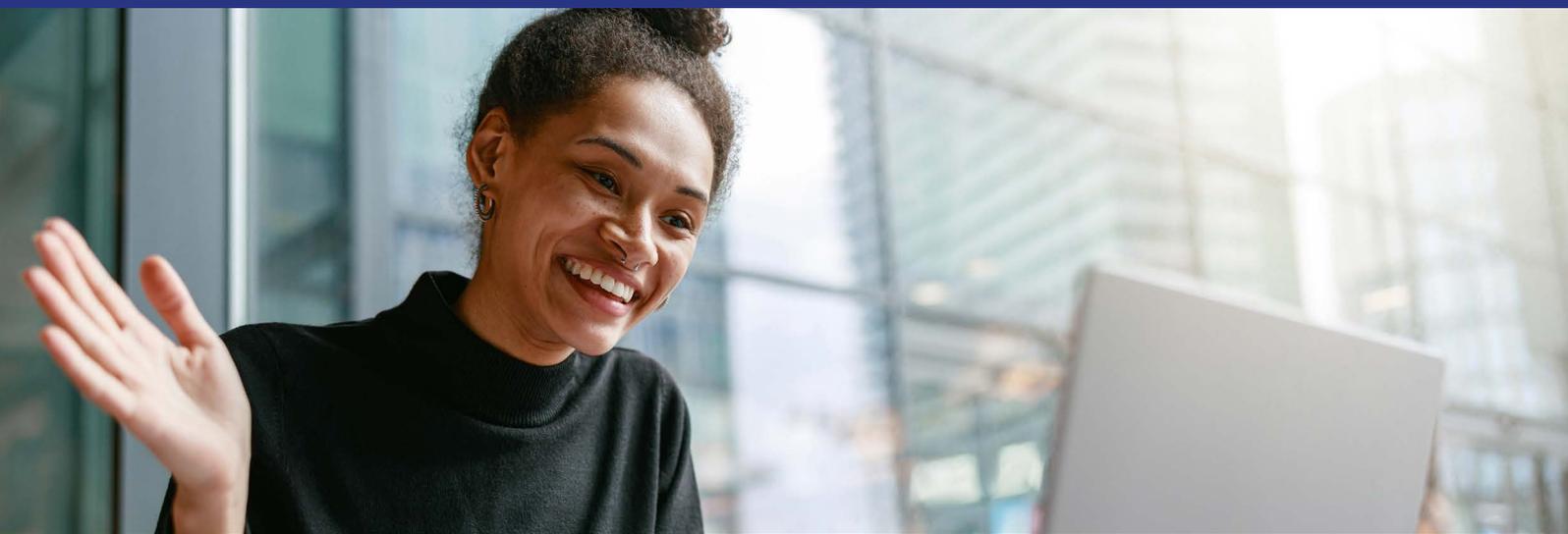




Government  
Commercial  
Function

# COMMERCIAL LEARNING AND DEVELOPMENT OFFER

For an accredited commercial senior  
commercial professionals (Associate  
Commercial Specialist, Commercial  
Specialist and Senior Commercial Specialist)



Version 2  
November 2025

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# Programme design

## ■ Background

This commercial learning programme has been developed with the help of senior commercial specialists, subject matter experts (SMEs), learning and development specialists and commercial professionals. It is designed to address individual development requirements within the commercial profession. Recognising that leadership is an ongoing journey, the programme acknowledges that we all share the responsibility to continuously develop our skills and has been developed and endorsed by commercial leaders.

The programme is:



flexible and provides opportunities that can be tailored to your individual development needs, while continuously evolving and expanding based on participant feedback and emerging requirements



created using the 70/20/10 learning model, 70% on-the-job experience, 20% peer-to-peer learning, and 10% formal training



mapped to the Commercial Assessment and Development Centre (ADC) and the GCF People Standards for the Profession, with enhanced programme components that go further

The Programme for Accredited Senior Commercial Professionals has been carefully designed drawing upon insights from the ADC, alongside valuable expert insights gathered from both internal stakeholders and external advisors. This evidence-based approach ensures the programme addresses the most pertinent development needs within the profession.

The programme strategically concentrates on two critical areas, 'leadership skills and capability' and 'business acumen and commercial judgement'. These areas have been identified as the primary areas where accredited senior commercial professionals can most significantly enhance their professional capabilities and impact. By targeting these specific competencies, the programme aims to strengthen the skills that are most essential for success at senior commercial level.

