

To better understand the challenges and opportunities that may lie ahead, we held a workshop with [Good Innovation](#) looking at the key elements that are likely to disrupt our world and impact current models of operation.

Our [steering committee, sponsors and partners](#) were delighted to be joined by representatives from a range of charities to share valuable insights and experience. Discussions included the potential disruption of Artificial Intelligence, climate challenge, never-ending funding challenges and opportunities, stakeholder expectations and changes in regulation. We all know how vast and varied the sector is, and the discussions reflected that. Although there were similar threads fed back from the breakout groups, each brought a unique set of insights to the wider discussion.

We discussed the different experiences according to the size of the organisation, in terms of staff numbers and how roles are distributed. The increasing importance of 'doing good' outside of the sector was also part of the debate, with more corporate entities seemingly entering the space once uniquely occupied by charities.

All of this ultimately leads back to the important question at the root of this research: how does the role of the charity Chair need to evolve to be fit for 2033 and beyond?

There is no one answer and clearly one size will not be fit for all, but here are some take-aways from the workshop that will help frame the next phase in our research.

The discussion about structure was illuminating with more talk of movements, networks, collaboration, and generative leadership. It prompted the idea that this might in turn impact the role of the Chair in terms of length of service and availability to lead on issues across various movements rather than a fixed position. It also highlighted the importance of sustainability and succession, the focus on impact and the difference made by the organisation.

We explored the idea of leadership moving from a hierarchical structure to a group of leaders working together. There was discussion about the need for stronger emotional intelligence, self-awareness, and commitment to on-going personal development. We also touched on the ability to show vulnerability, to build trust and to get the very best from the Board and wider team. Not surprisingly, the need for greater diversity was highlighted together with the expectation that this is only likely to increase in the future. When we spoke of diversity, it was noted that we must ensure this includes the less obvious as well as the visible.

Regardless of the size, mission or location, all charities exist to make the world better for the people they serve. Our people are central to all that we do and achieve, and the discussions around the traits required from the Chair spoke to this.

As one participant said, "The role of Chair needs to evolve to ensure that the governance is fit for difficult decision making in addition to the leading during good times. The Chair's role is for the good times and the challenging. One can't just step away when times get tough."

As we move into the next phase of our research project including individual interviews and roundtables, we will dig deeper into these initial findings and reflections.

If you are interested in finding out more and getting involved, please do get in touch by emailing CCE@city.ac.uk and take a look at the [website](#).