

Emerging Leaders Programme Spring 2019

Overview of Structure & Content

A 12 week programme of blended learning, including 2 full day workshops, 360' leadership competency review, access to coaching support, online learning modules, teleconferences and supporting materials. (**Workshops 4th April & 1st May**)

Week	Activity	Content	Times/ Dates/ Venue
Week 1	On-Line Learning 1 'Emerging Leaders' Programme Introduction	<ul style="list-style-type: none"> ▪ Welcome to your Programme ▪ Introducing yourself to your learning cohort ▪ Developing your self-awareness - the Johari Window ▪ Planning your Professional Development (PDP) 	<p style="text-align: center;">Live from 11th March 1-2 Hours</p> <p>You will receive an email inviting you to log into your learning portal and access the first on-line elements of the programme.</p>
Week 2	Welcome Tele-Conference 1	<ul style="list-style-type: none"> ▪ Introducing yourself to your learning cohort and facilitators ▪ Addressing any questions around the programme structure or content <p style="text-align: center;">Telephone Number: 020 35590230 or 0800 2540230 PIN: 838957#</p> <p>When the chairperson dials in the call is activated, if any participants dial in first they will hear music until the Chairperson joins</p>	<p style="text-align: center;">19th March 15:00-15:45</p>
Week 3	On-Line Learning 2 The Emerging Leader	<ul style="list-style-type: none"> ▪ Benchmarking Leadership Excellence - self assessment activity ▪ Exploring the difference between 'Managing' & 'Leading' ▪ Excellent Leaders – Key capabilities and behaviours 	<p style="text-align: center;">Live from 25th March 1-2 hours</p>
Week 4	Workshop 1 Personal and Professional Leadership Alignment	<ul style="list-style-type: none"> ▪ The Ultimate Success Formula for Leaders ▪ Characteristics of Successful Leaders ▪ Benchmarking Leadership Excellence – self assessment review ▪ Recognising the importance of Values ▪ Personal change & transformation - logical levels of development and alignment ▪ Leading with Credibility, Approachability and Charisma ▪ Stretching yourself to expand you comfort zone ▪ PDP reflection & planning 	<p style="text-align: center;">4th April 09:30-17:30 London Venue TBC</p>
Week 5	On-Line Learning 3 Personal Values	<ul style="list-style-type: none"> ▪ Consolidating your Learning and recording your progress ▪ Capturing evidence criteria for personal values ▪ Personal reflection and action planning 	<p style="text-align: center;">8th April 1-2 hours</p>

Week 6	On-Line Learning 4 Developing yourself and your organisation	<ul style="list-style-type: none"> ▪ The Neuro-Logical Levels of Personal and Organisational Development ▪ Personal reflection and action planning ▪ Leadership success tips ▪ CEO role and job specs ▪ Personal reflection and action planning 	15th April 1-2 hours
Week 7	Personal Tele-Coaching' Feedback	<ul style="list-style-type: none"> ▪ 360' Leadership Competency Feedback, Review and Development Planning 	23rd April Individual 30 minute at a time to be agreed
	On-Line Learning 5 360' insights, Influencing & Motivational Drivers	<ul style="list-style-type: none"> ▪ Benchmarking Leadership Excellence ~ 360' review activity ▪ Discovering your Influencing styles ▪ Motivation and Working Traits profile ▪ Personal reflection and action planning 	Live from 24th April 1-2 hours
Week 8	Workshop 2 Leading from the inside out	<ul style="list-style-type: none"> ▪ Strategic Development & Planning ▪ Exploring Personal Motivation Drivers and Working Traits ▪ Meet the CEO - a personal perspective (guest speaker) ▪ Influencing techniques ▪ PDP reflection & planning 	1st May 09:30 – 17:30 London Venue TBC
Week 9	On-Line Learning 6 Your Pathway to Success	<ul style="list-style-type: none"> ▪ Consolidating your Learning and recording your progress ▪ Personal Motivation Drivers and Working Traits ▪ Personal reflection and action planning 	Live from 6th May 1-2 hours
Week 10	On-Line Learning 7 Your Pathway to Success	<ul style="list-style-type: none"> ▪ Looking ahead to the future, celebrating success and congratulations activity ▪ Tips for getting a CEO Role ▪ Personal reflection and action planning 	Live from 13th May 1-2 hours
Week 11	Tele-Conference 2	<ul style="list-style-type: none"> ▪ Sharing key learning and insights from putting learning into practice <p style="text-align: center;">Telephone Number: 020 35590230 or 0800 2540230 PIN: 838957#</p> <p>When the chairperson dials in the call is activated, if any participants dial in first they will hear music until the Chairperson joins</p>	23rd May 15:00 – 15:45.
Week 12	On-Line Learning 8 Programme evaluation	<ul style="list-style-type: none"> ▪ Programme evaluation – what did we do well in bringing you the programme and what could we do even better next time? 	Live from 27th May 1 hour

Frequently asked questions

- **Who is the 'Emerging Leaders' Programme ideally suited for?**
 - Senior managers in Third Sector Organisations who have set themselves an outcome of securing a CEO Role within the next two years or who considering if a CEO role is right for them in the future.

