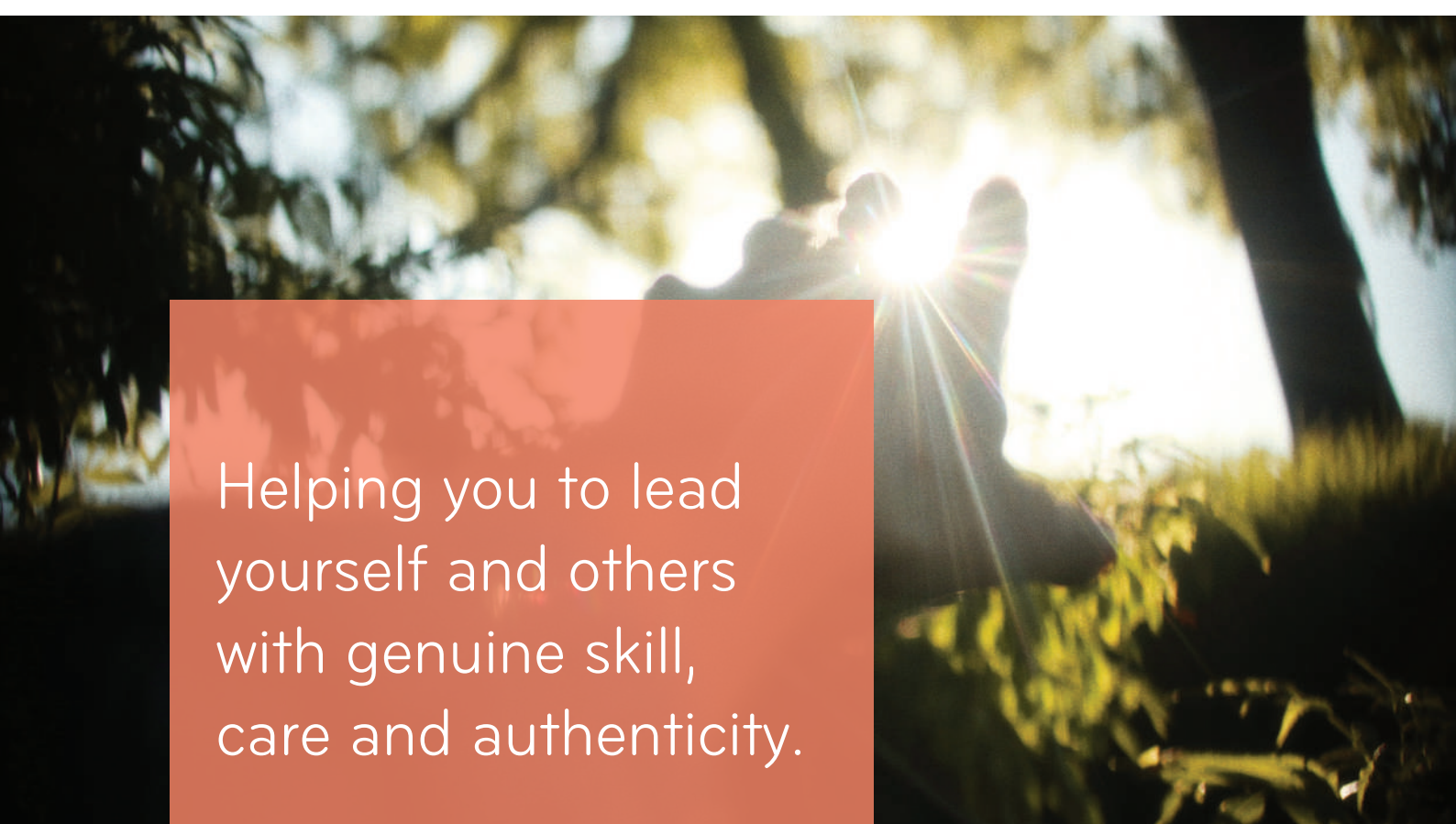


“Becoming a leader is synonymous with becoming yourself. It is precisely that simple and it is also that difficult.”
Anon

The Source of Leadership Programme



Helping you to lead yourself and others with genuine skill, care and authenticity.

“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 led poorly. Furthermore, a typical employee's contentment, with life in general, not just with work, is often strongly correlated with how they feel they are being led and managed. For the leader too, overarching contentment is often linked to how well they perceive they're leading. From experience the source of great leadership stems from leaders having a deep and accurate understanding of themselves. It is within this context that **mch: positive impact (mch)** has developed this programme. The core aim is to enable leaders to lead themselves more effectively and lead others with genuine skill, care and authenticity.

Your Participation

This programme is for you, if you lead others, or aspire to do so. There are no criteria with respect to how many people you lead, your seniority, or how long you've been leading. The key prerequisites are a willingness to learn more about yourself and a desire to improve the way you lead others. Many participants are likely to be alumni of The Chartered Institute of Fundraising's Future Leaders Programme, although non-alumni are welcome to apply.



Leadership and learning are indispensable to each other."

John F. Kennedy, Former US President

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.



The programme is fully virtual, so no travel is required. The core programme consists of four 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.



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

Elements of this programme will pick up from where the Future Leaders Programme left off. For the benefit of non-alumni (and alumni who completed Future Leaders a long time ago) a quick overview of the topics previously covered, will be given. 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**.

The Programme's Methodology

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 charity 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 **challenging** conversations & fostering a feedback culture

Strategy

- Gaining techniques to improve your strategic decision making and learning how to make sound diagnoses and take effective coherent action

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 helped a wide range of individuals, teams and organisations fulfil their true potential 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:

Ian Dunn, CEO, PlantLife

Ian joined PlantLife as Chief Executive in early 2020 having spent 4 years as Chief Operating Officer at the University of Southampton. Previously Ian was the Chief Executive of the Galapagos Conservation Trust and on the managing board of the British Antarctic Survey. Ian is Trustee of the Scottish Association for Marine Science. Prior to working within the charity sector, he was a senior executive in various multinational organisations.

Annie Legge, Co-founder, DOT PROJECT

Annie has a deep passion and drive to impact social development through the sustainable use of technology. She co-founded DOT PROJECT, a non-profit cooperative, to support civil society to be their digital best. DOT PROJECT coaches organisations and people to explore how they can harness the potential of technology to thrive in a world that is constantly changing.

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.

“

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;

- The Chimp Paradox, by Prof Steve Peters
- 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 8.

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.

“

An engaging and well-structured programme which had richness of both content and participation. The programme has increased my skills, confidence and knowledge and will continue to make me a better leader.”

**Lesley Craig, co-CEO, Breaking the Silence and
previous programme participant**

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.

Giving and Receiving Feedback

You will have the opportunity to practice your feedback skills with fellow participants in a safe and supportive environment. 1:1 and small group activities will also provide you with the opportunity to practice coaching.

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 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 phenomenon and how it can be addressed
- Outline how a growth mindset can be developed and lived

Based on previous programmes, the challenging and supportive exercises outlined above are also likely to further develop your confidence and reduce interference.

Cost

The cost of the programme is £1,100 per person.

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

Next Steps

To participate in the next programme contact Mark on:

Tel: **+44 (0)7932 918 767**
or email: info@mchpositiveimpact.com