



CHIEF 
EXECUTIVES'
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Women's Leadership Initiative

PROGRAMME 2009-10

The Women's Leadership Initiative offers women who are senior managers working in the civil and wider public service a unique opportunity to develop their leadership potential and improve crucial networking skills.

Designed to help you enhance your personal visibility and the impact you can make on organisational life, it is a uniquely challenging and very different learning opportunity. It builds on a range of contacts and personal insights that are developed systematically throughout the programme.

Women's Leadership Initiative

PROGRAMME 2009-10

Learning Format

Dates

Module 1

Learning Set

7-9 October 2009 (3 days)

Agreed with participants

Module 2

Learning Set

Personal Development

25-26 February 2010 (2 days)

Agreed with participants

Agreed with participants

Module 3

Learning Set

Personal Development

20-21 May 2010 (2 days)

Agreed with participants

Agreed with participants

Theme Day

18 June 2010 (1 day)

Module 4

23-24 September 2010 (2 days)

More information and application form is available from the Chief Executives' Forum. (T) 028 9054 2966 or (E) mail@ceforum.org



Benefits for you and your organisation

Enhanced leadership capacity

While the programme focuses on personal development, its wider purpose is an important one: to develop leadership capacity in the public sector.

The benefits for you will be:

- You will better understand yourself and the qualities you bring to your job.
- You will become more self confident and more aware of how you can improve your personal effectiveness.
- You will develop your leadership skills and learn how to become more visible professionally.
- You will appreciate the importance of self-directed development and continuous learning.
- You will develop career support networks and become a member of an exclusive alumni association.
- At an individual level you will be put in touch with someone at a very senior level who knows the public sector well.

The benefits for your organisation will be:

- You will have acquired a deeper understanding of strategic and organisational development.
- Your knowledge of the public sector will have been broadened, and you will have the opportunity to develop networks on a North-South, East-West basis as modules are held in London and Dublin as well as here in Northern Ireland.
- You will have a better sense of how different agencies can better co-operate and relate to one another within the context of the Programme for Government and ongoing reform and modernisation of services.
- You will have learnt more about how successful alliances and partnerships are developed between different organisations.
- You will have developed your capacity for effective leading and working in groups.
- A greater willingness within the management team to innovate and take risks.
- A sense that ambiguity and change is normal and something people can adapt to and become comfortable with.



A Changing World

The Challenge facing all governments is to redesign their economies and social systems to meet the competitive challenges of globalisation. In an age when people want their public services to become more responsive to their needs and wishes, there is a renewed emphasis on the delivery of high-quality public services and on how to achieve the policy outcomes required.

Forward-looking and highly adaptive organisations will be required. They will require strong, insightful leadership and well-rounded leaders to take them forward. Women who aspire to significant leadership roles will need to identify leadership styles that they are comfortable with and find effective in meeting their professional aims and personal aspirations.

A Focus on Leadership: This programme is about leadership. If you want to be someone who makes change happen you will need the right leadership skills. If you are to become adept at transforming the way we do things you will need a deeper understanding of yourself and you will require emotional and political acumen if you are to succeed. You will also need to better understand how your behaviour affects others; and of how you can motivate, influence and create an environment that facilitates and positively encourages innovation and change.

A Learning Community: The programme works to create a learning community to support and develop those who want to maximise their impact and lead effectively within their own organisations. It emphasises the importance of learning to work effectively with other organisations to get things done. The programme also stresses the importance of networks and looking for business opportunities through the contacts and connections you make.

The programme brings together women from different parts of the public service. A wide range of organisations, backgrounds and experiences is represented. It is a programme that positively encourages the sharing of problems and experiences. Always mindful of the need for confidentiality, it projects a supportive environment that enables women to discover who they are and what, in a professional environment, they are capable of...



How the programme works

Learning is through participation and a group dynamic that integrates different perspectives and experiences. As the programme values intellect, imagination and emotion you will need to be open and active in a group setting. To get the most from the programme you must be prepared to take risks. The programme uses different learning methods to help generate new insights as participants are encouraged to draw on personal experience and learn from the experiences of others. The programme is not wholly prescriptive; discussions about content are encouraged, as is the ability of participants to generate knowledge and be creative.

Programme Format

The programme is designed to deliver short, sharp bursts of learning in bite-sized bits that fit in well with the busy lives women executives lead: It blends:

- Opportunities to hear at first hand from some of Northern Ireland's leading figures about their experiences
- Networking that helps you gain some real insight into the various public sector organisations featured in the programme
- Opportunities to explore the East/West and North/South dimensions with visits to London and Dublin
- Discussion of best and different practice in management and organisational development led by keynote speakers
- Theoretical and factual perspectives on leadership and strategic thinking in the context of change
- Group and self-managed learning through participation in learning sets that aim to further develop your facilitation and problem-solving skills



- One-to-one personal development to guide you in formulating your personal leadership plan
- Active participation in the design and delivery of the programme to enhance personal growth and development

Programme Design

Modular in design the programme runs from October 2009 to September 2010. It involves a 3-day introductory module that is residential and is followed by three further 2-day residential modules. The first and final modules are held in Northern Ireland. With an emphasis on networking and the development of cross-cultural connections, the middle two modules are held in London and Dublin. Other key aspects of the programme are a political theme day, self-managed learning sets and developmental support.

