



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

Centre for Charity  
Effectiveness

# Aspiring Chief Executives

## Leadership Development Programme

### Programme overview

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 Kai Adams, Head of Charities and Social Enterprise at Green Park, a specialist recruitment agency, as well as sector experts Mark Salway, Fiona Ash, Maggie Smith and Caroline Copeman.

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](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

## Module 1 – Appraising the role of

### Chief Executive

Day 1, 10:00 – 20:30

**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, 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
- Working creatively with difference.

## Module 2 – Aligning your organisation effectively

Day 3, 10:00 – 20:30

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

- Bridging ACE to your developments in the workplace
- Understanding your organisational system.

**Unit 7 – Understanding your board for maximum effectiveness** | Fiona Ash, Consultant

- Recognising what good governance looks like
- Aligning the needs of your Board with those of the senior team for maximum effectiveness.

**Unit 8 – Planning for your career as Chief Executive** | Kai Adams, Partner, Green Park

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

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
- Developing dynamic senior teams.

## 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 ACE and planning for the future.

For more information, visit:

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

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