## ■ The 70/20/10 learning model

The model is widely used in corporate learning and development strategies. The model suggests optimal learning occurs through three different channels.

### 70% from on-the-job experiences

Learning through challenging assignments, problem-solving, and practical work experience. For example, Making critical commercial decisions under pressure or with incomplete information.

### 20% from social learning

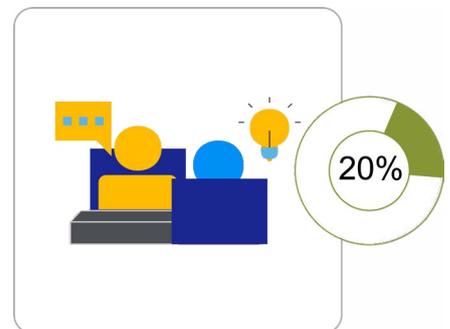
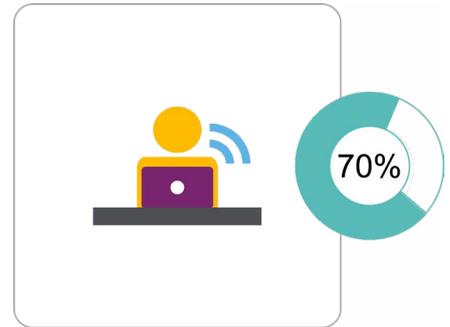
Learning through others via feedback, coaching, mentoring, and peer-to-peer collaboration. For example, action learning groups, peer coaching circles where leaders discuss real challenges they are facing, networking events.

### 10% from formal training

Learning through structured courses, workshops, and formal educational programmes.

### Note

Please note that the percentages are meant as guidelines rather than rigid prescriptions, the optimal mix may vary depending on context and individual needs.



## ■ Outcomes

Completing the programme will enable you to:

- build resilience and understand how to sustain it when working under pressure
- develop and refine commercial acumen to strengthen decision-making
- manage complex situations whilst making sound, well-judged decisions
- communicate with both impact and confidence across all levels
- foster a culture of excellent commercial leadership and positive behaviours within teams and the wider working environment
- lead and influence effectively to achieve optimal commercial outcomes
- enhance and maintain professional networks and ongoing professional development

“It sparked some good thought and discussion and was a good opportunity to network with a wider group of commercial colleagues.”

**Past learner**



## ■ What you can expect

You will join a cohort of accredited senior commercial professionals who are based across central and wider government departments. The mix of organisations will provide you with the opportunity to broaden your network, share experiences and learn from your peers.

The programme is structured around two comprehensive modules, with each module delivered through a series of webinars designed to be interactive and collaborative. Throughout the modules, you will have the opportunity to experiment with new approaches in a supportive and safe environment, where you can both receive constructive feedback and offer insights to your colleagues, creating a rich peer-to-peer learning experience.

The programme has been carefully aligned to the ADC and the GCF People Standards for the Profession, incorporating enhanced elements that extend beyond this. It adopts a cohort-based approach to maximise peer interaction and enable



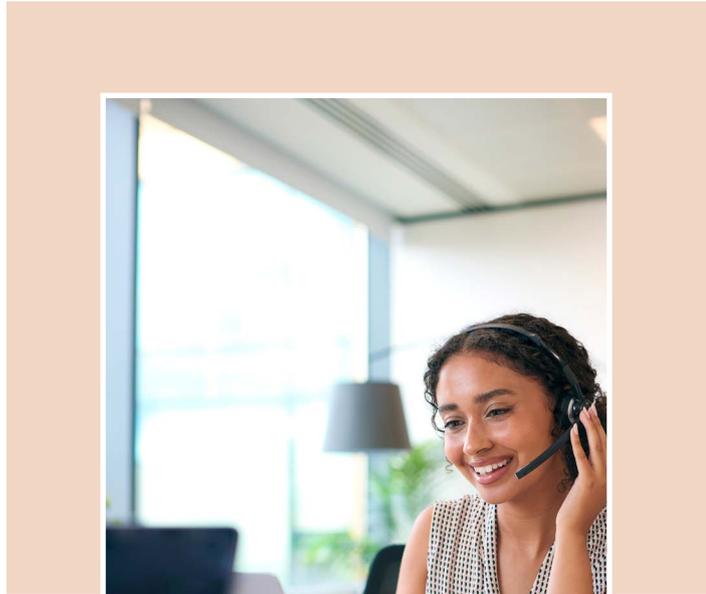
# Programme design

you to build lasting connections with colleagues across organisations. With its practical focus, the programme empowers you to refine your skills and implement meaningful changes in your professional practice, whilst also helping you to increase your impact, influence, and confidence when navigating diverse situations.

