



BAYES
BUSINESS SCHOOL
CITY UNIVERSITY OF LONDON

Outstanding Leadership series 2021/22

Programme overview

Based on multiple years of experience and The Work Foundation's Outstanding Leadership research, the Centre for Charity Effectiveness (CCE) is excited to bring you the latest rendition of our acclaimed series of breakfast workshops aimed at supporting and developing those in leadership positions in the nonprofit sector.

Leadership does not happen in a vacuum and each module in this programme will be viewed through the lens of our current circumstances. Now, more than ever, the elements of outstanding leadership – being fleet of foot, comfortable with shifting and emerging situations, and able to engage at all levels of our organisations – will serve us well. This is an interactive series and participants are encouraged to share the real challenges and opportunities they face as we work together through each stage of the programme.

Benefits

- 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.

Discounts are available for three or more people from the same organisation booking for the series. Colleagues taking the programme together develop a shared experience and approach to leadership which maximises the benefits for their organisation.

Who should attend?

The seminar series is aimed at chairs, trustees, chief executives and senior leaders who have an interest in developing their leadership ability within their organisation.

Programme dates:

- Please see our website for all module dates
- All modules take place from 8:30 until 10:30 with the opportunity for networking and conversations with other attendees prior to the start 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.

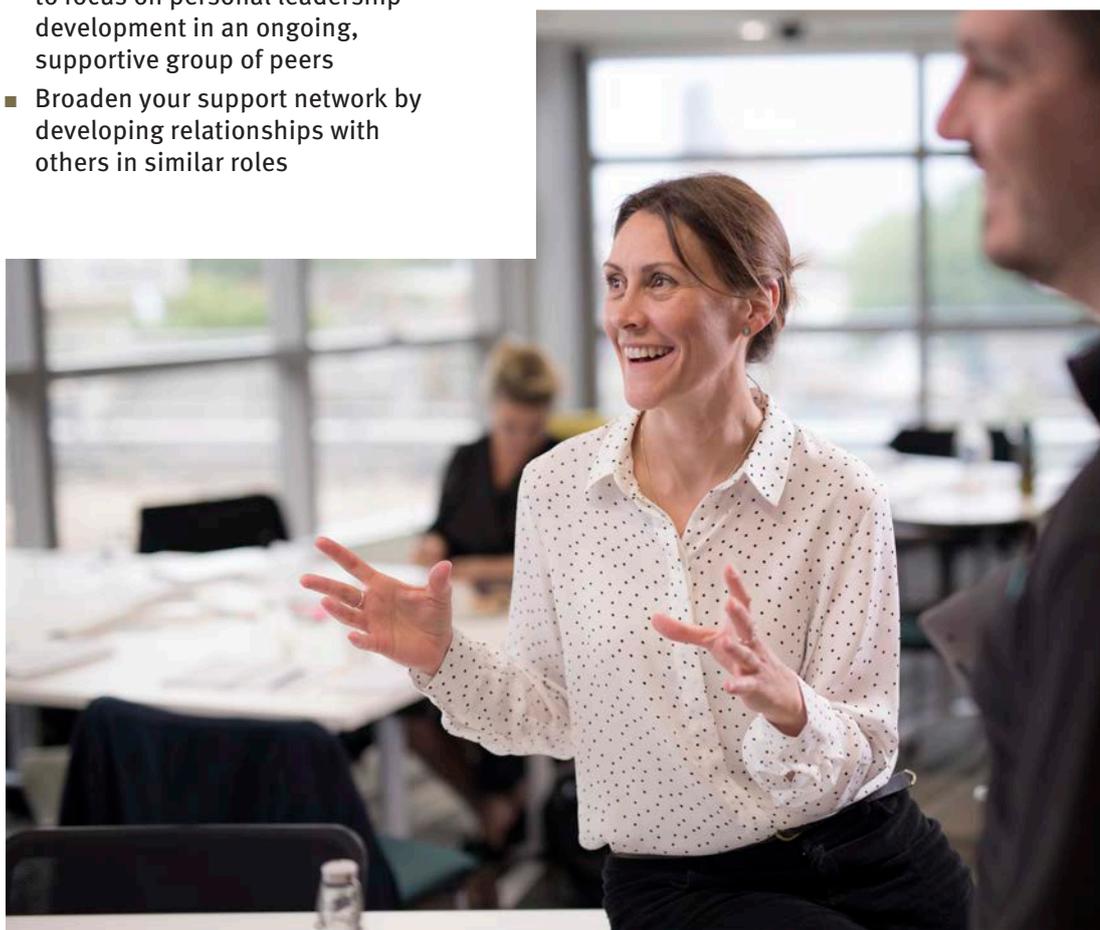
Cost:

- Early-bird rate of £649pp for the entire series for bookings made before 30th September 2021 for delegates from nonprofit organisations
- After 30th September 2021, the full fee for this programme will be £799pp.

Booking:

Please visit www.bayes.city.ac.uk/cce or contact
E: CCE@city.ac.uk

Intellectual leadership:
developing talent,
enhancing performance



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Module 1 – Understanding outstanding leadership

The first session offers the opportunity to gain an overview of the important principles and themes from the research. This unique piece of work examines the subtle yet powerful distinctions in the way outstanding and good leaders behave. This first module shares the thinking and evidence which informs the themes explored in subsequent modules.

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. It will 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 a coaching-type conversation 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. This workshop will 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 and what leadership can do to use the opportunities presented 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

This module 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 and consider the relationship with trustees drawing on real case study material. We will also explore how to manage and influence upwards.

Module 10 – Making an impact and sustaining momentum

We will use an 'open-space' approach to practice an alternative way of engaging colleagues in real issues and co-creating both the agenda and potential solutions. This open space approach also provides a forum for attendees to discuss the leadership themes that are most important to them and to benefit from the wisdom and experience in the cohort – something previous attendees have valued greatly.

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

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