



Outstanding Leadership 2020-2021

Your Welcome Pack

**Maggie Smith
Simon Laurie**

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Centre for
Charity Effectiveness

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Welcome

Thank you for booking your place on the Outstanding Leadership breakfast series. We're delighted that you'll be joining us and we look forward to bringing this programme to you and encouraging the sharing of experience and insights within the group.

For over 30 years CCE has drawn on sound research and the shared experiences of our academics, consultants and clients to offer support and guidance to nonprofit leaders who want to drive significant change in the areas of governance, strategy and leadership. In this time, we have been enhancing the performance of hundreds of organisations and thousands of individuals across the nonprofit sector.

Based on many years of experience and The Work Foundation's Outstanding Leadership research, CCE's acclaimed breakfast workshops series delivers the latest cutting edge thinking about leadership to the nonprofit sector.

Leadership does not happen in a vacuum and each module in this series will be viewed through the lens of our current circumstances. This is an interactive series and we will do all that we can to enable every participant to share the real challenges and opportunities they face as we work together through each stage of the programme and define how we navigate the future when leading our organisations.

“Outstanding leaders are focused on sustainable performance, purpose and meaning, knowing that people are the only route to its achievement and that they themselves enable others through their influence on those around them.”

From ‘Exceeding Expectation; the principles of outstanding leadership’, The Work Foundation

Programme Overview

The modules that make up the Outstanding Leadership programme have evolved over the years to reflect the changing circumstances and challenges facing leaders. This year we will focus on the following topics:

Module 1 Understanding Outstanding Leadership (Thursday 8th October 2020)

The first session provides an overview of the important principles and themes gained from the research by the Work Foundation. This unique piece of work examines the subtle yet powerful distinctions in the way outstanding and good leaders behave. Our first module shares the thinking and evidence which informs the themes explored in subsequent modules.

Module 2 Coaching for Performance (Wednesday 11th November 2020)

Enabling outstanding leadership and high levels of performance and engagement within an organisation requires a coaching approach to become embedded by its leaders. This module 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 participants become confident in holding coaching-type conversations with colleagues.

Module 3 Vision and Values to Facilitate Collaboration (Wednesday 9th December 2020)

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 module will look at how to bring to life your vision and values, to enable collaborative and productive working relationships.

Module 4 Leading Change (Tuesday 19th January 2021)

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 module will look at emotional responses to change. We will examine what leadership can do to use the opportunities presented to grow and develop people's capability within an organisation, whilst achieving new levels of sustainable high performance.

Module 5 Communication (Thursday 11th February 2021)

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. In this module, 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 Culture (Tuesday 16th March 2021)

What is 'culture' and how can it be shaped? In this module we will look at what elements create organisational culture. We will explore the ways we, as leaders, can positively impact organisational

culture through our behaviours and interactions. Using an emotional intelligence framework, we will look at how we can flex our leadership style and approach, to achieve the desired impact.

Module 7 Motivating Yourself and Others (Tuesday 20th April 2021)

Outstanding leaders are both extremely self-aware and very thoughtful in how they approach situations and relationships. In this module we will look at how our pre-conceptions and experiences 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 we can offer motivational ‘strokes’ to colleagues in our organisation. We will also explore how this awareness can assist in motivating and developing others.

Module 8 Resilience (Wednesday 12th May 2021)

Now, more than ever, leaders are aware of the importance of personal resilience. This session explores the nature of resilience, why it is important, and how to develop it. Strong personal resilience is needed not only to support wellbeing, but also to enable performance. We examine how to identify our own ‘resilience baseline’, discuss practical solutions to build and protect our personal resilience, and examine how we can best support those for whom we’re responsible.

Module 9 High Performing Teams (Wednesday 16th June 2021)

In this module we will share best practice in leading high-performance teams. We will examine the different stages of team development and help participants to assess what stage of development their own teams 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 and also explore how to manage and influence upwards.