The programme's flexible design ensures it can be tailored to support your individual career goals and development needs. Additionally, your learning journey is enriched by a series of Spotlight on... sessions and self-directed learning resources, providing you with comprehensive support. You are encouraged to keep a record of your learning and reflections at each webinar as it may highlight areas for future learning and development.

“Well thought out course, with engagement from course leader and participants. Clear themes that progressed throughout the weeks.”

**Learner**



## Pre-work

To get the best experience from this programme, we will ask you to complete various pre-webinar activities. This will boost your learning and enrich conversations in the interactive webinars that follow. You are advised to set aside 1 hour to complete the pre-work for each webinar.

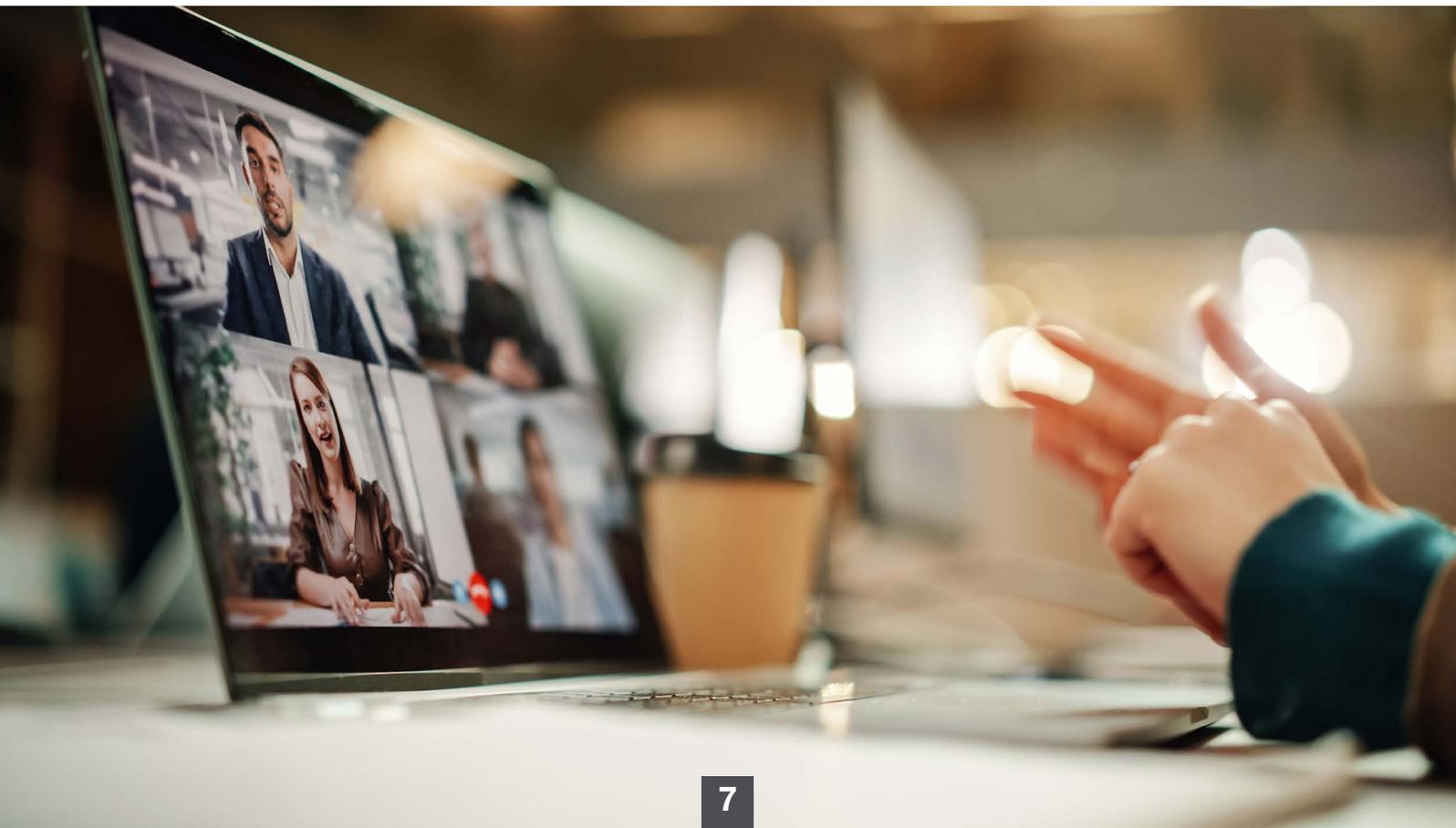
## Action learning

In addition to collaborating with peers in webinars, you will be assigned to smaller, self-managed action learning groups (ALGs). These groups will meet and work together during the learning period offering a supportive network to deepen your understanding of the topics introduced in the programme. You will be supported in setting up and running your ALG successfully.

## ■ How do I access the learning?

To access the programme, you must:

- be working in a government department or wider government body at the level of the programme either substantively or on temporary promotion (TP)
- have been through the ADC process
- have attained an A at the commercial ADC at the level of the programme
- have your line manager's support and funding agreement



