



Centre for Charity
Effectiveness

Following a successful seventh series, Cass Centre for Charity Effectiveness (Cass CCE) offers you a new series of breakfast workshops drawing on The Work Foundation Outstanding Leadership research.

The Centre for Charity Effectiveness at Cass Business School (Cass CCE) is the leading nonprofit and philanthropy centre in the UK. Our enduring mission is to drive transformation in the sector and to support sustainability. For over a decade we have continued to enable outstanding leadership, act as a convenor for the sector and deliver sustainable change to support nonprofit organisations in the UK and internationally.



Centre for Charity
Effectiveness

Intellectual leadership:
developing talent,
enhancing performance



Outstanding Leadership

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Having spent many years with The Work Foundation, the programme leaders Ian Lawson and Maggie Smith will bring the lessons from this acclaimed research to life for busy leaders across all sectors.

Module one: Understanding outstanding leadership

5 October 2017, 08:00-10:30

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 at subsequent modules.

Module two: Coaching for Performance

8 November 2017, 8:00-10:30

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 three: Communication

5 December 2017, 8:00-10:30

Outstanding leaders are very thoughtful about how to communicate in their relationships with colleagues. They see that the symbolic role of what they say and do, or do not say and do, can have a massive impact on the confidence, motivation and performance of 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 to deepen relationships at work and examine the thinking behind the Communication Grid (Rogers, 2007).



Previous attendees include:

- NCVO
- London Youth
- The Museum of London
- MacMillan Cancer Support
- The Esmée Fairbairn Foundation
- King's College Students' Union
- The Salvation Army
- The British Red Cross

Cost:

- The cost is £75 per module for nonprofit organisations. This includes the session, the option for 20 minutes individual coaching time from a Cass CCE coach and breakfast (limited number available).

Special offer:

- Book the full series for just £595 for nonprofit organisations (£1,250 for profit price)
- We offer an early bird price of £495 if booked before 1st Aug 2017 (nonprofit organisations only)

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Module four: Vision and values

16 January 2018, 8:00-10:30

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 explore the components of a powerful vision and the importance of making sense of this at team and individual levels. We will enhance this session with the findings from the recent research undertaken by Cass CCE into values in the nonprofit sector.

Module five: Innovation

6 February 2018, 8:00-10:30

The research highlights some significant differences in the mindset and practice of embracing new approaches and ideas and being comfortable with some of the perceived risks attached. Outstanding leadership looks for opportunities to use projects and ideas as vehicles to build confidence, relationships and ability whilst at the same time enhancing performance. We will practise two simple approaches developed to focus, enhance and test out the potential added value of an idea.

Module six: Leading change

6 March 2018, 8:00-10:30

Outstanding leaders know that change is not simply a project to manage or a programme to be led, it is also 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 seven: Motivating yourself and others

17 April 2018, 8:00-10:30

Outstanding leaders are both extremely self aware and very thoughtful in how they approach situations and relationships. This module explores the 'self talk' in our minds and how to frame it in a way which helps us to approach things positively and to tackle what we perceive to be difficult situations or conversations. 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 some of the ways to offer motivational 'strokes' to colleagues in our organisation. We will also explore how this awareness can assist in motivating and developing others.

Module eight: High performing teams

17 May 2018, 8:00-10:30

This module will share best practice in leading high performance teams, looking at the stages of team development and helping participants assess where they are currently at. We will explore the importance of being a constructive team member of an organisational leadership team and consider the relationship with trustees drawing on real case study material. We will also explore how to manage and influence upwards.

Module nine: Making an impact and sustaining momentum

19 June 2018, 8:00-10:30

Outstanding leaders are systemic in their thinking and actions, and are continuously reflecting on how to develop people and truly empower their organisation. In this module we will explore some of the most important themes which delegates are working on to enhance outstanding leadership as broadly as possible. We will use an 'open-space' approach to practise an alternative way of engaging colleagues in real issues and co-creating both the agenda and potential solutions. We will also spend some time considering how to build on key networks and relationships which will help to achieve the purpose of the organisation. 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.