



'Meridian' for Northern Ireland

Common Purpose Leadership Programme 2010

'Meridian' is based on almost 20 years' experience of delivering leadership programmes. It is a highly personalised and flexible programme that offers over 100 hours of learning. Participants design their own programme, selecting from a variety of elements to achieve between 60-90 hours in order to graduate.

The programme brings together a diverse group of leaders from the private, public and voluntary/community sectors from across Northern Ireland. They learn how to improve their capacity to lead, effect change, and expand their networks.

On Meridian, participants investigate real-life challenges in the area, visit small businesses, multinational corporations, and prisons. They share leadership experiences and challenges with leaders who carry real life responsibilities in a variety of fields and contexts. Participants select from a range of elements to fit their areas of interest, context and sector, and schedule. The entire group interact on the first, middle and last days of the programme.

By the end of this journey participants are better equipped as leaders to:

See context

- expect complexity and produce clarity
- anticipate interconnectivity and find common ground
- develop diverse networks that help them see new angles and opportunities
- spot talent in all worlds, not just their own.

Adapt fast in new surroundings

- step forward rather than backwards when faced with the unfamiliar
- be open to challenge, listen hard and ask questions
- cope with confrontation, resist judging too quickly and not assume theirs is the only way
- inspire trust among people who are very different from them
- learn to speak other people's languages.

Produce change wherever they are

- understand how power works in different worlds: find out where real power is and spot relationships between players
- influence others in different worlds and form effective partnerships: take things forward without simply seeking consensus
- draw out the creativity and innovation that diverse teams offer
- inspire in all worlds, not just their own.

As a result, the leaders who have been on a Common Purpose programme think bigger network more effectively and stand out as leaders.



Is it for me?

Meridian leadership programme is for local leaders who:

- feel they are getting too specialised
- are taking on new responsibilities for which they need to have a broader perspective
- need to work more effectively with people from diverse backgrounds and different sectors
- want to develop new and more challenging networks
- need to know more about the region, how it really works, how to influence change

"Meridian is exciting because it builds on Common Purpose's long track record in leadership development, and makes it accessible to a whole new group of people."

"Abandon your perceptions about how society is put together, and understand that nobody is at the steering wheel. Then join Common Purpose to learn how it works and how to steer."

Instead of ten fixed days a year, Meridian participants commit to just three days on which they will all work together. For the rest of the programme, each participant can choose from a wide range of flexible learning modules, all created and run by Common Purpose staff, to make up a minimum of 60 hours (maximum of 90 hours).

This level of tailoring and customisation is completely new and has been developed in response to feedback from a variety of participants and organisations seeking to take advantage of the unique leadership development which Common Purpose offers, but with maximum flexibility.

"There are no easy answers. And Common Purpose is no easy ride. It challenges every personal and professional prejudice you have. It's unsettling. It's also the best learning I've ever done."

What are the benefits? What will participants learn?

On this flexible programme, participants will:

- understand how the region & surrounding areas work (the role of the different sectors, the levers of power, the drivers of future change)
- build a network of relationships with senior leaders and key figures locally
- practise building collaborative relationships across diverse networks
- develop their capacity to lead the whole as well as one or more parts
- become more adept at spotting opportunities and threats
- practise leading in different contexts
- build their capacity to lead change.

Meridian: in practice

The entire group of participants will interact on the first, middle and last days of the programme and in addition they select from a range of elements to fit their development objectives and achieve the required learning hours. There are numerous opportunities for them to work in small, specially crafted learning groups.

Programme days

There are three mandatory programme days that provide the learning framework for Meridian. All participants are required to attend these three programme days.

Programme day 1:(start)	22 March 2010 - Plotting the course
Programme day 2 (mid-point):	3 June 2010 - Broadening your vision
Programme day 3 (end of programme):	12 August 2010 - Preparing to lead change

Other programme elements

Understanding the place

The context for Meridian programme is Northern Ireland. The events in this module are specially designed to challenge the participant's view of their "place" and context; how it works as a region and how it links to the UK and the wider world. Each of these sessions provides the opportunity for participants to connect with and apply their learning to the environment in which they, and their organisation, operate.

Leadership insights

At each leadership insight session, participants will have the opportunity to meet key local leaders face to face in an informal setting. A diverse range of leaders will participate in panel discussions and interactive workshops that consider the theme of "Leading Beyond Authority". Participants will be able to bring their own leadership and organisational challenges to the sessions for the contributors and fellow participants to consider.

During a leadership insight session, participants develop their understanding of leading beyond authority, gain insight into how change happens and the role of leaders in creating it, and identify actions in order to develop different aspects of their own leadership.

