and process aspects. Again, the workshop is based upon two MSc modules: Commercial and Contracting Tactics, and Law and Ethics in International Contracting. The session is delivered by means of mini lectures and a three-day simulation exercise based on recent commercial and contract management issues faced by Thales. The session also incorporates an open space activity to synthesise and cascade the lessons learnt from the first set of reflective practice papers and a presentation of the outcome of this exercise to Thales' senior management.

In addition, the workshop sessions have incorporated keynote presentations by Thales subject matter experts. Topics include: Strategy (Hervé Multon, Executive Vice-President: Strategy, Research and Technology), Conflict Management (Christine Guerrier, Vice President, General Counsel Disputes Resolution and Litigation); IPR (Denis Boisson, Legal Director, Intellectual Property) and Competition and Regulations (Luc Michoud, Legal Director, Competition & Regulations).

Similarly, senior Thales Legal and Contracts Directorate and Thales Université personnel attend both the live and virtual Open space presentations and respond to the issues raised. Contributors included: Remy Rougeron, Senior Vice President, Legal and Contracts; Paul Moffatt, Vice President, Legal, Compliance Matters; Sylvie Papillon, Marketing and Sales and Capture Practice Director and Lawrence Hammond, Vice President, Legal and Contracts UK.

Open Space Technology

“This wasn’t pure open space, rather a technique for working with a large group that allowed them to take responsibility for addressing various issues. Having submitted the reflective papers there was a wealth of learning points to share; open space was an ideal vehicle with which to do this. Delegates set the agenda and formed self-selecting groups. Thanks to the rule of ‘two feet’ delegates participated in several discussion groups. It was all about disseminating the learning and taking personal ownership.”

Irene Roele,
Open Space Facilitator



The L&D Initiative

Learning environment

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Residential workshops are delivered at dedicated facilities at Thales Université, Jouy-en-Josas, France (Element 1) and Thales Training and Consultancy, Crawley, UK (Element 2). Additionally, the VLE (Blackboard 8) is used as a communication channel with delegates both prior to and following the residential sessions. The VLE is used to post materials, such as, pre-work requirements, workshop documentation, and post workshop reading, and to provide access to Manchester University's library. Reflective practice papers are submitted via the VLE, which also provides the environment for the virtual open space activity. Additionally, GoToMeeting and Thales' internal teleconferencing facility are used to host on-line briefing sessions, tutorial support and the virtual open space presentation.

PROGRESS INDICATORS AND LEARNING MEASUREMENT

As indicated earlier, the programme is based around four 15 credit postgraduate modules that include the six core themes identified by Thales: Leadership, Change Management, Legal, Financial, Contractual and Organisation and Process Aspects.

Participants could choose between two accreditation options:

OPTION 1: based on each delegate undertaking four assessed reflective practice papers, successful completion of which would lead to the award of a University of Manchester Post-graduate Certificate in International Commercial and Contract Management and the award of 60 postgraduate credits.

OPTION 2:

based on each delegate undertaking two assessed reflective practice papers, successful completion of which would lead to a University of Manchester Certificate of Attendance and letter confirming completion of 30 postgraduate credits.

Delegates can use these credits to gain exemptions from the taught element of the MSc in International Commercial and Contract Management and Manchester Business School's MBA.

Progress is measured informally based on the delegate's participation in the workshops and formally through the assessment of the reflective practice papers and participation in the open space activity and presentation.



The Impact

Impact indicators

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In addition to providing an assessment mechanism, the reflective practice papers support professional development and aid the internalisation of the material delivered on the programme within the delegate's current role and working practices. For Thales, the papers provide valuable feedback on the effectiveness of its current working practices and presents action points for remedial action/intervention.