# Overview of the modules

## ■ Module 1: Insights and Leadership

Expert leadership facilitators lead the webinars in module 1, enhanced by insights from commercial directors and professional coaches. The webinars incorporate theoretical learning, case studies and peer-based activities, offering opportunities for feedback and dedicated time for both individual and group reflection.

During the 6 virtual webinars, you will identify practical focused actions that will enhance your impact as an organisational leader. In addition to the pre-work, you will meet with your ALG between webinars, to assist your development and resolve leadership challenges. You will learn from the varied experiences and challenges that a group of senior commercial colleagues can bring. During module 1 you will complete a leadership styles and climate survey.

Webinar	Title	Content	Duration
1	<b>Module essentials</b>	Creating a learning and professionally networked community	2 hours
2	<b>Leadership skills</b>	Harnessing the collective experience of the group to raise ability in listening and responding to feedback	2 hours
3	<b>Strategies for effective influencing and decision making</b>	Using a variety of strategies to influence	4 hours

# Overview of the modules

Webinar	Title	Content	Duration
4	<b>Leading in an organisation</b>	Exploring the importance of organisational awareness and networks when leading through complexity	2 hours
5	<b>Leading skills practice</b>	Exploring different leadership styles and your impact as a leader through peer coaching	4 hours
6	<b>Managing stress and planning for success</b>	Exploring how to further a performance culture and reflecting on your development	2 hours

“The themes were well explained in the course, and developed throughout the weeks with the opportunity to test different leadership styles and discuss these in a coaching session.”