Understanding Change

At each of these sessions, participants have the opportunity to grapple with a real-life issue, working with leaders who are directly involved. The sessions will provide access to people and places from across the private, public or voluntary sector, and give participants the opportunity to meet those involved and gain a deeper understanding of the complexity of leading change.

The issues and challenges which are investigated in these sessions will offer opportunities for participants: to explore various sources of power and investigate how these sources of power work to different effect; to develop an understanding of the different roles we play in leading change; and to reflect on how they can act differently in the roles they play as leaders.

Participants will identify what it takes to start out on a process of leading change and some of the opportunities and pitfalls to be aware of along the way. They may investigate the difference between building consensus and building coalitions, and gain insights from other leaders into what it really takes to build effective coalitions. Passion is what people long for in their leaders – that too is on the agenda.



Learning Groups

The diversity of each 'Meridian' participant group is an integral benefit of the programme, as different perspectives and contexts can be used as a source of inspiration for tackling difficult leadership challenges and issues.

In the Learning Group sessions, small groups of participants will work together to:

- gain new and different insights into personal leadership challenges
- develop new thinking and greater creativity
- create action plans for personal leadership challenges.

Intensive options

Two day intensive options, which combine the essential elements of the programme – Understanding the place, Leadership challenges, Leadership insights and Learning Groups – in a concentrated format are available and account for 18 accredited hours.

Who, where, and how much?

We will be recruiting a participant group of around 70 people from large and small organisations and companies, across the private, public, and voluntary sectors.

Due to the flexible nature of the programme, we will be able to take more than one application from individual organisations, providing applicants' job roles and experience are different and add to the diversity mix within the whole participant group.

Applications will be considered by the Regional Director and the Common Purpose Advisory Group, against criteria set out in the application form. Applications will be considered in batches and applicants then notified if they have been accepted on to the programme.

Once accepted they will be able to select the elements they want to take and when, on a first come, first served basis. **Therefore the earlier your application form is received, the better your chance of getting your first choices. The fee is £4,500+ VAT for 2010.**

As always, there may be reduced fees and bursaries available for some types of organisations – please ask.

The Northern Ireland Team

Tel: 028 9043 5890

Clíodhna Eastwood Director, Northern Ireland
Claudine Sutherland Senior Programme Manager
Victoria Cummings Programme Co-ordinator



How to apply

We are delighted that you are considering applying for Meridian 2010 programme.

The fee is £4,500 + VAT.

The Common Purpose Advisory Group will be considering applications in tranches. **We strongly urge you to apply as soon as possible to ensure you access the programme elements you want, and the dates you want to take them, as availability will be on a first come-first served basis.**

Applicants are considered according to their:

- current responsibility as a leader
- reasons for applying for the programme
- likely contribution to the perspective and dynamics of the group

For further information on Meridian and the application process, please visit our website www.commonpurpose.org.uk and choose “Programmes”, Meridian programme.

We value diversity on our programmes and positively encourage applications from all sections of the community. This form is not considered in the selection process – but is designed to assist us in monitoring our commitment to diversity.

Note: *If for any reason you are unable to apply online please contact Victoria Cummings or email Victoria.Cummings@commonpurpose.org.uk*

Advisory Group

Brian Acheson
Information Systems
Director
SHS

John Barrett
Executive Director
Coca-Cola Bottlers (Ulster)
Ltd

Pat Carroll
Site Manager
Invista Ltd

Eleanor Gill
Chief Executive
General Consumer Council

Tracy Hegarty
Board Member
Women In Enterprise

Dr Tom Hesketh
Director
Regional Training Unit

John McFall
Regional Director
Carillion

Carol O'Bryan
Chief Executive
Simon Community

Ricky Russell
Previous Chief Inspector
PSNI

David Trelford
Director of Personnel
Department of Agriculture
and Rural Development



**These are representative lists of those involved in our senior leadership programmes and do not include all the organisations that support and use Common Purpose*

Past participants

Keith Morrison
Head of Rural Policy Branch
Department of Agriculture and Rural Development

Emmet McCorry
Manager of Away from Home Sales
Coca-Cola

Stephen McCully
Head of Supply
NIE

Patricia Mellon
Chief Administrative Officer
Belfast Education and Library Board

Graham Lapsley
Credit Manager
Northern Bank

Doreen McGrogan
Personnel Manager
Belfast Telegraph

Jim McCooe
Area Manager (NI)
Halifax Direct

Anne Marie McClure
Chief Executive
Opportunity Youth

Colin Jack
Policy Innovation Unit
Office of First Minister and Deputy First Minister

