

# Reward Leaders Programme by The Reward Academy

A development experience for reward leaders

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## Programme Overview

This intensive and experiential programme is for mid to large organisations in the private, public and charity sectors. It is designed to support Reward Leaders who are developing new reward strategies or recently were appointed to the Reward Leader role, and Reward professionals preparing to step up to the Reward Leader role.

Successful leadership in Reward is challenging — it not only involves technical excellence it also demands emotional intelligence, political acumen, and the ability to navigate competing expectations.

Today's Reward Leaders operate at the intersection of multiple pressures from their:

- Organisations: delivering results and expense discipline, managing market driven and technology enabled change, attracting, developing and retaining talent
- Employees and their trades unions and representatives: seeking opportunity, fairness, flexibility, recognition and wellbeing
- Investors, boards and regulators: demanding transparency, compliance and integrity in pay governance

The Reward Leaders Programme is for participants who want to lead confidently through that complexity — combining contextual understanding, professional depth, and leadership presence.

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## Who Should Attend

The programme is for mid to large organisations in the private, public and charity sectors operating nationally or multi-nationally. Colleagues who should attend include:

- Senior reward or human resource professionals (5+ years' experience) aspiring to progress into reward leadership
- Reward Leaders who are recently appointed or aiming to enhance the effectiveness of their reward agenda and reward function
- Newly appointed HR Directors who want to establish a strong partnership with their Reward Leader.

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## Programme Philosophy

The programme begins with the belief that effective leadership starts with self-awareness. Success as a Reward Leader is not simply about mastering policy, data, or governance — it's about knowing yourself, your organisation, and the system you lead within.

Participants start by exploring their leadership style, confidence and competence across the reward agenda, and the specific context of their organisation. This creates a personalised learning pathway that evolves throughout the programme.

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## Programme Structure

The programme runs over six weeks, comprising:

- Three 24-hour Core Modules (residential: early evening through the following day)
  - Three optional 6-hour Deep Dive Modules (in person)
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## Pre-Work: Personal and Organisational Insight

Before the first module, each participant completes two short and confidential exercises:

1. FJ Advisory Reward Competence Framework Self-Assessment
  - Participants rate their competence and confidence across core and emerging reward capabilities.
  - Results are seen only by the participant and the programme faculty.
  - The purpose is to shape individual development priorities and ensure that faculty can tailor sessions to participants' needs.
2. Organisational Context Statement
  - Participants reflect on their organisation's current environment using structured context prompts (employees, trade unions, investors, and organisational priorities).
  - This organisational lens will be referenced in plenary discussions, allowing participants to anchor learning in their own reality.

Participants will also be introduced to their 100-day post-programme development plan, which they will refine and revisit at the end of each module and again at programme close.

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# Programme Flow

## Opening Context & Self-Awareness (Pre-Module 1)

Theme: Knowing Yourself and the World You Lead In

- Personal reflection on leadership style and purpose
- Insights from FJ Advisory Reward Competence Framework
- Review of organisational context statements
- Facilitated discussion:
  - Global and UK reward trends
  - Employee and union expectations
  - Investor and board priorities
  - The shifting role of the Head of Reward
- Setting up your 100-day post-programme development plan

Outcome: A clear picture of personal and organisational context, strengths and growth areas, and an initial development plan.

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## Module 1 – What Makes a Reward Leader Successful?

Theme: Understanding the Role and Building Credibility

- Dinner conversation with experienced Reward Leaders
- Plenary:
  - Broad-based reward trends and pay transparency
  - Executive compensation principles and governance
- Case study: Supporting business leaders through senior talent reward challenges
- Discussion: Aligning personal strengths and organisational context
- Reflection: Review and update your 100-day plan

Outcome: Understanding what success looks like in the role and confidence to shape your own leadership transition.

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## Module 2 – How to Work with the Board, RemCo and Advisors

Theme: Influence, Governance and Strategic Communication

- Dinner conversation with a RemCo Chair
- Plenary:
  - Preparing Board and RemCo papers and presentations

- Managing RemCo relationships and external advisors
- Regulations, disclosure, and ESG expectations
- Case study: Developing and defending an executive pay policy for an AGM
- Reflection: How your organisation's context shapes your governance approach
- Update: Revisit and refine your 100-day development plan

Outcome: Ability to communicate with authority and influence effectively at Board level and navigate complex governance environments.

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## Module 3 – How to Lead Your Team and Function

Theme: Leadership, Team Impact and Operational Excellence

- Dinner with a Chief People Officer
- Plenary:
  - Aligning reward strategy with workforce and talent priorities
  - Communicating reward effectively to managers and employees
  - Organising the reward function; leveraging HRTech and AI
- Case study: Managing reward through an acquisition
- Reflection: Reviewing your leadership approach and development plan

Outcome: Tools to build and lead a high-performing team, drive transformation, and apply technology intelligently.

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## Optional Deep Dive Modules

### A. Employee Voice, Engagement and Consultation

- Constructive union and employee forum relationships
- Managing negotiation, consultation, and communication during change
- Engaging senior leadership

### B. Leading Teams and Leadership Styles

- Leadership approaches and behavioural agility
- Coaching and developing others
- Building resilience and maintaining presence under pressure

### C. Reward Data and Technology

- Using analytics and AI to improve pay equity and insight
- Dashboards, predictive analytics, and platform selection

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## Programme Faculty

The programme is led by Mike Falvey and Christopher Johnson, founders of The Reward Academy, supported by senior HR, reward, and RemCo leaders who bring breadth and depth of real-world experience.

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## Programme Details

- Core Modules: Three 24-hour residential sessions (6pm–6pm next day), £12,000 per participant and for subscribers to The Reward Academy up to £10,000 per participant (includes accommodation and meals) plus VAT.
  - Deep Dive Modules: 6-hour non-residential sessions, £2,000 in-person plus VAT.
  - Group size: Up to 12 participants.
  - Format: In-person, with optional elements for deep dives and post-programme coaching.
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## Outcomes

By the end of the programme, participants will:

- ✓ Understand their leadership strengths and development priorities through the FJ Advisory Competence Framework.
  - ✓ Navigate the reward agenda's multiple pressures — balancing employee, union, investor, and organisational needs.
  - ✓ Communicate and influence confidently with Boards, RemCos, and senior stakeholders.
  - ✓ Lead reward teams effectively and use technology to drive impact.
  - ✓ Maintain personal resilience and executive presence.
  - ✓ Implement their 100-day post-programme development plan, reviewed and refined throughout the journey.
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