**Learner**

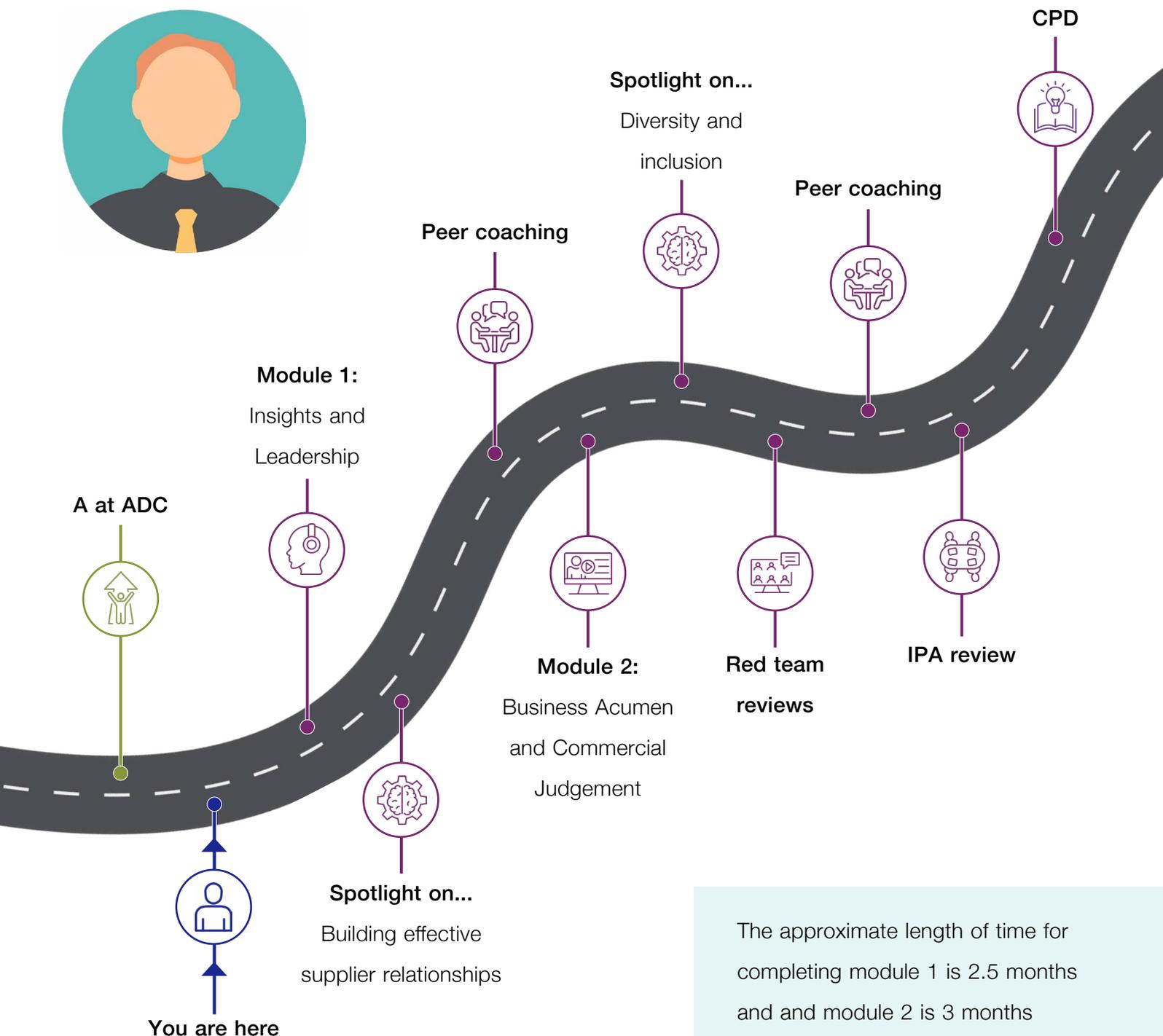


## ■ Module 2: Business Acumen and Commercial Judgement

This module is designed to enhance your **business acumen** and **commercial judgement** through a series of interactive webinars delivered by SMEs. You will participate in simulation exercises with your peers, focusing on the practical application of these skills to make complex commercial judgements relevant to your current role and future career progression.

Webinar	Title	Content	Duration
1	<b>Module essentials</b>	Creating a learning and professionally networked community	1.5 hours
2	<b>Strategy and policy development</b>	Exploring strategy and policy in the commercial context	3 hours
3	<b>Analyses and provides insight</b>	Exploring market dynamics and commercial decision making	2.5 hours
4	<b>Manages risk</b>	Applying risk management and risk analysis approaches	2.5 hours
5	<b>Needs, sourcing and procurement</b>	Applying market insight and risk mindset in the development of effective sourcing and procurement strategies	3 hours
6	<b>Contract and supplier management</b>	Negotiating contracts and understanding contract manager and supplier relationships	2.5 hours
7	<b>Continuing professional development</b>	Action planning to reinforce learning	1 hour

# Anticipated CPD journey



# Learner adjustments

We are committed to supporting you throughout your learning journey. Please let us know if you require any learner adjustments to enhance your learning experience.

Our team has extensive experience supporting candidates who require learning adjustments, and all information provided will be treated

confidentially. Even if you have previously shared this information with the ADC team before your assessment, we need to collect it again due to GDPR regulations.

You can let us know by submitting a learner adjustment request by emailing [gcclearneradjustment@cabinetoffice.gov.uk](mailto:gcclearneradjustment@cabinetoffice.gov.uk).



# Learning and development opportunities

There are a wide range of ongoing activities outside of the programme to support your learning and development, these are open to everyone within the GCO. If you are not part of the GCO and would like information about these opportunities, please contact the GCF Partnerships team (see the 'Useful contacts' section at the end of this brochure).

## ■ Spotlight on... sessions

The Spotlight on... sessions are an integral and important element of the commercial learning and development offer. They provide an opportunity to cover, in greater depth, areas of learning introduced over the course of the programme and encourage you to assimilate your knowledge and experiences. The sessions are delivered as either webinars or podcasts, which have been created using the expertise of highly experienced SMEs, crown representatives and ADC moderators.