Ian Campbell
Head of Fleet Engineering
Translink

Rita Marsden
Probity Manager
Eastern Health and Social Services Board

Laura Black
Senior Manager, Corporate Affairs
Bryson House

Paul Corr
Senior Financial Manager
First Trust Bank

Hazel Francey
Policy Officer
Belfast City Council

Conor Kieran
Consumer Sales and Marketing Director
BT NI

Susan Russam
Director
Belfast GEMS

Organisations involved in Common Purpose

include*:

Action Cancer
BBC Northern Ireland
Belfast City Council
Belfast Education and Library Board
Belfast Institute of Further and Higher Education
Belfast Telegraph
BT NI
Citizens Advice Bureau
Coca Cola Plc
Community Relations Council Northern Ireland
Department of Education for Northern Ireland
Department of Health, Social Services and Public Safety
Halifax Direct
First Trust Bank
Irish News Ltd
MacMillan Cancer Relief
Marks & Spencer
Multicultural Resource Centre
Northern Bank
Northern Ireland Council for Voluntary Activity
Northern Ireland Electricity
Northern Ireland Housing Executive
Northern Ireland Prison Service
Office of First Minister and Deputy First Minister
Opportunity Youth
Parades Commission for Northern Ireland
Police Service of Northern Ireland
PricewaterhouseCoopers
Prudential Plc
Queens University of Belfast
Sargent Cancer Care
Social Security Agency
Translink
Ulster Bank Group Ltd

Previous speakers

Peter Johnston
Controller
BBC

Dame Nuala O'Loan
Previous Police Ombudsman

Alan Longwell,
Governor
HMP Maghaberry

Peter Dixon
Chief Executive Officer
Phoenix Natural Gas

Nigel Gray
Regional Manager Northern Ireland and Isle of Man
Marks & Spencer

Mike Smyth
Senior Economics Lecturer
University of Ulster

Jim Kitchen
Head
WWF NI

Maura Lavery
Deputy Director
Belfast Institute of Further and Higher Education

Seamus McAleavey
Chief Executive
Northern Ireland Council for Voluntary Activity

Peter McNaney
Chief Executive
Belfast City Council

Paul Reid
Area Manager
IKEA

Duncan Morrow
Chief Executive
Community Relations Council

Brendan Mullan
Chief Executive
Investment Belfast

Hugh Orde
Chief Constable
Police Service of Northern Ireland

Des Perry
Resident Magistrate
Northern Ireland Court Service

Michael Ryan
Chief Executive
Bombardier

Peter Mc Bride
Managing Director
Carecall Employee Assistance Programs

commonpurpose

Meridian is the new, international name for TheKNOW, Common Purpose's personalised programme for Northern Ireland leaders. Common Purpose delivers open programmes in 12 countries, with Meridian running in cities and city regions in six. To reflect this, the UK is adopting the name Meridian from 2009 onwards. Utilising the proven leadership development techniques that Common Purpose has developed over nearly 20 years, it is specifically designed to appeal to leaders whose schedules make it difficult to commit to fixed programme days.

On Meridian, participants will investigate live issues in the Northern Ireland community, visit small businesses, multinational corporations and prisons, and trade leadership experiences and challenges with leaders who carry real-life responsibilities from a variety of fields. Participants design their own programme, to achieve a minimum of 60 hours in order to graduate.

The entire group interact on the first, middle and last days of the programme; thereafter they select from a range of modules to fit with their schedule.

I Essential elements

Programme days (9 hours each)

Programme days provide the learning framework for Meridian. All participants are required to attend all three of the programme days.

Programme day 1: 22 March 2010 - Plotting the course

This full day event is designed to:

- give an introduction to Common Purpose; its vision for leadership and society
- explain the methodology of Meridian
- present an overview of Leading Beyond Authority
- provide an overview and understanding of the key challenges facing Northern Ireland.

Programme day 2 (midpoint): 3 June 2010 - Broadening your vision

This full day event is designed to:

- develop an understanding of the value of difference and diversity to create change
- challenge participants' existing approaches to change
- identify the changes participants would like to make and plan how to tackle them
- broaden the networks and sources of information and support for participants to call on when Leading Beyond Authority.

Programme day 3 (end): 12 August 2010 - Preparing to lead change

This full day event is designed to give participants the time and a framework in which to:

- review their learning across the programme
- reflect on their personal priorities and areas of progress
- plan and identify actions for the future.

