

“Becoming a leader is synonymous with becoming yourself. It is precisely that simple and it is also that difficult.”  
**Anon**

# The New Leaders Programme



A specially designed programme to assist Future Leaders Programme Alumni with the next stage of their development

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“Leadership is the stewardship of lives that have been entrusted to you.” **Bob Chapman, CEO, Barry-Wehmiller**

# Why this Programme

Being a leader carries huge responsibility. It can be as challenging as it is rewarding. Its impact can be huge. Organisations cannot hope to achieve their long-term objectives if they are lead poorly. Furthermore, a typical employee's happiness, with life in general, not just with work, is often strongly correlated with how they feel they are being lead and managed. For the leader too, overarching happiness is often linked to how well they perceive they're leading. It is within this context that **mch: positive impact (mch)** has developed this programme. The core aim is to enable new leaders to get off to a great start.

## Your Participation

This programme is for you, if you are soon to transition to a role with formal leadership responsibility or are in the first few years of such a role. All participants will be alumni of **The Chartered Institute of Fundraising's, Future Leaders Programme**. Consequently, you will all have a shared 'language' and foundational knowledge when it comes to leadership.

## The Programme at Glance

Leadership is messy. A typical leadership day involves a range of tasks, requiring a blend of skills and qualities. In keeping with **mch's** belief that training and development should prepare you for real life, this programme reflects leadership's variability, in that each day has no overarching theme. Instead, you will pivot between a range of leadership tasks and skills.



Leadership and learning are indispensable to each other."

**John F. Kennedy, Former US President**

Starting in February 2022, the programme is fully virtual, so no travel is required. The core programme consists of five monthly sessions via Zoom and a 1:1 coaching session with **mch's**, Mark Hughes.

Guest speakers are central to the programme and you can expect to gain insights from several outstanding leaders during the programme.



The total time for the pre-work, core session, reflection and optional book club is equivalent to a full working day. **mch** recommends that you have no other work commitments scheduled on the day of each session. However, it appreciates that committing the required eight hours/month to a single day may not always be possible. Therefore, to enable a degree of flexibility, each of the five core sessions are 9.45am – 4.30pm, allowing you to check-in with work at the beginning and end of the day if it can't be avoided. Where possible, sessions will be recorded so you can review content in your own time.

# The Programme's Methodology

## Building on The Future Leaders Programme

TOPIC 1	TOPIC 2	TOPIC 3	TOPIC 4	TOPIC 5	TOPIC 6
					
<b>Emotional Intelligence (EI) - The Defining Trait of Consistently Successful Leaders</b> <ul style="list-style-type: none"><li>• Appreciate EI's importance</li><li>• Learn the elements that make up EI</li><li>• Reflect on your own EI</li><li>• Obtain ideas for development</li></ul>	<b>Leadership Styles and Dealing with Politics</b> <ul style="list-style-type: none"><li>• Appreciate the pros/cons of different leadership styles</li><li>• Ascertain your own preferred style(s)</li><li>• Appreciate the impact of increasing your leadership repertoire</li><li>• Consider the requirements and your aptitude for politics in the workplace</li></ul>	<b>Coaching</b> <ul style="list-style-type: none"><li>• Understand the concept of coaching</li><li>• Familiarise yourself with the GROW coaching model</li><li>• Develop supporting coaching skills</li><li>• Experience being coached and practice coaching others</li></ul>	<b>Action Learning and De Bono's 6 Thinking Hats</b> <ul style="list-style-type: none"><li>• Understand the concept of Action Learning</li><li>• Participate in an Action Learning Set</li><li>• Familiarise yourself with De Bono's ways of thinking</li><li>• Consider the potential of both approaches in decision making</li></ul>	<b>Influencing and Negotiation</b> <ul style="list-style-type: none"><li>• Explore the ways one can influence</li><li>• Obtain a framework for negotiation</li><li>• Practice your influencing and negotiation skills</li></ul>	<b>Strategy and the Employee Life Cycle</b> <ul style="list-style-type: none"><li>• Consider different approaches to strategy</li><li>• Obtain useful strategic frameworks</li><li>• Reflect on the requirements for successful recruitment, induction, retention and departures</li></ul>

Elements of this programme will pick up from where the Future Leaders Programme left off. After a quick recap of some of the topics previously covered, we will discuss your experiences of applying them. The current programme will then build on these foundational concepts and experiences.

For example, the Future Leaders Programme explored Daniel Goleman's six leadership styles. In this programme, guidance will be given on how each can be developed. Furthermore, a new model for leadership will be outlined which considers **style, status, power and attractiveness**.

# Harnessing Emerging Research on the Mindsets and Practices of Great Leaders

Research is emerging from a study involving nearly 8,000 leaders across 70 countries and 24 industries. A key finding is that sustainably successful leaders work well across **six key areas**.



This programme tailors the findings of this research to fundraising leadership. In doing so, you will gain a greater understanding of yourself in terms of your:

## 1 Values    2 Mindset    3 Sources of Clarity & Vulnerability

You will also gain practical techniques to apply immediately, such as:

**Stakeholder planning**

- Identifying & improving key relationships

**Talent management**

- Identifying & enabling talent through coaching, having difficult conversations & fostering a feedback culture

**Finance skills**

- Understanding & presenting financial information so you become a valuable contributor to organisation-wide discussions, not just fundraising

# How The Programme Enables Development

mch subscribes to a simple equation for development:

$$\begin{array}{c} \text{Development} \\ = \\ \text{Knowledge} \\ + \\ \text{Insight \& Support} \\ + \\ \text{Planning \& Action} \\ + \\ \text{Feedback \& Reflection} \\ - \\ \text{Interference} \end{array}$$

## Developing through Insights



Learn from the mistakes of others. You can't live long enough to make them all yourself."