Module 10 Making an Impact and Sustaining Momentum (Thursday 8th July 2021)

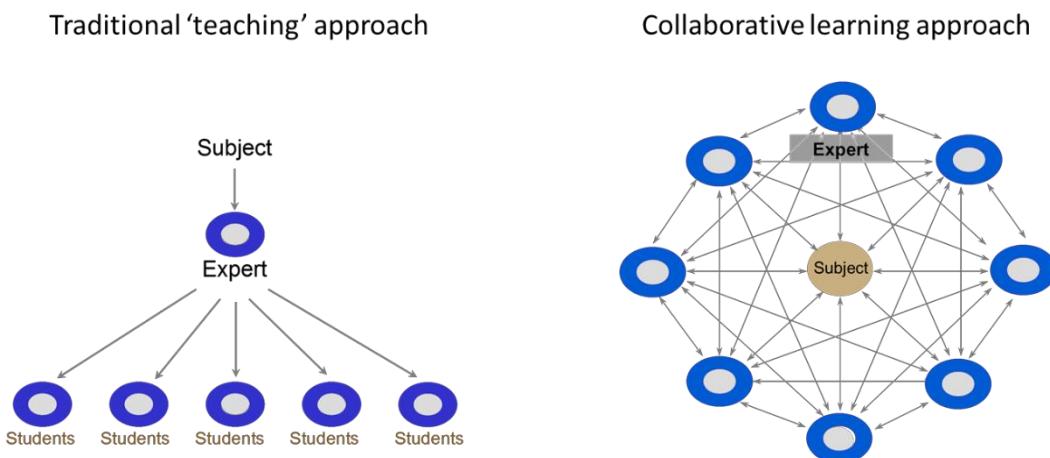
Outstanding leaders are systemic in their thinking and actions, and continuously reflecting on how to develop people and truly empower their organisation. In this final module we explore some of the most important themes which participants are working on, to enhance outstanding leadership as broadly as possible. Using an ‘open space’ approach we practice 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 key networks and relationships which will help to achieve the purpose of the organisation. This open space approach also provides a forum for participants 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.

Support Materials

To help support you through the Outstanding Leadership programme you will receive:

- This **Welcome Pack**
- **Before each module** we will send you an email reminder including:
 - The sign in details to join the online Zoom session
 - A link to the shared OneDrive folder for the programme where you can access slides, workbooks and any other handouts or essential reading for the module
 - Guidance and/or questions for personal reflection.
- **After each module** we will send you a follow-up email including:
 - A OneDrive link to find updated materials and resources, and any useful materials in anticipation of the next module
 - A reminder of any points for reflection
 - An evaluation form which helps us to respond promptly to any feedback you might have as we progress through the series.

Our Programme Approach



Outstanding Leadership is an interactive series with a focus on collaborative learning. The diagram above right illustrates our approach to the sessions. Throughout you will work in small groups as well as in the wider plenary. There is no role play element to the sessions, but you will have the opportunity to work on real examples of your own in the discussion groups. This peer learning and support has always been one of the most valued elements of the Outstanding Leadership programme.

There will be opportunities for informal conversations with your colleagues in the group and, as part of the series, we will provide a number of additional opportunities for peer interaction, discussion and support, including:

- a 'virtual coffee room' to enable participants to have an informal conversation if they choose to join a session early or leave late.
- a shared contact list of participants (for those who give their permission), to help facilitate ongoing peer-to-peer support and networking
- promotion of other peer support including 'buddying', social media and discussion groups

There is no formal assessment or homework as part of the Outstanding Leadership series, but you will get the most out of the programme if you can take some time before and after each session to prepare and reflect on the goals you have for the upcoming module and to think about the learning and actions you take away each time.

Past participants have acknowledged the benefit that they have found in developing their network with others on the programme, and whilst we can't interact in quite the same way as we might in a live, in-person event, the virtual coffee rooms and breakout groups will help to support this.

Throughout the series, in addition to any essential course materials, we will provide further reading suggestions and point you towards other resources relevant to each module, which you may find useful and interesting. Use of these is an optional part of the programme however, and it will in no way detract from your overall experience if you choose not to follow these up.

Coaching

After each session in the series there is the option to book a 30-minute coaching conversation with Maggie or Simon, booked through our programme administrator, [Amy](#) (see **Getting in touch** below). These sessions are, of course, completely confidential and provide the opportunity for participants to reflect on such topics as their personal development, particular challenges, and how they might apply elements of the programme content to their individual circumstances.

