

CROSS SECTORAL DEVELOPMENT PROGRAMME FOR HIGH POTENTIALS



Programme Overview



This innovative programme will enable senior/middle tier leaders from the third and public sectors to develop their leadership skills, building and strengthening relationships to address the complex shared challenges they face.

The **3 month** programme will be delivered to **10-14 managers from each sector***.

The delivery method will include a blend of online, peer and virtual classroom learning. The programme will focus on building a good foundation of skills, knowledge and behaviours across this leader group, focusing on experiential learning and addressing real issues and building partnerships between the sectors.

The programme will also include access to 'WeLearn by GT', Grant Thornton's Learning Management system and Mobile application for six months.

**Broadly equivalent to NICS Principal / Deputy Principal level or NJC scales PO4 – PO9.*

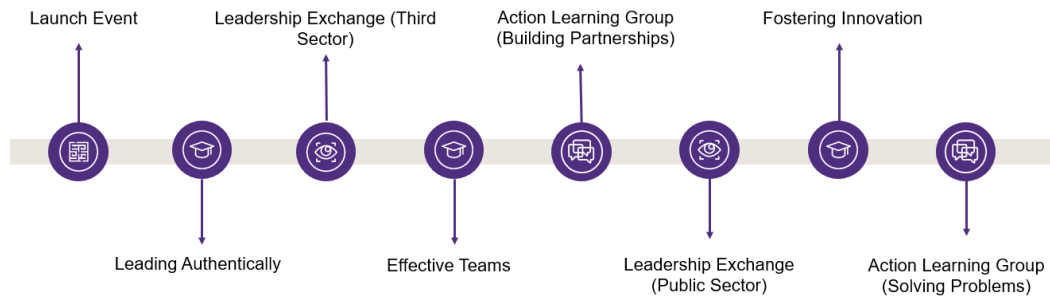


Objectives:

As an outcome of the programme participants will:

- Gain a greater understanding of the two sectors
- Understand their own leadership style, strengths and personal brand to allow them to lead authentically
- Be aware of their communication styles and the preferences of others and how to communicate effectively
- Understand the system team development model and how they can apply it to their cross sector group
- Agree a team charter and plan of action
- Practise using different innovation and decision making models
- Collaborate together to solve shared issues

Programme Schedule



WeLearn content, communication updates, event management and reporting

Date	Topic	Time	Key Topics
08/09/21	Launch Learning about the programme	9.30 – 11.30	<ul style="list-style-type: none"> Welcome and introductions Programme overview and learning contract Team activity Leadership Exchange group set up
22/09/21	Leading Authentically	9.30 – 12.00	<ul style="list-style-type: none"> Understanding different leadership styles Knowing your values and strengths Building resilience Creating your leadership brand
06/10/21	Third Sector	9.30 – 12.00	A day in the life of each other's shoes, to build a shared understanding of the work environment of a peer working in a different sector. A day to shadow, learn and share.
20/10/21	Effective teams	9.30 – 12.00	<ul style="list-style-type: none"> Communicating with different audiences Understanding what makes effective teams Systemic team development Building psychological trust
03/11/21	Building partnerships	9.30 – 12.00	Building a plan of action and charter to define how to partner together as a group and also encourage partnerships across the sectors, identifying challenges and solutions to overcome them. Tools and models shared through WeLearn to support.
17/11/21	Public Sector	9.30 – 12.00	A day in the life of each other's shoes, to build a shared understanding of the work environment of a peer working in a different sector. A day to shadow, learn and share.
01/12/21	Fostering Innovation	9.30 – 12.00	<ul style="list-style-type: none"> Understanding innovation and its application to your work Barriers and enablers to innovation within your organisation Strategies to foster innovation internally and cross sector
15/12/21	Solving problems	9.30 – 12.00	Application of classroom sessions and previous exchanges on an identified problem to find solutions and create an action plan. Tools and models shared through WeLearn to support.
Self paced	Future of Work	N/A	Optional modules to support managers across various challenges related to remote working and managing teams.

Background



The complex challenges facing Northern Ireland cannot be addressed by any single organisation or any single sector. Collaboration across boundaries is key to successful delivery for citizens, and must become the norm, not the exception.

Leaders in the public sector and the third sector have been working to build relationships and establish trust, to create understanding of how much more they can achieve by combining forces, and to better appreciate the barriers to collaboration and how to deal with them.

The CEF/CO3 Leadership Exchange programme has provided a space for leaders in each sector to step into each other's world, illustrating the benefits of building relationships, understanding each other's perspectives and expanding cross sectoral networks. It is important that the ethos of collaborative working is established in staff throughout both sectors, particularly for the leaders of the future.

On behalf of CEF and CO3, Grant Thornton, building on the Leadership Exchange programme and successful delivery of the High Potentials pilot programme in early 2021, are now offering another programme for Autumn 2021 for staff who are currently operating at middle/senior management levels in the public sector and third sector. Excellent feedback from the pilot recognised the aims of enabling connection and understanding of one another's experiences, aspirations and pressures, as one of the key benefits of the programme.

Our ambition for the programme is to develop effective partnerships based on trust, clarity of accountability, and a shared understanding of purpose and outcomes across the two sectors. It recognises the particular challenges faced by staff operating at this level of management. This is a critical group of staff who are required to manage the often conflicting demands of interacting upwards and downwards on a repeated basis, and who are sometimes identified as both the 'victims and carriers of change.'

Specifically, the programme aims to:

- build and maintain empathy for one another and commitment to the shared challenges we are addressing;
- build resilience to speak frankly with courageous authenticity to demonstrate honesty and integrity while tailoring communication to meet the perspectives of various stakeholders;
- strengthen cross-sectoral relationships to enable effective working relations; and
- focus on real issues, building genuine partnerships and shared understanding to develop leadership capacities to meet the complex societal challenges we face, shifting focus to impact and outcomes.

How do I apply?



Selection process/eligibility

Up to 24 leaders (10-14 from each sector) will be selected through a brief expression of interest process. Participants will be selected from a diverse range of complementary organisations, whilst ensuring a balance of status, responsibility and experience.

This programme is aimed specifically at staff broadly equivalent to NICS Principal / Deputy Principal level or NJC scales PO4 – PO9.

The application submission deadline is **11th August COB**.

Cost and how to register your interest

The cost to participate on this programme is £695 per person.

If you are interested in participating in the programme please contact the relevant person below:

- Public sector mail@ceforum.org
- Third sector suzanne@co3.bz