CHANGES AND IMPACT OF THE L&D INITIATIVE

On an individual basis, delegates developed an increased awareness of the importance of their role to the organisation and its impact on its strategic intent, while many were liberated to exert personal leadership. As a group, the delegates found their voice; participants from cohorts 1 and 2 were given an opportunity to speak at Thales' L&C Convention, allowing them to disseminate their views and findings from the programme to the wider L&C community. Further, delegates were introduced, many for the first time, to a wealth of information (research, literature and in particular best-practice) that was pertinent to their L&C role.

As an organisation Thales is benefitting from the impact the above had on the individuals, and through the dissemination of the output from the programme throughout the delegate's teams. They also gain from the increased professionalisation of the contract management activity within the organisation and from the development of a contract management network (an embryonic community of practice) through which new initiatives, information and learning can be disseminated throughout the organisation.

The success of the initiative has led to a further cohort undertaking the programme.

“Although unfamiliar and disturbing to many delegates, the open space activity was both pivotal and transformational. It proved to be an excellent means of addressing the resistance to the programme exhibited by some delegates; several sceptical participants subsequently acknowledged that interaction and discussion with their colleagues during the open space event had convinced them of the benefits of participating in the programme and of completing the reflective practice papers. For others it was empowering, providing an opportunity to validate their insights with peers and an opportunity to present their collective findings to senior colleagues. It also laid the foundation of an embryonic community of practice for the L&C function in Thales.”

David Lowe
Academic/Programme Director



The Impact

Key benefits & delegate
'takeaways' from the programme

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“Good commercial management can be a source of competitive advantage for Thales. Contract Managers need to involve themselves in the wider commercial aspects of projects and bring some commercial innovation to make the difference.”

Dave Harrop, Head of Contracts Thales eSecurity, EMEA

“One thing that I think every participant acknowledged is the opportunity to meet with other contract managers of the Group all over the world. It has helped create a sense of belonging to a wider community sharing the same issues and expectations. I think the bonding will also facilitate the dissemination of knowledge and best practices over the Contract Management function now that we know each other and may help each other when necessary.”

Emmanuelle Malidor, Contract Manager Thales Air Systems

“The first takeaway is the understanding of individuals within cross-functional teams and how you can influence the team through leadership, resulting in better relationship management. The second is the understanding of me in my role as a Contract Manager, my strengths and weaknesses and how I can develop myself. Finally, it was very important to have the chance to exchange information and experiences with other Contract Managers, the start of building a network.”

Christoph Montanus, Contract Manager Thales Defence & Security Systems GmbH



Final Reflections

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The delivery methodology adopted on the CM programme is both innovative and challenging, and is significantly different from the approaches Thales had previously utilised to deliver training and development initiatives to the contract management function. Additionally, rather than focussing on the development of function specific skills and the application of task-related tools and techniques, the programme seeks to develop personal leadership skills and encourages delegates to take responsibility for their own learning and development needs. The programme is clearly positioned to promote the professionalisation of the contract management capability.

Initially, many delegates found the approach disturbing, whilst others found the requirement to prepare reflective practice papers to be an unwarranted imposition and a challenge to their position in Thales. However it is encouraging to report that after participating in the CM programme the majority of the delegates found the experience to be empowering and transformational.





Appendix A

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Manchester Business School has a successful track record in the design and delivery of blended learning solutions in commercial and contract management. Dr David Lowe, in collaboration with BT and Rolls-Royce, has designed and developed an MSc in International Commercial and Contract Management; introduced in 2001, the programme is now in its 10th cohort. David has also developed a University of Manchester postgraduate certificate in International Commercial and Contract Management for BAE Systems, and a specialist pathway for commercial and contract executives through the MBA for Engineering Business Managers. This unique programme was developed in collaboration with a consortium of blue-chip organisations and in association with the International Association for Contract and Commercial Management (IACCM). Additionally, he has led the development of and directs Executive Education programmes in commercial awareness for commercial directors and leads in the NHS Foundation Trusts and for the UK Nuclear sector, in conjunction with the National Skills Academy Nuclear. Dr Lowe's research, conducted with IACCM into the skill set/abilities of commercial managers, the theoretical concepts and models underlying commercial management practice and practitioner expectations of a specialist MBA for commercial executives, was used to inform the development of the CM programme.