Modules

- Module 1: **Wednesday, Thursday and Friday, 7-9 October 2009** at the Burrendale Hotel & Country Club, Newcastle, Co. Down
- Module 2: **Thursday and Friday, 25-26 February 2010** which will be held at the King's Fund in London
- Module 3: **Thursday and Friday, 20-21 May 2010** which will be in Dublin
- Module 4: **Thursday and Friday, 23-24 September 2010** which will be held in Northern Ireland

Theme Day

- 'Women in Politics', **18 June 2010**, organized in co-operation with the Centre for Advancement of Women in Politics at Queen's University, Belfast (CAWP).

Learning Sets

- Three group-managed learning sets are organised during the programme. These take place between each module and are formed during Module 1. Set members agree dates and locations.

One-to-one Development Counselling

- One-to-one developmental sessions are important ingredients of the programme offering 'conversations with a purpose'. Participants will be allocated a senior executive to provide personalised support. Guidelines for this individualised aspect of the programme will be established during Module 1 and this aspect of the programme will begin in March 2010 after Module 2.



Programme Staff

The programme leaders are two consultants who have extensive leadership and organisational development experience.

Shirley McCaughey

Based in Northern Ireland, Shirley is the programme director and has been closely involved with the Chief Executives' Forum and its women's leadership development programme since its inception in 2003.

Shirley specialises in leadership and management development and has been involved in running programmes for the health service and other parts of the public service. Her consultancy work has taken her to Africa and Eastern Europe. Formerly the Director of the Beeches Management Centre in Belfast she was previously a principal consultant with the Centre and has worked in the private, public and voluntary sectors. Shirley has a particular interest in coaching and mentoring and in developing women and their leadership potential. She has initiated and led a number of director-level programmes.

Pat Brand

Currently based in Ireland, Pat is an Associate Fellow in Leadership Development at the King's Fund in London having previously been a Senior Fellow and Programme Director of the Board Leadership Programme for the NHS London Region and the Athena Programme for executive women. She has been a co-director of the NHS Senior Chief Executives' Programme and the Johnson and Johnson Nursing Leadership Programme. A trained counsellor, Pat happily uses her skills in executive coaching on issues of personal and organisational development.



With a background in science and management consultancy, Pat is a graduate of Durham University, from where she led an arctic expedition, and of Trinity College Dublin where she gained an MSc in Environmental Science. Prior to her appointment to the King's Fund in 1998 she ran her own consultancy, Contact International, with a particular focus on the interface between personal and organisational change. She has also been a change consultant for Rolls Royce Motor Cars and has been involved in complex organisational development assignments in both the public and private sectors. Before that she led the Irish Strategic Planning Society for three years and has been a long-standing member of Foresight, a transnational group of consultants involved in organisational renewal.

Expert Contributors

Drawing extensively on the Chief Executives' Forum and the connections it has, there have been contributions from a wide range of speakers including:

- **Baroness May Blood MBE**
- **Brian Cawley**, Assistant Director General, Institute of Public Administration [Ireland]
- **Evelyn Collins CBE**, Chief Executive, Equality Commission for Northern Ireland
- **Norma Evans**, Chief Executive, Northern Health and Social Care Trust
- **Josephine Feehily**, Irish Revenue Commissioner
- **Carmel Foley**, Garda Ombudsman Commissioner
- **Dr Tom Frawley CBE**, Northern Ireland Ombudsman
- **Dr Yvonne Galligan**, Director, CAWP, Queen's University, Belfast
- **Eleanor Gill**, Chief Executive, The Consumer Council
- **Patricia Gordon**, Director Northern Ireland, The Multiple Sclerosis Society and former Chair, Opportunity Now Northern Ireland
- **Sir Nigel Hamilton KCB**, Former Head of the Northern Ireland Civil Service
- **Dame Joan Harbison DBE**
- **Steve Hare**, Chief Executive, NICS Centre for Applied Learning
- **John Hunter CB**, Chair, Chief Executives' Forum
- **Roisín McDonough**, Chief Executive, Arts Council of Northern Ireland
- **Dr Aideen McGinley OBE**, Permanent Secretary, Department for Employment and Learning
- **Rabbi Baroness Julia Neuberger DBE**
- **Dame Nuala O'Loan DBE**
- **Julie O'Neill**, Secretary General, Department of Transport [Ireland]
- **Mary O'Rourke TD**, Dáil Éireann
- **Dr Joan Smyth CBE**, Chair, Progressive Building Society
- **Maeve Walls**, Director, Voluntary & Community Unit, Department for Social Development
- **Dr Jane Wilde CBE**, Chief Executive, Institute of Public Health in Ireland



Applying for the Programme

Who should apply?

