



BAE Systems plc | Alliance Manchester Business School – University of Manchester
Leading Complex Projects, Programmes and Portfolios (LCP3)

Executive Summary

BAE Systems plc - an international company providing some of the world's most advanced, technology-led defence, aerospace and security solutions - and **Alliance Manchester Business School**, part of the University of Manchester, have partnered to co-create a learning and development intervention to address the challenges in winning and delivering large-scale, complex projects, in an increasingly challenging and competitive marketplace. The vision for the Leading Complex Projects, Programmes and Portfolios (LCP3) programme is to help experienced practitioners develop project leadership capabilities that will create an enduring improvement in BAE Systems' global capability to win and deliver successful projects, programmes and portfolios.

The LCP3 programme itself is a complex project due to its timescales, the number of stakeholders involved across the world, and the criticality of the programme to BAE Systems' long term business success. The collaboration between BAE Systems and Alliance Manchester Business School has been highly collaborative, with the programme designed and delivered in 6 months from award of the contract.

The 18 month core programme (24 months for a Postgraduate Certificate option) is being delivered to 12 cohorts of 32 senior executives over 3 years on 4 continents. Aimed at developing 'reflective' leaders, the programme is based on BAE Systems' lessons learnt from real life programmes (forming the basis for an underlying case study) underpinned by academic concepts and research. The learning approach of LCP3 is based on the "Manchester Method" of practice-based action learning, critical self-reflection and learning by doing. The participants also learn from each others shared experiences across the business.

Whilst LCP3 has only been running for fifteen months, and therefore not yet sufficiently embedded to measure long-term improvements in project and business performance, its impact is being felt within the business, with participants readily applying the concepts and techniques, disseminating the learning from the programme, and changing the way that BAE Systems wins and delivers its projects, programmes and portfolios.