Appendix B

Implementation and Delivery Programme (Cohort 1)

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Phase/Element	Timescales
Commission and Setup	July/August 2011
Identify lead academics/Thales' Subject Matter Experts (SMEs)	August 2011
College of experts' meeting (1 day): involving the Manchester Business School Programme Director, the Thales Programme Champion and SMEs to finalise programme content. Workshop dates and venues to be agreed	September 2011
Needs Analysis, Preliminary Programme Outline Design	September 2011
Detailed Programme Design (Element 1 and on-line materials)	August/October 2011
Review and sign-off of Element 1 and on-line materials Detailed session timetables to be framed and VLE to be activated	October/November 2011
Programme launch	November 2011
Pre-workshop (Formative)	November 2011
Programme Delivery Workshop 1 (Element 1)	November 2011
Reflective Practice Papers Element 1 (VLE Supported)	November 2011 – April 2012
Evaluation and Feedback Element 1 Workshop	December 2012
Detailed Programme Design (Element 2)	February/March 2011
Review and sign-off of Element 2 Detailed session timetables to be framed and VLE to be activated	March 2012
Programme Delivery Workshop 2 (Element 2)	April 2012
Evaluation and Feedback Element 2 Workshop	April 2012
Virtual open space activity	October/November 2012
Overall Programme Evaluation and Feedback (Cohort 1)	November 2012

Appendix C

The Reflective Practice Paper

Completion of a self-selected, self-driven reflective practice paper provides delegates with an opportunity to examine a real life commercial or contracting issue, which should lead to a discernible improvement in their performance and enable them to provide Thales with a tangible benefit as a result of their participation in the programme. The reflective practice paper uses a dynamic learning framework to help structure the reflection process around the delegate's current role and responsibilities, including his/her professional experience to-date.

An introduction to appropriate concepts is used as the source of questions for reflecting on current approach to commercial and contract management, resulting in various insights and actions that might be implemented in the future. The selection of relevant literature, concepts and principles is a key part of the process, but whatever concepts are chosen, they are to be specific to the delegate's role in Thales, thereby enabling the learning process to be self-driven and directly centred on his/her particular interests and concerns. To summarise, the whole process is about enriching the delegate's current knowledge and experience through structured reflection and clearly connecting the codified knowledge discussed in the classroom with the tacit knowledge of commercial and contract management in practice.

Implementation on the Programme

MBS Faculty support the development of the reflective practice papers within the VLE, by email, via tele-tutorials (using GoToMeeting) and in person during the residential workshops. The five elements of the paper are carefully scheduled throughout the programme in order to balance the delegate's workload. Delegates are encouraged to submit drafts of parts A to D of the paper on which personal feedback is provided enabling revisions to be made. Submissions are cumulative in that the second submission can be revised to incorporate tutor feedback. The University of Manchester only formally assesses the final submission.

THE REFLECTIVE PRACTICE PAPER HAS FIVE PARTS

- A.** Delegate in Work Role: In this section delegates are asked to pose structured questions about their current work role, and appropriate prior experience.
- B.** Programme Concepts and Principles: This part requires the delegate to research more deeply and fully understand the programme concepts and principles appropriate to their current and future work role.
- C.** Reflective Assessment: Ideas and Insights. This is about linking theory to practice and is, therefore, the core of the reflective practice paper where delegates are asked to connect components A and B to generate new insights into how their role can be performed more effectively.
- D.** Key Learning Points and Actions: This section summarises the lessons learnt through the reflective practice process and identifies potential routes for implementation.
- E.** Critical Reflection: This is a critical review of the process of preparing the reflective practice paper and how the experience has developed the delegate's competence as a commercial/contract management lead: the aim being to identify what they will do differently in the future.