



Centre for Charity  
Effectiveness

## Why choose 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.



Centre for Charity  
Effectiveness

Intellectual leadership:  
developing talent,  
enhancing performance

# New Chief Executives

## Leadership Development Programme

February-April 2018

### Our Comprehensive Programme

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, Ian Lawson, Mark Salway and Maggie Smith, with guest speakers from the sector.



## Course Dates:

- Module 1  
8 & 9 February 2018
- Module 2  
8 & 9 March 2018
- Module 3  
20 April 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](mailto: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/cce](http://www.cass.city.ac.uk/cce)

Centre for Charity Effectiveness

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

Follow us on Twitter: @CassCCE

## Module 1 - What must leadership achieve, and how does it succeed?

Day 1, 8 February 2018 9:45am-7pm

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 CE | Guest speaker from the sector

Participants' Welcome Dinner

Day 2, 9 February 2018 9:30am-5pm

Unit 4 - Enabling outstanding leadership | Ian Lawson, Consultant

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

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

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

## Your Individual 360 feedback

February - April 2018 (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.

## Module 2 - Aligning your organisation effectively

Day 3, 8 March 2018 9:30am-6:45pm

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 | Ros Oakley, Consultant

- Exploring themes in board-CE relationships
- You and your board working effectively together.

Unit 8 - New explorations at Cass CCE | Guest speaker from the sector

Drinks Reception

Day 4, 9 March 2018 9:30am-5pm

Unit 9 - Strategic deployment of finance and resources | Mark Salway, Director of Social 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, 20 April 2018 9:45am-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 - Looking to the future | James Barrett, Programme Leader

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