**All Spotlight on... sessions can be found on the GCC.**

## Spotlight on... building effective supplier relationships

Working in partnership with suppliers can be an exciting and mutually beneficial experience, it can also bring difficult challenges and unwelcome surprises. The aim of this session is to explore different styles and approaches for working with suppliers and how to, appropriately, apply these.

## Spotlight on... diversity and inclusion

Exploring behaviours and tools that will enable GCF colleagues to create and sustain a diverse and inclusive working environment. The interactive masterclass is aimed at all GCF commercial and non-commercial staff.

## ■ Continuing professional development (CPD)

Accredited commercial professionals are commercial colleagues who achieved an 'A' at the Commercial ADC. As part of your accreditation, you must record your CPD. You are required to complete 150 hours of CPD over the course of your 5-year accreditation.

## ■ Talent moves

Talent mobility is considered a key part of the career development offer for those in the GCO. A flexible deployment model is currently available, which enables the GCO to offer enhanced career development opportunities to support developing breadth and depth of experience, we call these **'talent moves'**.

Opportunities for talent moves across central government are available to GCO specialists with a talent rating in the **'inverted L'** of the 9 box grid (**'star'**, **'excellent'**, **'high potential'** or **'strong'**). Talent moves can be temporary or permanent and are entirely voluntary.

Talent moves could benefit you if you need:

- opportunities to develop your breadth of experience and gain fresh insights
- experience of working in a different department
- to enhance your strengths or address a specific development need

For further information please contact [commercialresourcinghub@cabinetoffice.gov.uk](mailto:commercialresourcinghub@cabinetoffice.gov.uk).

## ■ GCF Knowledge Hub

This is the principal networking online platform, hosted on the Knowledge Hub. Within the **GCF Network** participants will be able to share news, views and requests for information, find networking opportunities, search for colleagues and events and use the best practice zone. Participants are advised to make their profiles as complete as possible.

## ■ Government Commercial College (GCC)

The **Government Commercial College** (GCC) is the web-based platform that will enable you to view and manage all aspects of your commercial learning.

## ■ Further questions

If you have any further queries about the programme, please contact the Commercial Learning and Development Team via [commercial-development@cabinetoffice.gov.uk](mailto:commercial-development@cabinetoffice.gov.uk).

# Useful contacts

- ✉ ADC team: [gcfdevelopmentcentre@cabinetoffice.gov.uk](mailto:gcfdevelopmentcentre@cabinetoffice.gov.uk)
- ✉ Commercial L&D team: [commercial-development@cabinetoffice.gov.uk](mailto:commercial-development@cabinetoffice.gov.uk)
- ✉ Programme learner adjustment requests : [gcclearneradjustment@cabinetoffice.gov.uk](mailto:gcclearneradjustment@cabinetoffice.gov.uk)
- ✉ Commercial Talent team: [commercialresourcinghub@cabinetoffice.gov.uk](mailto:commercialresourcinghub@cabinetoffice.gov.uk)
- ✉ GCF Partnerships team: [gcfengagement@cabinetoffice.gov.uk](mailto:gcfengagement@cabinetoffice.gov.uk)
- ✉ Bookings team: [gcfprog-bookings@cabinetoffice.gov.uk](mailto:gcfprog-bookings@cabinetoffice.gov.uk)
- ✉ Government Commercial College email: [govcomcollege@cabinetoffice.gov.uk](mailto:govcomcollege@cabinetoffice.gov.uk)
- 🌐 Government Commercial College website: [www.govcommercialcollege.co.uk](http://www.govcommercialcollege.co.uk)
- 🌐 GCO Knowledge Hub group: <https://khub.net/group/government-commercial-organisation>
- 🌐 Development programme Knowledge Hub group: <https://www.khub.net/web/gco-development-offer>
- 🌐 Civil Service Learning: <https://identity.learn.civilservice.gov.uk>
- 🌐 Government Campus prospectus online: <https://prospectus.governmentcampus.co.uk/>
- 🌐 GCF LinkedIn: [www.linkedin.com/company/government-commercial-function](http://www.linkedin.com/company/government-commercial-function)
- 🌐 GCF X: [@GCF\\_Comms](https://twitter.com/GCF_Comms)