



Centre for Charity Effectiveness

Aspiring Chief Executives

Leadership Development Programme

Winter 2017

Why choose our Aspiring Chief Executives programme?

Designed to empower nonprofit leaders who want to take that step up to become chief executives, the programme will support you to increase your confidence and ability to excel in your current leadership role, appraise the post of chief executive as a future career option, and build your leadership toolkit, wisdom and presence, to maximise your potential as a future chief executive.

It offers a high-quality, practice based, value for money learning experience.

The programme leads to a Cass CCE certificate of attendance for delegates who participate in all units.

Our Comprehensive Programme

This highly participative programme is designed to provide in-depth professional development opportunities at a pace to suit busy senior leaders. The programme divides into three parts: two intensive two-day modules and a follow-up one-day module to further embed the learning. There are evening units and social events, with options for further reading and inter-module activities. You also receive 360-degree feedback using the recognised Outstanding Leadership competencies framework in an individual executive coaching session to interpret your profile and start your personal development planning towards becoming a chief executive.

The programme provides a comprehensive foundation in the range of skills, knowledge and behaviours, along with the self awareness required for the demanding role of the chief executive, making use of expert presentations and robust supporting materials.

We encourage each participant to have a future chief executive role in mind and to actively work towards it whilst on the programme. We weave your experiences into the modules, along with peer coaching and genuine case studies, which keep the programme current and grounded in the practical realities of nonprofit leadership. The emphasis on self-reflection, action learning, and continuing professional development, ensures sustainable learning well beyond the life of the programme.

WHO SHOULD ATTEND?

This course has been designed specifically for senior leaders who are already employed within the voluntary, community and social enterprise sector, considering the step up to a chief executive position. To be eligible you need to be in a post reporting directly to a chief executive yourself, and leading a team of staff.

PROGRAMME TUTORS

Our tutors speak with authority, many from their experiences as chief executives. The programme is led by James Barrett, former CE of The HIV Project, and is supported by George Levvy, former CE of the Motor Neurone Disease Association. During the course of the programme you will also hear from Ian Joseph, Managing Director of Russam GMS, a specialist recruitment agency, and sector experts Caroline Copeman, Ian Lawson and Mark Salway.



Centre for Charity Effectiveness

Intellectual leadership: developing talent, enhancing performance



Course Dates:

- Module 1
2 & 3 November 2017
- Module 2
7 & 8 December 2017
- Module 3
12 January 2018

Cost:

- The cost of the programme will be £1,745 to cover all five days, including: the one-to-one executive coaching, 360-degree feedback, the welcome dinner and the drinks reception. This does not include overnight accommodation.

Booking:

- To book your place on the programme, please contact Sarah Floyd at:
E: casscce@city.ac.uk
T: +44 (0)20 7040 0901

The tutors, sequence and content of units and exact timings of the programme may vary.

For more information, visit:

[www.cass.city.ac.uk/
aceprogramme](http://www.cass.city.ac.uk/aceprogramme)

Centre for Charity Effectiveness

Cass Business School
106 Bunhill Row
City, University of London
EC1Y 8TZ
UK

Follow us on Twitter: @CassCCE

Module 1 - Appraising the role of Chief Executive

Day 1, 2 November 2017 10am-10pm

Unit 1 - Your leadership development in context | James Barrett, Programme Leader

- Setting the scene with your future CE career aspirations
- The seismic shift to CE - your influence and positive authority as CE.

Unit 2 - Strategic thinking for growth in impact | Caroline Copeman, Consultant

- The role of strategy in maximising the impact of your organisation
- Strategic thinking, planning and action – thinking outside the box to build ownership and sustainability.

Unit 3 - Personal experience of becoming a CE | Guest speaker from the sector

Participants' Welcome Dinner

Day 2, 3 November 2017 9:30am-5pm

Unit 4 - Enabling outstanding leadership | Ian Lawson, Consultant

- Unique research from The Work Foundation into what makes Outstanding Leadership
- Building an appreciative organisational culture.

Unit 5 - Fundamental dimensions of the CE's role | George Levy, Consultant

- What is fundamentally different about being CE
- Case study: leading in a crisis and turning your organisation around.

Your Individual 360 feedback

November - December 2017 (75 minutes)

Ian lawson or Maggie Smith | Consultants

- Review of your 360-degree feedback using the Outstanding Leadership framework - increasing self awareness
- Capitalising on your strengths and building your personal development plans to progress your career.

Module 2 - Aligning your organisation effectively

Day 3, 7 December 2017 10am-9pm

Unit 6 - Connecting up theory and practice | James Barrett, Programme Leader

- Bridging ACE to your development in your workplace
- Fostering the climate for creativity and innovation.

Unit 7 - The CE connecting up and aligning the organisation | George Levy, Consultant

- Engaging powerfully with external stakeholders and interpreting the external environment in your organisation
- Aligning with your Trustee Board and building the senior team to maximise its effectiveness.

Unit 8 - Planning for your career as CE | Olga Johnson/Ian Joseph, Russam GMS

- Preparing yourself for the CE role
- The recruitment and selection of the CE.

Drinks Reception

Day 4, 8 December 2017 9:30am-5pm

Unit 9 - Strategic deployment of finance and resources | Jacqueline Williams, Consultant or Mark Salway, Director of Social Finance

- Financial risks and strategies in an unpredictable financial climate
- Aligning your finances with your organisational strategy.

Unit 10 - Engaging effectively for complex change and resolving conflict | James Barrett, Programme Leader

- Meaningful connection for sustainable organisational change
- Working creatively with difference and conflict.

Module 3 - Moving Ahead

Day 5, 12 Jan 2018 10am-5pm

Unit 11 - Action learning and powerful questioning | James Barrett, Programme Leader with Fiona Ash or Christine Fogg, Consultants

- Action learning as a tool for leadership
- Practical experience of action learning to resolve complex workplace dilemmas.

Unit 12 - Your future CE role | James Barrett, Programme Leader

- Building your resilience and future support structures
- Consolidating your key learning from ACE and planning for the future.