EXCELING IN LEADERSHIP
A RESIDENTIAL PROGRAMME FOR CHIEF OFFICERS

• Strengthen your emotional intelligence and resilience as a leader
• Recharge your thinking whilst learning from fellow Chief Executives
• Benefit from peer coaching and peer-led learning approaches
• Engage in a 360° reflection process

6 DAYS | BELFAST | SEPTEMBER 2016 - MARCH 2017
We are pleased to announce a powerful new leadership experience offering the unique opportunity to collaborate with fellow Chief Officers. You will explore how to tackle the current and anticipated challenges of the Third Sector in Northern Ireland and internationally.

Underpinned by the key principles of CO3’s Framework for Leadership Excellence, this intensive residential programme will explore leadership theories and how they can be applied to live issues through action learning and the adoption of new practices.

Built on the values of the Third Sector and focussed on delivering outcomes, this programme will support you as you deal with a range of staff, client and stakeholder expectations and plan for the future.

### PROGRAMME OVERVIEW

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<th>LEADING FROM WITHIN (RESIDENTIAL)</th>
<th>LEADING OTHERS</th>
<th>LEADING FOR OUTCOMES (RESIDENTIAL)</th>
<th>LEADING FORWARDS</th>
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<tr>
<td>29 SEPTEMBER 2016</td>
<td>18 NOVEMBER 2016</td>
<td>12 JANUARY 2017</td>
<td>3 MARCH 2017</td>
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<tr>
<td>Leading an organisation in a challenging and complex setting</td>
<td>An Introduction to the 360° Feedback Process</td>
<td>Visionary Thinking</td>
<td>Developing a Resilient Organisation</td>
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<tr>
<td>Exploring the challenges for Chief Executives</td>
<td>Explore what you would like to learn about your own leadership style through the 360° feedback process</td>
<td>Set mission critical priorities and explore developing a high achieving senior team</td>
<td>Assess the resilience of your organisation</td>
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<td>Leadership Pipeline</td>
<td>Key Feedback Skills</td>
<td>Strategic Leadership</td>
<td>Change Management</td>
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<td>Charting the skills and key qualities required from Leaders</td>
<td>Develop your skills in powerful and challenging questioning</td>
<td>Gain insight into creating ‘systems success rather than individual or functional success’</td>
<td>Explore models that can help lead people through transition and change</td>
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<tr>
<td>Evening Guest Speaker</td>
<td>Coaching Skills</td>
<td>Evening Guest Speaker</td>
<td>Review and Reflect Session</td>
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<tr>
<td>‘My Leadership Pipeline Journey’</td>
<td>Explore the GROW and 5 Stage coaching models and apply them to structured peer to peer coaching</td>
<td>‘Managing Boards and External Stakeholders’</td>
<td>Discuss the ongoing commitments you could make and how they may support the sector going forward</td>
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<td>30 SEPTEMBER 2016</td>
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<td>13 JANUARY 2016</td>
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<tr>
<td>Leadership Strengths</td>
<td>Systems Thinking</td>
<td>Systems Thinking</td>
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<td>Profile your leadership style and consider your strengths and development areas</td>
<td>Explore critical and time sensitive decision making</td>
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<td>International Guest Speaker</td>
<td>Creating Constructive Group Dialogue</td>
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<tr>
<td>‘Culture of Feedback in Third Sector Organisations’</td>
<td>International Guest Speaker</td>
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<td></td>
<td>‘What does Courageous Leadership mean to me?’</td>
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### YOUR KEY OUTCOMES

- Identify the benefits of partnership working and collaboration across the sector
- Develop effective leadership skills to become more resilient to current challenges
- Examine and apply leadership models to your own leadership style
- Gain insights from international perspectives and shared experience on global challenges
- Develop peer coaching skills and engage in peer coaching groups
- Recharge your thinking by having time and space to reflect
- Engage in a 360° reflection process and apply the learning gained to your development as a leader
The Social Enterprise Academy delivers leadership, enterprise, personal development and social impact programmes, with a strong commitment to peer learning, underpinned by Kolb’s learning cycle.

Our unique offering is practitioner-led learning exchange where the learning is based on sharing of each others’ work and life experiences, facilitated by a relevant practitioner for your group.