**Eleanor Roosevelt: Former 1st Lady of the US**

## Insights from People



### Programme Leader – Dr Mark Hughes

Mark founded **mch** in 2005 and during this time has focused on developing charity staff, both in the UK and overseas, through training, mentoring and facilitation. Mark started his career at the international consultancy firm, **McKinsey & Company**. He then worked as Chief Executive of **Rumbalara**, an Aboriginal sporting and community development organisation. In addition to his executive leadership, consulting and training experience, Mark also has governance experience, having been Non-Executive Director and Chairman of **Evidence to Impact**, a social enterprise that promotes and delivers evidence-based health interventions.

## Guest Speakers

To maximise insight and perspective, you will hear from and be able to question leaders from inside and outside the charitable sector. Some of the likely speakers include:

### Martin Edwards, CEO, Julia's House

Martin has been Chief Executive of Julia's House Hospice since 2005. Under his leadership the organisation consistently ranks amongst the Sunday Times' annual 'Top 100 Places to Work in the Public & Charity Sectors'. Martin has presented on Julia's House's leadership methods to Barclays Bank, British Gas and a Premier League football club.

### Tom Rippin, CEO, On Purpose

On Purpose is an international social enterprise that helps inspiring professionals to become leaders who harness the power of business for good. Prior to founding On Purpose, Tom was Managing Director for Europe and Director of Business Development at (RED), the business founded by Bono and Bobby Shriver to help eliminate AIDS in Africa.

### Tanya Oxtoby, Assistant Coach, Chelsea Women's Football Club

Prior to Chelsea, Tanya was Head Coach at Bristol City's Women's team. At the age of 36 she guided the women's side towards their best ever points total in the Women's Super League, despite a shoestring budget five times smaller than some other sides in the league. As an Indigenous Australian she has worked for the Australian government to address mental illness within the Indigenous community.



The more that you read, the more things you will know. The more that you learn, the more places you'll go."

**Dr. Seuss, Author**

In addition to the core programme sessions, you will be given pre-reading and signposts to explore specific leadership topics in detail. To enable in-depth insight and discussion, the programme also features an optional book club, which takes place immediately after each core session. Books have been carefully selected to complement and extend the learning of the core programme. A mixture of classic and new books have been chosen, with titles including;

- Gung Ho!, by Ken Blanchard and Sheldon Bowles
- Work Like a Woman, by Mary Portas

All the books chosen are readily available and inexpensive. They are relatively short (circa 250 pages), to be manageable, as well as insightful reads.

## Developing Through Support



The greater the loyalty of a group toward the group, the greater the probability that the group will achieve its goals."

**Rensis Likert, Psychologist**

A key aim of the programme is that you will develop strong, trusting and lasting relationships with other participants, so that you can support one another long after the programme formally ends. To enable such relationships, the maximum cohort size is 10.

The small cohort size also allows **mch** to get to know you and provide tailored support where possible.

The cohort size and composition promotes balance, a key leadership quality. Specifically, the programme balances exploring the common traits of consistently successful leaders, with developing your individual and authentic leadership style.

## Developing through Planning, Action, Feedback and Reflection



We do not learn from experience ... we learn from reflecting on experience."

**John Dewey, Educationalist**

Leadership is a practical discipline, which the programme aims to model. Here are some of the ways in which the practical leadership disciplines of planning, taking action, giving and receiving feedback and reflection will be practised:

### A 1:1 Coaching Session with Mark Hughes

To assist you in reaching a personal goal or solving a problem, the course fee includes a 1:1 coaching session with the programme lead, Mark Hughes. This can either be taken during the programme or in the months that follow.

### Problem Solving

A guest speaker will present a strategic problem they have recently worked through. After a brief overview and Q&A session, you will work in small groups to propose a strategy for the speaker's problem. You will then present your plan and then find out what the leader actually did and how it worked out.

There will also be scope to solve your own problems/achieve goals through action learning and/or coaching with peers.

### Understanding Yourself, Story Telling and Presenting

Becoming a leader is synonymous with understanding and becoming yourself. The programme therefore incorporates exercises to enable you to identify and appreciate your uniqueness, values and emotional triggers.

Leadership is also enabled through the ability to tell compelling and concise stories. Consequently, you will have the opportunity to convey what you've learned about yourself through a story. One potential example includes; *'What makes me a unique friend.'*

There will also be the opportunity to present work-related issues as a narrative, such as your fundraising strategy.

## Developing through Reducing Interference



The way we communicate with ... ourselves ultimately determines the quality of our lives."

**Anthony Robbins, Performance Coach**

The greatest source of interference to development often takes place within your own head. In light of this, the programme will:

- Explore imposter syndrome and how it can be addressed
- Outline how a growth mindset can be developed and lived

It is also envisaged that participating in the challenging and supportive exercises outlined above will further develop confidence and thus reduce interference.

### Cost

The cost of the programme is **£975 per person**.

**mch: positive impact** is not registered for VAT, so VAT is not applicable.

### Next Steps

Secure your place by signing up via [Eventbrite](#).

Alternatively, you can reserve your place and request an invoice by **emailing** [mch: positive impact direct](mailto:mch:positiveimpact@direct).

### Any Questions?

If you have any questions in relation to the programme, please don't hesitate to contact Mark on: Tel: **07932 918 767** or via email: [info@mchpositiveimpact.com](mailto:info@mchpositiveimpact.com)