



**BAYES**  
BUSINESS SCHOOL  
CITY UNIVERSITY OF LONDON

# Outstanding Leadership series 2022/23

## Programme dates:

- Tuesday 11<sup>th</sup> October 2022
- Tuesday 8<sup>th</sup> November 2022
- Tuesday 6<sup>th</sup> December 2022
- Wednesday 11<sup>th</sup> January 2023
- Tuesday 7<sup>th</sup> February 2023
- Tuesday 14<sup>th</sup> March 2023
- Tuesday 18<sup>th</sup> April 2023
- Tuesday 16<sup>th</sup> May 2023
- Tuesday 13<sup>th</sup> June 2023
- All modules take place from 08:30 until 10:30 with the opportunity for networking and conversations with other attendees after the conclusion of the session
- Included as a part of the programme is the opportunity for a 30 minute individual coaching session from one of the programme leads.

## Cost:

- Early-bird rate of £699pp for the entire series for bookings made before 30<sup>th</sup> September 2022 for delegates from nonprofit organisations
- Multiple person discount for 3 or more attendees from the same organisation. Please see our website for more information.
- After 30<sup>th</sup> September 2022, the full fee for this programme will be £799pp.

Booking:  
Please visit  
[bayes.city.ac.uk/cce/  
outstanding-leadership](https://bayes.city.ac.uk/cce/outstanding-leadership)  
or contact  
E: [CCE@city.ac.uk](mailto:CCE@city.ac.uk)

## PROGRAMME OVERVIEW

The Centre for Charity Effectiveness (CCE) is excited to bring you the latest evolution of our acclaimed series of breakfast workshops aimed at supporting and developing those in leadership positions in the nonprofit sector.

Outstanding Leadership supports you to become the kind of leader you aspire to be. Leadership doesn't happen in a vacuum. Every module in this interactive programme will reflect current circumstances and participants are encouraged to share the real challenges and opportunities they face. We'll explore the elements of outstanding leadership that will serve us well - being fleet of foot, comfortable with shifting and emerging situations, and able to engage at all levels of our organisations. We'll provoke your thinking by sharing models, frameworks and research, and we'll work together through discussion and reflection, always coming back to what it means for you and how to put theory into practice for yourself.

## WHAT YOU WILL GAIN

- Take time out from the day-to-day to focus on personal leadership development in an ongoing, supportive group of peers
- Broaden your support network by developing relationships with others in similar roles
- Explore models and frameworks that reinforce and develop your leadership practice

- Discover new approaches to help you make progress with your own current issues and challenges
- Work with experienced programme leaders who share case studies from their own working lives
- Take advantage of a 1:1 coaching session as part of the programme.

## WHO SHOULD ATTEND

Outstanding Leadership is aimed at leaders and managers in the nonprofit sector who want to explore the challenges and responsibilities of leadership, examine and develop their own leadership style and think about their impact and influence.

Previous attendees have included: CEOs, head of departments, directors and managers. If you have any questions about whether this programme is suitable for you, please email [CCE@city.ac.uk](mailto:CCE@city.ac.uk)

## ONLINE PROGRAMME

This seminar series is being run online, with all sessions being hosted on Zoom, making it accessible wherever you live and work.

Colleagues taking the programme together develop a shared experience and approach to leadership which maximises the benefits for their organisation. If you attend the programme with two or more colleagues you will be eligible for a discounted programme cost.

Please see our website for more information.



## MODULE 1 – UNDERSTANDING OUTSTANDING LEADERSHIP

This first session sets the scene for the whole programme, exploring the thinking, research and evidence which informs all the themes we'll be exploring in subsequent modules. We examine the principles of what makes an outstanding leader, and the subtle yet powerful distinctions that research has highlighted in the way outstanding and good leaders behave.

## MODULE 2 – COACHING FOR PERFORMANCE

Enabling outstanding leadership and high levels of performance and engagement requires a coaching approach to become embedded by leaders within the organisation. We focus on the benefits to be gained from adopting a non-directive style and give an opportunity for practice, observation and feedback on real issues to help attendees become confident in holding coaching-type conversations with colleagues.

## MODULE 3 – VISION AND VALUES TO FACILITATE COLLABORATION

Outstanding leadership requires a strong sense of purpose and vision as a clarion call. This means serving an end beyond the attainment of operational goals and for people to have a sense of alignment and community in terms of the organisational value set. In this workshop we look at how to bring to life your vision and values to enable collaborative and productive working relationships.

## MODULE 4 – LEADING CHANGE

Outstanding leaders know that change is a lens through which to view the challenges and situations we find ourselves in. This workshop will concentrate on the emotional responses to change. We consider how leadership can use the opportunities presented by change to grow and develop people's capability within the organisation whilst achieving new levels of sustainable high performance.

## MODULE 5 – COMMUNICATION

Outstanding leaders are very thoughtful about how to communicate in their relationships with colleagues. The watch word for them is "dialogue" and they put great emphasis on creating opportunities for this to happen. We will explore how to communicate in order to deepen relationships at work and examine the thinking behind the Communication Grid (Rogers, 2007).

## MODULE 6 – CULTURE

What is it and how can it be shaped? In this module we will look at what elements create organisational culture. We will explore the ways in which we, as leaders, can positively impact organisational culture through our behaviours and interactions. We will use an emotional intelligence framework to help look at how we can flex our leadership style and approach for the impact we want to have.

## MODULE 7 – MOTIVATING YOURSELF AND OTHERS

Outstanding leaders are both extremely self-aware and very thoughtful in how they approach situations and relationships. We will look at how our pre-conceptions and experience shape what we choose to see and how we act. We will consider some of our own personal 'drivers' in terms of motivation and explore how this awareness can assist in motivating and developing others.

## MODULE 8 – WELLBEING AND RESILIENCE

Now, more than ever, leaders are aware of the importance of personal resilience. This session will explore the nature of resilience, why it is important, and how to develop it. We will identify our own resilience baseline and select some practical solutions to build and protect our personal resilience, and to support those for whom we're responsible.

## MODULE 9 – HIGH PERFORMING TEAMS

In this final module of the series, we refocus on your personal leadership and on the importance of teamwork. We will share best practice, looking at the stages of team development and helping participants assess where they are currently. We will explore the importance of being a constructive team member, drawing on real case study material. We will also explore how to manage and influence upwards.

**"I have found the Outstanding Leadership programme an inspiration. For developing leaders it has helped me to think bigger, aim higher and focus on what really matters in leadership."**

Joe Lowther, CEO, Kick London

### Centre for Charity Effectiveness

Intellectual leadership: developing talent, enhancing performance

For more information, visit:  
[www.bayes.city.ac.uk/cce](http://www.bayes.city.ac.uk/cce)

#### Centre for Charity Effectiveness

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