Four coaching sessions will be made available on selected dates between each module (a total of forty available sessions across the programme year) and these will operate on a first come, first served basis. It is possible that not everyone will take up this offer of coaching, so you may be able to access more than one session during the programme should space allow. Please contact Amy to ask about booking any coaching sessions during the series.

Reflections before Module One

Self-awareness, reflection and self-coaching have a central role in terms of developing outstanding leadership and we will talk about this throughout the series. Before attending Module One, you could usefully consider the following questions:

- How would you describe yourself in terms of your leadership?
- What are you hoping to gain by taking part in the Outstanding Leadership programme?
- What do you need to have in place to ensure that you get the most out of the experience?
- What current leadership challenges are you facing and how might your participation in this programme help?
- What are you most looking forward to about taking part in this work?

We will send a reminder of these questions with the joining instructions for Module One.

Getting in Touch

If you have any questions regarding the Outstanding Leadership programme, or would like to book a coaching session, please contact Amy Sansom at CCE@city.ac.uk

Appendix 1: Programme Team

Maggie Smith is the Outstanding Leadership co-founder and course lead, teaching alongside Simon Laurie. Both are expert facilitators and coaches who bring a wealth of experience to delivering this essential programme. They also have extensive line management experience from their earlier careers. We are supported in the programme delivery by Amy Samson, CCE's Events and Programme Administrator.

Maggie Smith



Maggie is a coach and facilitator who engages in one to one and team coaching and designs and delivers open and tailored in-house leadership programmes. She is a consultant at the Centre for Charity Effectiveness, The Institute of Employment Studies and The Work Foundation.

She delivers sessions that focus on:

- Leadership development
- Creativity and innovation (she has been trained by the Enterprise Development Group from the USA)

- Personal resilience and confidence building on work from the area of positive psychology to improve wellbeing, performance and productivity and to challenge imposter syndrome
- Effective working relationships which includes overcoming barriers, perceptions and beliefs, assertiveness and negotiation skills
- Working with strengths (a certified practitioner working with the Strengthscope™ team and individual profiling tools) and using these to inform areas for focus
- Coaching skills for line managers and leaders.

Maggie has worked with public, voluntary and private sector organisations including the Metropolitan Police Service (with whom she trained as a solutions focus coach), Prospect, Surrey Police, DEFRA, Cats Protection, the National Education Union, National Union of Students, the RNCB and Midland Heart.

She is the co-founder of Towards Outstanding Leadership and alumni from those leadership programmes, have come from the Home Office, the Department for Transport, the Cabinet Office, South Hook Gas, the FSCS, Accord Housing Group, Ipsos-MORI the Society and College of Radiographers and Plan International.

She holds a diploma in Executive Coaching from the Academy of Executive Coaching which is accredited by the International Coach Federation (of which she is a member), the European Mentoring and Coaching Council and Middlesex University.

Previously, Maggie worked at The Work Foundation in the leadership programme and as part of the Advocacy team. As Head of Events she was a lead on their high-profile party conference fringe programmes and organised events for speakers including Tony Blair whilst Prime Minister, Greg Dyke, former Director General of the BBC and Sir Terry Leahy, ex-CEO of Tesco plc. This follows many years in management positions in the events and hotel industries where she specialised in project management, leading diverse teams and facilities management.

In her spare-time she is studying Psychology with the Open University and has recently completed a foundation programme in positive psychology.

Simon Laurie

Simon works as an executive coach combining this work with facilitation, executive training and



coach supervision. He works with individual leaders, leadership teams and Boards. He has a particular expertise in enabling clarity of purpose – understanding the “Why” as well as the “What” – and clear outcomes. Clarity Wins™!

Simon’s interest in people, relationships and difference comes from his initial career in the Hospitality Sector, working as a line manager, leader and internal consultant in the UK, North Africa and the Middle East.

He has worked as a coach for 28 years, establishing his own coaching practice in 2000. As well as individual coaching he facilitates teams and develops and delivers bespoke coaching skills programmes – including those in support of developing internal coach cadres to enable organisations provide coaching to a wider population. In 2007 he became an accredited coach supervisor – in part to support the development of standards within the profession, but also as part of his own continuing development.

He now works across all sectors, primarily as a coach, and is a Consultant with CCE.