Understanding the place (4 hours each)

The context for the Meridian programme is Northern Ireland. The three event types in this module are specially designed to challenge the participant's view of Northern Ireland; how it works as a region and how it links to the UK and the wider world. Each of the three sessions provides the opportunity for participants to connect with and apply their learning to the environment in which they, and their organisation, operate.

*Each event runs for **four hours**. Participants are required to attend at least one of the three events.*

1. Map the power

14 April 2010 (8.30 – 1.00 PM)

Leaders need to navigate confidently the power map that links government, business and the media. This challenging and informative four hour event will give leaders the opportunity to investigate who holds the power in Northern Ireland.

2. Meet the people

13 April 2010 (8.30 – 1.00 PM)

In this four-hour event, participants explore the complex nature of the relationship between Northern Ireland and its population through the eyes of current social issues such as education, health, housing, crime and transport. Participants will build an understanding of the context in which they, and their organisation, operate.

3. Master the money

29 March 2010 (8.30 – 1.00 PM)

How do leaders do business in Northern Ireland? This four-hour event will build participants' understanding of the way Northern Ireland's economy works and the links it has with the UK and the rest of the world.

Leadership Insights (2 hours each)

At each leadership insight session, participants will have the opportunity to meet key Northern Ireland leaders and listen to their reflections on their personal leadership experiences first-hand, in an intimate setting. A diverse range of leaders will participate in conversations and interactive workshops that consider the themes of Leading Beyond Authority. Participants will be able to bring their own challenges to the sessions for the contributors and fellow participants to consider.

During a leadership insight session, participants will:

- *develop their understanding of Leading Beyond Authority*
- *gain insight into how change happens and the role of leaders in creating it*
- *identify actions in order to develop different aspects of their own leadership.*

*Each **two-hour session** is facilitated and includes opportunities for reflection and work with other participants. Participants are required to attend at least one leadership insight.*

1. Adapting to a new environment

23 March 2010 (2.00 – 4.30 PM)

Moving into unfamiliar territory is an integral part of Leading Beyond Authority. It involves acclimatising to the new world and coping with challenges to your legitimacy. It's not just about getting things right – it's about adapting quickly, creating new networks and asking the right questions. Participants will hear stories from leaders who have navigated the jump into a new environment.

2. Who do you need to be?

25 June 2010 (2.00 – 4.30 PM)

Leadership is about doing the right things – and being brave enough and independent enough to say no to the wrong ones. Through conversations with leaders, participant will explore what lies behind developing – and protecting – your personal brand. What are the roles of humility and self-belief in being an authentic leader?

3. Courage and Caution

14 May 2010 (8.30 – 11.00 AM)

Taking a step into the unknown, within or beyond your existing role, takes courage – courage to start and courage to continue. It involves building an understanding of the issues, challenges, risks and the other stakeholders involved. Participants will identify what it takes to start out on a process of leading change and some of the opportunities and pitfalls to be aware of along the way.

29 July 2010 (8.30 – 11.00 AM)

4. Pace and timing

People who Lead Beyond Authority always keep going, sometimes slowing down to make sure others are with them, but never losing momentum and never going backwards. Participants will hear from leaders who have recognised obstacles to making change happen and used their energy and pace to overcome them.

11 May 2010 (8.30 – 11.00 AM)
30 June 2010 (2.00 – 4.30 PM)

Understanding Change (4 hours each)

During each Understanding Change module, participants have the opportunity to grapple with a real-life issue from either the business, voluntary or public sector, and meet the leaders who are responsible for it.

The Understanding Change modules are designed to enable participants to:

- *develop their understanding of Leading Beyond Authority*
- *gain insight into how change happens and the role of leaders in creating it*
- *identify actions in order to develop different aspects of their own leadership.*

*Each **four-hour session** is facilitated and includes opportunities for reflection and work with other participants. Participants are required to attend at least two events.*

1. Sources of power

Leaders operating within their authority often draw their power from their position (legitimate), professional training or the expertise and experience gained in their career (expert). How can leaders influence and lead in situations where they have no legitimate or expert power? Participants explore the sources of power at play in the context of challenges faced by a range of organisations.

23 March 2010 (8.30 – 1.00 PM)
4 August 2010 (8.30 – 1.00 PM)

2. Playing different roles

Who makes change happen? People standing outside and demanding change, or those producing change from the inside? It is likely that we have a 'successful' default role we play in most situations. An essential part of Leading Beyond Authority is understanding the need for, and being able to play, different roles.

30 June 2010 (8.30 – 1.00PM)
27 July 2010 (12.00 – 4.30 PM)

Participants will develop an understanding of the different roles involved in leading change and be encouraged to consider the roles they choose to play both in and outside of work.

