



BAYES
BUSINESS SCHOOL
CITY UNIVERSITY OF LONDON

Dates:

This hybrid programme begins on 18 May 2023. For the full list of programme dates please see our website.

Cost:

£2,795 (no VAT) per person.

The programme fee covers the six in-person workshops, three online half-day Action Learning Sets, and all programme materials and administration.

A bursary is available for this programme where the applicant is from a small organisation with a turnover of less than £500,000. For more information please visit our website.

Booking:

Please visit bayes.city.ac.uk/cce/nce or contact CCE@city.ac.uk

New Chief Executives

Leadership development programme

PROGRAMME OVERVIEW

This highly interactive and experiential programme, offered by the Centre for Charity Effectiveness (CCE), is designed to offer in-depth leadership learning that allows senior leaders to integrate their professional development with the demands of a busy role. It will provide you with the opportunity to take stock of your experience in your role as chief executive to date, support you to consolidate and further develop your leadership abilities, and help you to navigate the complex challenges of leading a nonprofit organisation through uncertainty with greater clarity and confidence.

WHY CHOOSE OUR NEW CHIEF EXECUTIVES PROGRAMME?

Our New Chief Executives programme (NCE) is ideal for busy nonprofit CEOs who want to stretch their learning, and to meet the many demands and challenges of the role. This flagship programme has been designed using a series of fresh, engaging, and highly participative modules that support reflection, interactive group and peer learning, and the practical application of new thinking to emerging and real-world challenges.

NCE is designed to help you deepen and broaden your capabilities as a CE and to reappraise your role and tasks in light of your experience, and the changing context; and to maximise your ability to lead effectively at an individual, organisational and systemic level, with adaptability and collaboration in mind. The programme encourages you to develop your personal leadership capabilities, and to build a strong peer network. We place special emphasis on nurturing your relational leadership style; on developing your adaptability and agility as a leader; and on your capacity to develop flexible yet sustainable operations, resources and strategy for your

organisation. It offers you the opportunity to develop your potential as a systems leader, able to harness the collective energies and efforts of multiple stakeholders to achieve greater effectiveness.

WHAT YOU WILL GAIN

- Develop your leadership presence, your personal leadership capability, and build your confidence to lead with agility
- Expand your repertoire of abilities and skills in complex adaptive leadership – understand how to improve organisational effectiveness through operational flexibility, responsive financial leadership, and sustainable strategy
- Hone your leadership abilities – enhance your presence, communication, and relational leadership of remote and hybrid teams
- Determine how to shape an organisation through positive relationships, dialogue and action, enabling you to influence the chair and board, to engage stakeholders, and to incorporate equity, diversity and inclusion
- Be inspired by the career experiences of successful nonprofit chief executives and get robust coaching from peers on how to apply these leadership frameworks to the practical challenges you face in the workplace
- Build an enduring peer support network for your ongoing development and your future career.

WHO SHOULD ATTEND

This programme is specifically designed for new chief executives who are currently employed within the voluntary, community and social enterprise sectors, with up to two years' experience in the role. To be eligible you need to be reporting directly to a trustee board and leading a team of staff.



WHAT TO EXPECT

The NCE programme includes a series of six in-person workshops, three online Action Learning Sets (ALS), one evening online event and provision of a wide range of related learning materials and resources. Please see our website for a full list of dates. All module workshops will be held in-person at Bayes Business School from 10:00 to 17:00 on Thursdays and from 09:00 to 16:00 on Fridays. All Action Learning Set sessions will be held online and run from 09:00 to 12:00.

MODULE WORKSHOPS

Three modules delivered through six in-person workshops, which will cover the following themes and topics:

- Grounded and resilient leadership
- Equity, diversity, and inclusion
- Relational leadership and presence
- Governance and working with a board
- Responsive financial leadership
- Emergence and sustainable strategy
- Leading with adaptability and agility
- Collaboration and system leadership
- Leading through transition

These modules will be facilitated and delivered by our NCE programme leaders, with contributions from other subject matter experts and current nonprofit CEs.

ACTION LEARNING SETS

Three online Action Learning Set (ALS) meetings will be led by the programme leads. Action learning is a method of peer learning which uses enquiry and problem solving to enable participants to find practical ways for dealing with real work challenges and dilemmas. It emphasises learning through action and applying learning and experience in practical ways.

There will be opportunities for additional ongoing, self-managed ALSs throughout the programme.

EVENING EVENT

An informal 'in conversation' session with current charity and nonprofit CEs takes place online partway through the programme. The date for this event will be confirmed at the start of the programme.

PREPARATION WORK, PROGRAMME MATERIALS AND RESOURCES

The programme is supported by a range of materials and resources. To get the most from attending the workshops, we will ask you to do some advance preparation; this is usually a mixture of individual reflection and some reading or occasionally some 'thinking together' with other programme participants in small groups. We also offer a variety of suggested follow-up activities and resources for you to use.

PROGRAMME LEADERS

The programme will be co-facilitated by programme leaders Christine Fogg and Tammy Tawadros. During the programme you will also hear from a range of other external speakers and sector experts.

Christine Fogg is a consultant and Honorary Visiting Fellow with the Centre for Charity Effectiveness (CCE), where she has worked for over ten years. She specialises in coaching, mentoring and facilitation, organisational capacity building and leadership development.

Tammy Tawadros is a consultant and Visiting Lecturer with CCE. She is an executive coach, organisational consultant and work psychologist. Tammy has many years' experience of the design and delivery of a broad range of leadership, organisational development and culture change initiatives.

Centre for Charity Effectiveness

Intellectual leadership:
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For more information, visit:
www.bayes.city.ac.uk/cce

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