**OUR APPROACH TO LEARNING**

**LEARNING & DEVELOPMENT**
- Find your strengths
- Grow your confidence
- Clarify your thinking
- Tackle your challenges
- Expand your network
- Transform your impact

**INDIVIDUAL OUTCOMES**
- Confident, capable people
- ORGANISATIONAL OUTCOMES
- Stronger, healthier organisations

**GREATER SOCIAL IMPACT**
- Organisations grow in capacity, ability and size
- More sustainable and effective delivery
- A connected Third Sector making a bigger impact

**THIS APPROACH ENCOURAGES YOU TO**
- Learn from your actions and experiences
- Take time to reflect on, question and challenge assumptions you make
- Create mutual benefit from sharing your experiences in your group
- Learn from the support and questioning of your peers and colleagues
- Have the courage to try new ways of being and operating
- Review with peers and colleagues the new insights and lessons you learn

**Our unique offering is practitioner-led learning exchange where the learning is based on sharing of each others’ work and life experiences, facilitated by a relevant practitioner for your group.**

**SPACE**
- For reflection
- For creative, open-minded, visionary thinking
- For turning ideas into actions

**SAFETY**
- In the room
- For posing critical questions
- For ensuring mutual respect

**OUR APPROACH**
- To share experience and knowledge
- To stimulate change, development & growth
- To reward insights

**STRENGTHS**
- Between learners
- To use dialogue not debate
- To link learning with outcomes

**SUPPORT**
- Social Enterprise Academy © 2015

**We spend most of our time ‘firefighting’, all leaders need time out to explore their motivation, reflect on their skill set, consider their own personal development and learn from others how leadership challenges can be resolved by different methods. The networking opportunity is invaluable and a very supportive environment.**

Joan Davis, Director of Family Mediation NI

**I really appreciate the “safe space” that has been created with the other leaders and the trainers.**

Dolores Finnerty, Chief Executive at Caring Breaks
IN CONVERSATIONS WITH...

Kerry was born in Craigavon, Co. Armagh, grew up in Waringstown, Northern Ireland. She is a graduate of Queen’s University and holds two masters, one in Social Work from Glasgow University and the other in Voluntary Sector Management from Cass Business School in City University London.

Kerry started her career 16 years ago when she moved to London to work in a semi voluntary role with men experiencing homelessness. Since then she has had a variety of positions in both the voluntary and statutory sector working with homeless people in London, Glasgow, Belfast and Dublin.

Kerry Anthony has worked for Depaul Ireland since 2005 as the Director of Services and as the Chief Executive, since 2007.

Kerry is particularly interested in how to use leadership roles to ensure that there is continued innovation in service provision and to address and break the cycle of social exclusion.

Andrew McCracken became Chief Executive of the Community Foundation in July 2014. An Oxford University Physics graduate and trained Samaritan, Andrew has a diverse skill-set which he has used to great effect in the charity sector, both globally and in Northern Ireland. Andrew spent 13 years working on global scale problems of poverty. Inspired in no small measure by his own family of three boys, two of whom he and wife Harriet adopted, Andrew is now focusing on helping to unlock potential in communities closer to home.

As Chief Executive, Andrew is driving the organisation forward, ensuring it is developing in line with the needs of a post-conflict era and providing assistance for communities in Northern Ireland who need it most. He is doing this through intelligent grant-making and effective engagement with local donors.

The programme gives you an opportunity to charge your batteries, remember what energised you to do your job in the first place and a chance to have real conversations and good craic with peers across the sector.

Katie Hanlon, Director of Ballynafeigh Community Development Association
PROGRAMME PARTNERSHIP
CO3 is working in partnership with Social Enterprise Academy. Delivering learning and development programmes for individuals and organisations working for social purpose, they share our values of excellence and sharing good practice for effective Third Sector leadership.

PROGRAMME FEE
We are able to offer this programme to you at £1350. This includes your programme fee, programme materials, two nights accommodation at La Mon Country House Hotel, meals during your residential and lunch and refreshments during your single day workshops.

LEARNERS
This programme is designed exclusively for Chief Officers of Third Sector organisations.

BOOK ONLINE
For more information, please contact:

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02890 245 356 | nora@CO3.bz

Marie Duguid - Social Enterprise Academy
0131 243 2697 | marie@socialenterprise.academy

CLICK HERE TO BOOK ONLINE

VENUE INFORMATION
Both residential will be at La Mon Country House Hotel.

La Mon Country House Hotel
41 Gransha Rd,
Castlereagh,
Belfast
BT23 5RF

www.lamon.co.uk

The workshops will take place at Ulster Bank Headquarters

Ulster Bank Headquarters
11-16 Donegall Square East
Belfast
BT1 5UB
Previous participants have said:

“The 360° feedback process was a unique experience, to reflect and grow. The time following allowed us to share and support each other to develop our leadership skills.”

Olwen Lyner, Chief Executive at NIACRO

“Great insight to challenges for leaders in the sector and tips and strategies for survival and achieving in these times.”

Paul Finnegan, Director of Cruse Bereavement

“The training has helped me to seriously begin to evaluate my style of leadership and how I can maximise my approach.”

Richard May, Chief Executive at Ardmonagh Family & Community Group