



QUEEN'S
UNIVERSITY
BELFAST

WILLIAM J. CLINTON
LEADERSHIP
INSTITUTE

PRODUCTIVITY AND GREEN SKILLS ACCELERATOR PROGRAMME



SHAPING
A BETTER
WORLD
SINCE 1845



PROGRAMME DATES

Spring



PROGRAMME FORMAT

Blended delivery.



LOCATION

Regional delivery Northern Ireland



LANGUAGE

English



PRICE

£2450

A limited number of fully funded places are available to NI based SME leaders and managers.



WHO SHOULD ATTEND

Owners and managers of SMEs based in Northern Ireland.

OVERVIEW



The Productivity and Green Skills Accelerator Programme is a cutting-edge initiative aimed at supporting small and medium-sized enterprises (SMEs) in Northern Ireland to enhance their productivity while embedding sustainable practices into their core operations. Delivered by the William J. Clinton Leadership Institute at Queen's University Belfast, this programme combines research-driven insights with practical applications to address the unique challenges faced by local businesses. With a blended learning format that includes in-person workshops and a supportive online peer group call, participants benefit from an immersive and flexible approach that caters to the needs of busy professionals.

Over the course of seven days, participants will engage with modules that focus on leadership development, business sustainability, AI and innovation. The programme takes a deep dive into the key areas and success drivers for SMEs; business operations and supply chain, sustainability leadership, transformation, AI and data driven innovation. Participants will assess their own leadership styles and learn techniques for navigating organisational change. Building on this foundation, the programme delves into the importance of productivity at both organisational

and economic levels, highlighting the role of innovation and employee wellbeing in driving business performance.

Queen's Business School is bringing its expertise to the North West and South East to support the growth of productivity hubs in these regions. By focusing on regional delivery, the School aims to combat economic imbalances and drive sustainable growth in areas that have historically faced economic challenges. This initiative will foster innovation, improve business performance, and contribute to a more balanced national economy.

Productivity and sustainability are key focus areas throughout the programme, offering participants the knowledge and tools to align their business strategies with environmental and social priorities. This includes examining Northern Ireland's regional sustainability challenges, developing green behaviours within the workforce, and understanding the role of data driven technology in addressing sustainability goals. By the end of the programme, participants will be equipped with practical strategies to integrate sustainable practices across business functions, ensuring that their organisations are prepared to thrive in a rapidly evolving business landscape.

PROGRAMME OVERVIEW

The Productivity and Green Skills Accelerator Programme supports small and medium-sized enterprises (SMEs) in Northern Ireland to enhance their productivity while embedding sustainable practices into their core operations. The programme brings together the fundamental components required to drive productivity in the workplace, skills, management and leadership and innovation;

Part 1 - Skills, Management and Leadership	Part 2 – Innovation
1. People, the Organisation and Productivity	5. Data Driven Innovation
2. Greening the Workforce	6. Generative AI for Productivity
3. The Power of Self Awareness	7. Sustainable Operations and Supply Chains
4. Coaching Skills for Leaders	

Productivity Action Planning Support

Chart your personalised productivity action plan guided by our expert programme lead. Benefit from peer network support at the online productivity planning session to be delivered online mid way through the programme.

PROGRAMME OBJECTIVES

Boost your personal management capabilities with cutting edge leadership practices and insights and learn how to lead your team with confidence.

Identify opportunities for **business value creation and innovation** through continual improvement.

Equip you with **practical strategies, tools and techniques** to integrate sustainable practices across business functions.

Develop a sustainable road map for your organisation. Establish where you want to go and why it matters capturing goals, initiatives, and approach to achieving the vision.

WHO IS THIS PROGRAMME FOR

The Productivity and Green Skills Accelerator Programme is specifically designed for business owners and managers of small and medium-sized enterprises (SMEs) in Northern Ireland who are eager to transform their organisations through enhanced productivity and sustainable growth practices. It is ideal for individuals who understand that the future of business success lies synergizing of innovation and leadership. These professionals are committed to ensuring their businesses not only thrive economically but also contribute positively to their communities.

Participants in this programme include those who are at pivotal points in their leadership journey, seeking to refine their management styles and gain new perspectives on leading teams through change. They are motivated to enhance their leadership capabilities to drive meaningful outcomes, recognising that effective leadership is essential for navigating the challenges and opportunities presented by today's business environment. The programme is suited for those who want to explore how their leadership can inspire productivity improvements while fostering a positive workplace culture.