Courses delivered in association with CCE

As well as co-delivering on the Outstanding Leaders programme, he delivers the module ‘Coaching to improve performance’ on the Managing People & Quality module of the MSc in Voluntary Sector Management, and has co-delivered programmes for Breast Cancer Care, ACEVO, Coeliac UK and a CEO Leadership Programme for non-profits at Al Fozan Leadership Academy in Saudi Arabia.

Simon’s coaching approach

People Simon has worked with often describe him “attending to me” – listening with focused attention and asking questions that help them get really clear in terms of the direction they want to take. He also supports them to identify all the options they have to go forward and determine the criteria that will enable them to make the most powerful and appropriate choice.

Coaching credentials

- Professional Credentialed Coach (PCC) and an accredited Coach Supervisor with the International Coach Federation
- Member of the European Mentoring & Coaching Council (EMCC), CIPD, CMI and IoD
- NLP European Coaching Certificate and ICF Accredited Coaching Certificate
- CIPD Certificate in Advanced Professional Practice in Coach Mentoring Supervision
- ICF Accredited Certificate in Coach Supervision
- TA (Transactional Analysis) 101 and TA in Organisations
- NLP Practitioner and Master Practitioner

Continuing professional development

Simon commits to a minimum of 10 days a year of CPD as a combination of:

- Monthly work with his own coach and coach supervisor
- Conferences and Seminars
- A number of days of personal development around a theme discussed with his coach and coach supervisor

Amy Sansom



Amy is the Events and Programmes Administrator at the Centre for Charity Effectiveness (CCE). Amy has been working at CCE since July 2020 and helps to manage the day-to-day running of all CCE's professional development programmes including Outstanding Leadership.

Amy works with Simon and Maggie to manage the administrative and logistical aspects of the Outstanding Leadership programme including providing information, materials and reminders for each module, booking coaching sessions, and assisting participants with queries.

Amy can be contacted at CCE@city.ac.uk

Appendix 2: An Introduction to the Centre for Charity Effectiveness

The Business School (formerly Cass) is ideally placed in the City of London, close to the Bank of England, and at the heart of the capital's charity triangle. The School's research output is ranked as world-leading and internationally excellent. The Business School is triple-accredited by AMBA, EQUIS and AACSB, placing it in the elite of global business schools.

The Centre for Charity Effectiveness (CCE) is a leading nonprofit and philanthropy centre, both in the UK and overseas. It is the only UK centre to be found at a global business school that offers a combination of applied research, postgraduate masters degrees, professional development. CCE works both in the UK and internationally to deliver its vision of a strong nonprofit sector that leads positive social change. It creates value for its students, delegates and clients by offering a unique blend of multidisciplinary and cross-sectoral skills and expertise; practitioners and management consultants working alongside academic faculty.

Our mission

Over the years we have worked with many hundreds of organisations and many thousands of individuals. Our mission is to be a world-class centre of excellence providing development and dissemination of knowledge and understanding of the voluntary, community and social enterprise sector. We enable individuals and organisations to transform in ways that surpass their expectations through:

- Research and scholarship (which includes the Trustee Awareness Research commissioned by the Charity Commission and UK Government Office for Civil Society in 2017)
- Our five part-time post-graduate degree programmes focused on Voluntary Sector Management including a specialist module on Hospice Leadership and Management
- Our Consultancy and Leadership Development services in governance, leadership, financial sustainability and strategy.

Our consultancy group

Some twelve Consultants provide the nucleus of the consultancy team. The team is drawn from both expert practitioners and academics. This combination delivers leading edge thinking, benefiting from theory, but always grounded in evidence and practice. This enables us to give best value in responding to clients' needs for robust and well evidenced business cases so that they can secure their key social and community objectives.

Our consultancy group specialises in governance and leadership, strategic thinking, organisational restructuring, mergers and collaboration, evaluation and, leadership and management development programmes. Our broad range of services and the depth of practical and academic thinking provide a powerful blend to create sustainable change in the organisations with which we work.

More information can be found at www.cass.city.ac.uk/cce

Centre for Charity Effectiveness
The Business School (formerly Cass)
106 Bunhill Row
London EC1Y 8TZ
www.cass.city.ac.uk/cce



City, University of London is an independent member of the University of London which was established by Royal Charter in 1836. It consists of 18 independent member institutions of outstanding global reputation and several prestigious central academic bodies and activities.

