



**CASS**  
BUSINESS SCHOOL  
CITY UNIVERSITY OF LONDON  
EST 1894

Centre for Charity  
Effectiveness

# Outstanding Leadership Series 2019/20

## Programme overview

Based on multiple years of experience and The Work Foundation's Outstanding Leadership research, Cass CCE is excited to bring you the latest rendition of our acclaimed series of breakfast workshops aimed at delivering the latest cutting edge thinking to the nonprofit sector.

Over the course of ten modules, programme leader Maggie Smith, alongside Simon Laurie, will bring the lessons from this research to life.

## 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.

## 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.



Intellectual leadership:  
developing talent,  
enhancing performance

## Course dates:

Please see our website for dates. All modules take place as Cass Business School from 8.00am until 10.30am and include the session itself, a networking breakfast and an opportunity for 20 minutes individual coaching from a Cass

CCE coach.

## Cost:

Early bird price of £575 for bookings for the entire series before 30<sup>th</sup> September 2019. Please contact us for bookings after this date.

## Booking:

Please visit [www.cass.city.ac.uk/cce](http://www.cass.city.ac.uk/cce) or contact

E: [casscce@city.ac.uk](mailto:casscce@city.ac.uk)

T: +44 (0)20 7040 0901

For more information, visit:

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

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## 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 – Innovation

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 practice two simple approaches developed to focus, enhance and test out the potential added value of an idea.

## 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 – 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 for 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.