This programme is also for forward-thinking professionals who are eager to embrace productivity as a core element of their business strategy. It will appeal to leaders who wish to develop practical strategies for integrating green initiatives across various business functions,

from supply chain management to employee engagement. They are driven by a desire to align their business goals with the emerging demands for sustainability, recognising that sustainability is no longer just a competitive advantage but a fundamental requirement for long-term success.

In addition, the programme appeals to individuals who are keen to stay ahead of digital and regulatory trends within the sustainability landscape. These participants are often proactive in anticipating changes that could impact their organisations and are eager to equip themselves with the tools and knowledge to further improve their businesses. They recognise the importance of leveraging digital technologies and data-driven approaches to embed profitability to enhance efficiency and decision making into their operations and drive organisational growth.

Ultimately, this programme is for business leaders who are committed to driving positive change within their organisations and beyond. Whether you are looking to scale your business, create a more innovative and inclusive workplace, or prepare for the challenges of the future, this course will support your ambitions to shape productive, sustainable business and create a meaningful and lasting impact on your organisation and the wider Northern Ireland economy.

REGIONAL PROGRAMME DELIVERY SCHEDULE – SPRING 2025

NORTH WEST REGION

Venue: Everglades Hotel, Derry City, County Londonderry

Session	Day	Date	Time	Module Details	Instructors
Module 1	Thursday	10th April 2025	09:30-16:30	Leading People and Productivity	Julie McCandless
Module 2	Tuesday	15th April 2025	09:30-16:30	Leadership unveiled; unleashing the power of self-awareness	Dr Louise O'Meara
Module 3	Tuesday	29th April 2025	09:30-16:30	Data Driven Innovation	Dr Byron Graham
Module 4	Tuesday	6th May 2025	09:30-16:30	Generative AI for Productivity	Dr. V. Charles
Module 5	Tuesday	13th May 2025	09:30-16:30	Greening the workforce	Professor Shuang Ren
Module 6	Thursday	22nd May 2025	09:30-16:30	Coaching Skills for Leaders	Dr Louise O'Meara
Module 7	Tuesday	3rd June 2025	09:30-16:30	Sustainable Operations and Supply Chains	Julie McCandless Dr Stephanie Graham

SOUTH EAST REGION

Venue: Canal Court Hotel, Newry, County Down

Session	Day	Date	Time	Module Details	Instructors
Module 1	Tuesday	29th April 2025	09:30-16:30	Leading People and Productivity	Julie McCandless
Module 2	Tuesday	6th May 2025	09:30-16:30	Greening the workforce	Professor Shuang Ren
Module 3	Friday	9th May 2025	09:30-16:30	Data Driven Innovation	Dr Byron Graham
Module 4	Friday	16th May 2025	09:30-16:30	Leadership unveiled; unleashing the power of self-awareness	Dr Louise O'Meara
Module 5	Thursday	29th May 2025	09:30-16:30	Generative AI for Productivity	Dr. V. Charles
Module 6	Wednesday	4th June 2025	09:30-16:30	Coaching Skills for Leaders	Dr Louise O'Meara
Module 7	Tuesday	10th June 2025	09:30-16:30	Sustainable Operations and Supply Chains	Julie McCandless Dr Stephanie Graham

REGIONAL
BALANCE

LEADERSHIP

PRODUCTIVITY

GROWTH

NET ZERO

DIGITAL
TECHNOLOGIES

PROGRAMME FACULTY



JULIE MCCANDLESS PROGRAMME DIRECTOR

Julie McCandless is a Professor of Practice in Business Management and Leadership and Director of Business Engagement at Queen's Business School. Julie was a former Director in management consulting working in London, Hong Kong, and Dublin before joining Queen's Business School five years ago. She focuses on the convergence of academic and applied knowledge to create an actionable impact on business and society. Her main focus area is strategic business transformation through customer-centric digital, people, and data-optimised delivery models. Julie is an instructor in the Help to Grow programme and course director on the Advanced Manufacturing Leadership Programme at the William J. Clinton Leadership Institute.



DR LOUISE O'MEARA

Louise brings twenty-five years' experience in supporting leaders and managers to focus and optimize the creativity, energy and spirit of others to achieve success at the 'double bottom line' - outstanding results and positive employee experiences of commitment, contribution and dignity at work and/or in the community achieving outstanding results.