3. Consensus versus coalition

How do you start to lead change? The people involved are central - so how do you ensure you gather the necessary intelligence and build the coalitions you need? Participants will investigate the difference between seeking consensus and building coalitions, and gain insights from other leaders into what it really takes to build effective coalitions that make change happen.

26 April 2010 (12.00 – 4.30 PM)

4. Passion and resonance

Beyond your authority you have to have passion. It comes in different forms. It may either be direct, loud, and demanding, or softly spoken, private, and understated. But passion alone is not enough – you need to have resonance too. Participants will experience the ways in which key local leaders find ways to resonate with others, express their passion and get people listening. Participants will be given the space to identify their own passions, and to think about the way in which they choose to communicate them.

19 May 2010 (8.30 – 1.00 PM)

Learning groups (3 hours each)

The diversity of each Meridian participant group is an integral benefit of the programme, as different perspectives and contexts can be used as a source of inspiration for tackling difficult leadership challenges and issues.

In the learning group sessions, small groups of participants will work together to:

- *gain new and different insights into personal leadership challenges*
- *develop new thinking and greater creativity*
- *create action plans for personal leadership challenges.*

*Each learning group will meet for a period of **three hours**, on **three consecutive months**. It is important that learning group members commit to attend all three sessions.*

Set 1

8 April 2010 (8.30 – 12.00 PM)

21 April 2010 (8.30 – 12.00 PM)

6 May 2010 (8.30 – 12.00 PM)

Set 2

21 May 2010 (8.30 – 12.00 PM)

7 June 2010 (8.30 – 12.00 PM)

29 June 2010 (8.30 – 12.00 PM)

II Intensive options (9 hours each)

We recognise that, as a busy leader, your commitments can change. If your schedule means that you are unable to attend the minimum necessary essential elements of the Meridian programme, there are two 'intensive days' to ensure you still have a chance to attend enough hours to be able to graduate.

Intensive Option: Day 1: 25 May 2010

Day 2: 2 August 2010

Intensive options are a combination of the essential elements of the programme – Understanding the Place, Understanding Change and Leadership Insights – in a concentrated two-day format. All Intensive options will cover the following themes:

- Leadership Insights: "Courage and Caution" & "Who do you need to be"
- Understanding Change: "Playing different roles" & "Consensus vs Coalition"
- Understanding Place: "Meet the People"

New modules for 2010 (2 hours each)

Meet and Greet

A chance to meet up with the rest of the group before the programme begins.

8 March 2010 (8.30 – 11.00AM)

Social Media, a basic introduction

This module will give a basic introduction into the Common Purpose 360 website, the Meridian website (used for booking modules), Facebook and Twitter.

26 March 2010 (8.30 – 11.00AM)

III Optional elements

Practices

Practices build on the concept that to develop new ways of working, we need to regularly push ourselves to try new things and remember what it feels like to be in unfamiliar situations. Every two weeks, participants will be set a series of optional small challenges to complete.

By completing the challenge and sharing their learning with others, participants will:

- gain insight into their existing attitudes and behaviours
- develop new behaviours that support their ability to lead beyond authority.

Marketplace Experiences

To ensure the maximum opportunity for exposure to different people's worlds, all participants will be able to offer to share or ask for experiences in the Meridian marketplace. The type of experiences could vary from an opportunity to work-shadow an entrepreneur, spending an afternoon observing an A&E department or exploring what happens backstage at a theatre.

By using these experiences, participants will:

- deepen their understanding of a wide range of organisational contexts
- develop connections with leaders from different sectors
- gain insights into different leadership challenges.

Quests (9 hours plus some travelling time)

To become a more outward-facing leader, it is important to view our own approach to leadership from a broader context. Quests provide an opportunity to spend a day immersed in the economic, political and social context of another city (within the UK, i.e. Manchester, or overseas i.e. Frankfurt). Each Quest day is designed to:

- help participants to step outside the confines of their current location to view the world and their own approach to leadership in a broader, more connected way
- give participants the opportunity to broaden their networks in another location
- provide new insights into the issues and challenges being faced by local leaders.

Please note:

- All costs for travel to and from Quest days (both UK and International) and any accommodation required will be borne by participants. These costs are in addition to programme fees (all travel, food and materials costs during the agenda itself will be covered by Common Purpose)
- There may be some additional extended travel time on a Quest day
- Participants are required to arrange their own travel insurance
- Whilst Quests carry a value of 9 hours, hours spent on Practices and Marketplace Experiences do not count towards graduation