- **What does the programme cover?**
 - The focus of the programme is on developing the awareness of one's current default management and leadership styles and offer additional styles to broaden the leadership skill-set, increase flexibility and thereby, increase the likelihood of securing a CEO role
 - The Programme key themes are:
 - Increasing self-awareness in relation to your values, motivators, thinking and communication styles
 - Influencing others with purpose, compassion and integrity
 - Ensuring teams and organisations are fully motivated, perform to their full capability and achieve their desired results

- **Will the programme suit my learning style?**
 - The Programme offers a blended mix of approaches to suit a range of learning styles and includes:
 - Workshops, with input from the facilitators, time for group discussion and room for developing skills
 - Tele-Conferences
 - 360' Leadership Competency benchmarking activity
 - Personal Coaching Session
 - Online Learning Modules, accessible through delegates own learning portal
 - Networking to build strong connections and support you long past the end-date of the programme
 - The online modules help with learning consolidation and application.
 - The Programme Facilitators/Coaches will also respond to work submitted online providing an ongoing source of reflection, learning and application throughout the programme
 - Delegates are encouraged to take their new learning from the programme, build it into their Personal Development Plan and put it into practice in live situations immediately, learning through feedback and reflection.

- **How much time will I be investing in the programme?**
 - There are 2 x 1 day workshops, 3 x 40 min Tele-Conferences, 1 x 30 min Tele-Coaching/Feedback Session and 8 x Online Learning Modules, each of 1-2 hours
 - Making around 4 days input in total spread over the 12 week programme.
 - The on-line modules are completed at a time of your choosing

- **Is the programme accredited?**
 - The programme does not currently carry any accredited status but in terms of its scope and content is probably equivalent to an NQF (National Qualification Framework) Level 7
 - Learning at this level involves the demonstration of high level specialist professional knowledge and is appropriate for senior professionals and managers
 - Level 7 qualifications are at a level equivalent to Master's degrees, postgraduate certificates and postgraduate diplomas.

- **Who are the Programme Facilitators?**
 - The Programme is facilitated by of leadership specialists Kevin Downsworth & Rita Neligan Medcalf of First Position Performance Development Ltd.
<http://www.firstpositionperformance.co.uk/> Kevin and Rita have been facilitating leadership development programmes for over 25 years and have been working with ACEVO since 2010
 - The programmes reflect Rita and Kevin’s own extensive leadership experience

- **What’s involved in the 360’ Leadership Competency review?**
 - You have an opportunity to measure your current competency level against a set of 7 Leadership competencies and receive feedback from others as to how they see you displaying those competencies
 - You will review your own competency level, then nominate 6 individual respondees who will be contacted independently and confidentially. Usually:
 - 1 x person with whom you have a reporting relationship eg your Chair
 - 2 x people from your peer group
 - 3 x direct reports
 - You will receive a comprehensive report detailing the findings and conclusions of the review, along with some ideas of areas to focus on in your Personal Development planning
 - You will also have an individual telephone/skype call with your coach/facilitator who will explain the reviews findings and help you plan future development

What have previous delegates said about the programme?

- *Yes, I would recommend the programme (in fact, I already have!). I think firstly, it is-affordable, secondly insightful and finally, it is manageable, even if you have a really busy work schedule. – WB*
- *Insightful – MS*
- *Do it ! – Definitely has really helped me in my plans for the future and now – MW*
- *Enlightening – JS*
- *Life Changing ! Really great insights - NY*
- *Well worth the time, both professionally and personally – AB*
- *Excellent! Thank you. Lots of Practical tools learnt to apply frequently – PU*
- *A comprehensive course that puts theory into practice – JB*
- *It gave me ideas and taught me a lot of practical skills – MB*
- *Interactive, enjoyable learning – YF*
- *Well worth it to provide tools to help you become an effective CEO – CS*
- *Very well presented with good solid practical advice – AJ*
- *Lots of good strategic tools – AB*
- *Extremely helpful no matter what stage of your career you are at – HT*
- *Very useful, good use of time & enjoyable – OMW*
- *Very well facilitated – stimulating, thought-provoking, accessible but still intellectually rigorous! – CL*
- *It felt very real - devoid of pointless management speak – KV*
- *HIGHLY RECOMMENDED – KM*
- *All of it was very useful to me in helping me put together a strategy to effect change - JT*
- *Excellent Use of Staff Development, both for self and organisation – SB*

Learning outcomes

By the end of the programme participants will have:

- Clarified the role of the Chief Executive and modelled the key characteristics of a successful Leader
- Determined if a Chief Executive role matches their aspirations
- Identified the steps and acquired the skills to search, apply for and obtain a Chief Executive role
- Developed as a credible, authentic Leader by exploring their own personal values, style and motivations
- Built their confidence and capability to undertake their current and future roles, specifically around influencing, motivating and inspiring others
- Developed skills and techniques for managing and leading in sometimes challenging environments
- Gained insight into their role as an agent for change and developed as a strategic thinker/planner, so their organisation is sustainable and survives and thrives in times of uncertainty
- Undertaken a full 360 Leadership Competency Review and been bench-marked against their peers
- Created a Professional Development Plan to assist them in achieving their career aspirations and identifying/realising opportunities for personal growth
- Become part of a dynamic Peer Learning Cohort supporting their ongoing reflection and development in the sector

Key Programme Components/Dates

- 2 Full day Workshops:
 - Thursday 4th April 2019
 - Thursday 1st May 2019
- Full 360 Leadership Competency Review with personal coaching, bench-marking and PDP planning
- 3 x Group Teleconferences
- Access to own Online Learning Platform with 16 x Learning/Coaching Modules
- Participation in a Sector-wide Learning Cohort

Bookings are now open for this programme.