Louise is a qualified Academy of Executive Coaching (AoEC) coach and a member of the Association of Coaching (AC). She is highly experienced in coaching public and private sector senior executives at a wide range of organisations.

Louise has developed significant expertise in facilitating process design, strategic planning and change management with multi-stakeholder teams. She holds a Bachelor of Social Science and an Advanced Certificate in Group Psychotherapy. She received her PhD in Leadership and Collaboration in 2016.



PROFESSOR SHUANG REN

Professor Ren is a Professor and researcher at Queen's Business School, where she is the Director of Diversity, Equity, Inclusion and Belonging. She gained her PhD at the University of Melbourne.

Shuang's research is at the intersection of sustainability, human resource management and leadership. She takes a multi-level multi-stakeholder approach in investigating how to transform organisations towards sustainability.

She undertakes qualitative, quantitative and mixed-method research. She has taught her research fields to both undergraduates and postgraduates and as part of executive education programmes. Shuang is a keynote speaker and authority on sustainability, green workforces, digital transformation and their impact on people management.

Professor Ren is the Editor in Chief, British Journal of Management; Associate Editor, Journal of Occupational and Organizational Psychology; Editorial Board Member, European Management Journal; Editorial Board Member, Asia Pacific Journal of Management; Editorial Board Member, Journal of Vocational Behaviour.



DR V. CHARLES

Dr V. Charles is a Reader in AI for Business and Management Science at Queen's Business School, specialising in enhancing business productivity, fostering regional competitiveness, and advancing societal welfare. Charles has proven academic experience in the HE sector, with more than 25 years of teaching, research and consultancy experience. He has served as a professor and director of research for more than a decade in triple-crown business schools. He is a Six Sigma Black Belt and earned edX Certificates from the MIT Sloan School of Management, Harvard Business School, IE Business School and the Royal Statistical Society. Charles has been recognised as a Fellow of the British Computer Science and the Royal Statistical Society, as a Senior Member of INFORMS, and as a Senior Fellow of the UK Higher Education Academy. He is also a Senior Member of The Society for the Study of Artificial Intelligence and Simulation of Behaviour, UK. He is an AWS Accredited Educator and Certified Cloud Practitioner. He also serves as a Special Issue Editor and an Associate Editor for many prestigious top-ranked journals and he is a recipient of many international academic honours and awards.

PROGRAMME FACULTY



DR BYRON GRAHAM

Byron is Reader in Business Analytics Education at Queen's Business School. He is programme director for the MSc Business Analytics and co-director of the QBS Analytics Lab. His teaching focuses on the practical application of analytics to solve business problems, ranging from technical solution development and coding, through to applications in business domains. His current research focuses on the use of analytics to address business research questions, and in particular the role of machine learning and explainable AI. Recent projects have focused on explainable AI for mortality prediction, and the use of machine learning in entrepreneurship research. Byron has published in international journals such as the Journal of Business Research and the International Small Business Journal. He holds a PhD in Innovation, as well as a MSc in Healthcare Informatics, and a BSc in Management. Prior to joining academia Byron worked in Healthcare Informatics for a major UK Healthcare Trust, and as a Data Scientist for a big 4 consultancy firm where he specialised in the healthcare and legal industries. Byron regularly collaborates with businesses on analytics projects and has undertaken Knowledge Transfer Partnerships and Innovation Voucher projects. These projects typically involve supporting businesses to develop analytics capabilities and solutions.



DR STEPHANIE GRAHAM

Stephanie Graham is a senior lecturer at Queen's Business School. She conducts research into environmental operations and supply chain management, company responses to environmental challenges and stakeholder pressures, the link between environmental efforts and company performance, and implementation of environmental practices. Stephanie teaches supply chain management and operations management at undergraduate and postgraduate levels and regularly features as a keynote speaker on sustainable supply chain and operations.

EXCEPTIONAL EXECUTIVE EDUCATION EXPERIENCE

The William J. Clinton Leadership Institute delivers executive education programmes with the aim of creating real impact for leaders, managers and their organisations. Our mission, as part of Queen's Business School is to educate and empower leaders for the benefit of business and society.

Our executive programmes synergise the rich Queen's University academic heritage with cutting edge leadership thinking and techniques from experts at William J. Clinton Leadership Institute and Queens Business School. Real world industry insights and exciting new developments from our university research centres contribute to building leadership expertise, transforming individual and organisational performance and boosting competitive edge.

RUSSELL
GROUP



CONTACT US

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