Women who are senior managers working in the civil or wider public service in Northern Ireland; those who are at a crossroads in their careers and feel they need to have their leadership skills developed.

Applicants should hold a second or third level post reporting directly to the chief executive or a director. They should:

- Welcome the challenge of change and leading within a complex organisation
- Be prepared to take responsibility and ownership for their own development
- Be inclined to 'think outside the box' and be prepared to participate actively in and contribute to the programme
- Want to make a difference within their organisations and be keen to network and influence people

The programme is for women who are:

- Strategic thinkers
- Comfortable with ambiguity and uncertainty
- Prepared to take risks
- Interested in learning about other organisations and how they operate

This is a women-only programme. It aims to address the under representation of women in top-level posts. Around 20 participants will take part. Most of the women involved will be drawn from the wide range of public authorities represented in the Chief Executives' Forum.

How to apply

We ask you to complete a detailed form that is designed to encourage you to think about your career, your development needs and the benefits you expect from the programme. With only an application form and, possibly, a short telephone interview to go on a great deal will depend on what you say on the form about the responsibilities you have, what you have achieved to date and what you aspire to.

Participants selected will be those deemed to be in positions where they are most likely to benefit from participation in a leadership programme of this type. A mix of candidates will be chosen so that a wide range of organisations and experiences is reflected on the programme.

Application should be made through your chief executive using the form provided. **The closing date for applications is Friday 29 May 2009**

If you would like an electronic copy of the form, please contact the Chief Executives' Forum by e.mail at mail@ceforum.org. Completed nomination forms should be sent to Ms Roisín McDonough, Chair, Women Chief Executives' Group at the following address:

**Chief Executives' Forum
Lancashire House
5 Linenhall Street
Belfast BT2 8AA**

**T. 028 9054 2966
F. 028 9076 7146**



Costing and Funding

The 2009-10 programme fee is £3,100 plus VAT. The fee covers the costs of residential accommodation, including meals, and transport outside Northern Ireland. Sponsoring organisations are expected to meet travel expenses incurred within Northern Ireland.

“The programme provided me with useful space to reflect on my personal and career goals. I particularly benefitted from the mentoring support and was challenged by this and the inputs from external speakers to take greater control of my own destiny. The support and encouragement received from my fellow participants and the camaraderie that developed through the learning set was truly inspirational and spurred me on to take on new challenges. The course also pushed me out of my comfort zone on a number of occasions and I not only survived - I enjoyed it”

Carol Keery, Director of Innovation, Research and Technology, Invest NI

“The Programme first appealed to me because of its focus on both individual learning and learning as part of a network. It exceeded my expectations in this respect. The Programme works because the emphasis is on the individual to commit to learning, and to be open minded about considering and adopting new approaches to leadership. It helps participants take personal responsibility for their leadership style. It enabled me to shape and identify the kind of leader I want to be, and this time for self reflection was invaluable. Rarely do we take time out to focus on our behaviour, and our approaches to leadership. However, it’s not all about theory. The personal testimonies from experienced leaders rooted what we had learned in practice, and many of the skills I learned I use on a daily basis, even three years on. The programme genuinely changed the way I work, and embedded leadership

principles in what I do. I completed the Programme while working as Director of Policy at the Equality Commission for Northern Ireland and have since moved to take up the post of Director at the Chartered Institute of Housing. I have no doubt that the Women's Leadership Programme equipped me with the skills and knowledge to move on, and I know I'm just one of many women on the programme who have taken next steps in their career as a result of what they have learned."

Grania Long, Director, Chartered Institute of Housing in Northern Ireland

"I found the mentoring experience most enriching. This has been a really positive experience for me. I feel I have developed a relationship with my mentor that will endure for some time. The whole concept of mentoring with a chief executive is something I would not have thought of doing, or had the confidence to do before."

– Bronagh Scott, Director of Emergency Primary Care and Older Peoples' Services/Executive Director of Nursing, Northern Health and Social Care Trust

"I found the programme very useful for my personal development. In particular, I benefited from the experience of mentoring and the opportunity to network with others who were facing issues very similar to those which faced me. The Learning Set, which is still running some two years after I completed the programme, provides an excellent forum for problem solving which makes use of the diverse experience and skills of others across the public sector."

- Dr Bernie Stuart, Director of Infrastructure Investment, Department of Health, Social Services and Public Safety



The Chief Executives' Forum is the association of chief executive officers of public bodies in Northern Ireland





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