



CASS
BUSINESS SCHOOL
CITY UNIVERSITY OF LONDON
EST 1894

Centre for Charity
Effectiveness

New Chief Executives

Leadership Development Programme

Programme overview

The programme provides a comprehensive exploration of the skills, knowledge, wisdom, behaviours and self-awareness required for the demanding role of chief executive – making use of expert presentations and robust supporting materials. By weaving together leadership theory and frameworks with your personal case studies, peer coaching and genuine workplace issues, the programme is robust, current and relevant, and grounded in the practical realities of the chief executive's role. The emphasis on self-reflection, action learning and continuing professional development ensures sustainable learning well beyond the life of the programme.

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

Who should attend?

This course is specifically designed for new chief executives who are currently employed within the voluntary, community and social enterprise sector, with up to two years' experience in the role. To be eligible you need to be reporting directly to a trustee board, 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 sector experts Fiona Ash, Caroline Copeman, Christine Fogg, George Levvy, Mark Salway and Maggie Smith, with guest speakers from the sector.

Why chose our

New Chief Executives programme?

At a time when many nonprofit organisations are confronted by extraordinary challenges, our intensive new chief executives programme is designed to invest you with high-level strategic expertise and awareness of your personal impact. It will empower you to understand and maximise your leadership presence so you can lead your organisations confidently, dynamically and effectively - for maximum sustainability and impact in a fast-changing world.

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.



Intellectual leadership:
developing talent,
enhancing performance

Course dates:

Please see our website for dates.

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:

Please visit www.cass.city.ac.uk/cce or contact

E: casscce@city.ac.uk

T: +44 (0)20 7040 0901

Module 1 – What must leadership

achieve and how does it succeed?

Day 1, 10:00 – 20:30

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

- Setting the scene with your own organisational dilemmas
- Your influence and positive authority as a leader.

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 – Building your own vision as a CE | Guest speaker from the sector

Participants' Welcome Dinner

Day 2, 09:30 – 17:00

Unit 4 – Fundamental dimensions of the CE's role | George Levvy, Consultant

- What is fundamentally different about being CE?
- Case study: Leading under pressure and in the face of multiple demands.

Unit 5 – Engaging effectively for complex change | James Barrett, Programme Leader

- Meaningful connection – for sustainable organisational change
- The psychology of engaging stakeholders.

Module 2 – Aligning your organisation

effectively

Day 3, 10:00 – 20:30

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

- Bridging NCE to the demands in your workplace
- Understanding your organisational system.

Unit 7 – Building the board you deserve | Fiona Ash, Consultant

- Exploring themes in the Board – CE relationship
- You and your Board working together effectively.

Unit 8 – New Explorations at Cass CCE | Guest speaker from the sector

Drinks Reception

Day 4, 09:30 – 17:00

Unit 9 – Strategic deployment of finance and resources | Mark Salway, Director of Sustainable Finance

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

Unit 10 – Fostering creativity and Innovation | James Barrett, Programme Leader

- Creating the climate for creativity and innovation
- Working creatively with difference.

Module 3 – Moving ahead

Day 5, 10:00 – 17:00

Unit 11 – Action learning and powerful questioning | James Barrett, Programme Leader & Christine Fogg or Fiona Ash, 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 the NCE programme and planning for the future.

For more information, visit:

www.cass.city.ac.uk/cce

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