

WOMEN'S LEADERSHIP INITIATIVE

2012-13 PROGRAMME



CHIEF 
EXECUTIVES'
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WOMEN'S LEADERSHIP INITIATIVE

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.

Now in its 9th year, this highly regarded programme is 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 which builds on a range of contacts and personal insights that are developed systematically throughout the programme.

PROGRAMME 2012-13

Learning Format

Dates

Module 1:
Learning Set

18-20 April 2012 (3 days)
Agreed with participants

Module 2:
Learning Set
Personal Development

21-22 June 2012 (2 days)
Agreed with participants
Agreed with participants

Module 3:
Learning Set
Personal Development

27-28 September 2012 (2 days)
Agreed with participants
Agreed with participants

Theme Day:

23 November 2012 (1 day)

Module 4:

23-25 January 2013 (3 days)

More information and an application form is available from the Chief Executives' Forum. (T) 028 9034 7400 or (E) mail@ceforum.org



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 the professional “you” and 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.
- 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 transformation 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.

The benefits for your organisation will be:

- You will have acquired a deeper understanding of strategic and organisational development.
- A sense that ambiguity and change is normal and something people can adapt to and become comfortable with.



A CHANGING WORLD

The Challenge facing governments coming out of recession is to relieve the pressure on public finances and create growth friendly economies that are responsive to the competitive challenges of globalisation. So, government and its services are being cut back and refashioned. A new era of government is being defined; a looser state is being created.

A forward-looking and highly adaptive public sector will be required. The services public authorities provide will be local, flexible and responsive to what people need and want. At a time of increased transparency and accountability to the public the accent will be on what government achieves and the difference that organizations make whether they are working on their own, with other public authorities, or with those outside of government. The language of discourse will be of uncertainty, innovation, optionality and risk.

Successful public sector organisations require strong, insightful leadership and well-rounded leaders. Operating within a fast-changing environment women who aspire to leadership roles need to identify leadership styles that they are comfortable with and which will sustain them in challenging times..

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 things get done you will need a deeper understanding of who you are and the emotional and political acumen you are going to need if you are to succeed. You will also need to better understand how your behaviour affects others; and 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 making the most of 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, the programme's objectives are pursued within 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 comes out of participation and a group dynamic that integrates different perspectives and experiences. The programme values intellect, imagination and emotion. If this programme is for you, you will be someone who is prepared 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. 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 share the knowledge they have and be creative.

PROGRAMME FORMAT

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

- Learning from others including hearing some of Northern Ireland's leading figures talk about their formative experiences as leaders.
- Networking that helps you gain some real insights into different parts of the public sector and the organisations represented on 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 change leadership, consultancy and strategic thinking.
- Group and self-managed learning through 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 April 2012 to January 2013. It involves a 3-day introductory module that is residential and is followed by two further 2-day residential modules and then a final 3-day residential module. 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, 18-20 April 2012**
at the Burrendale Hotel & Country Club, Newcastle, Co. Down
- **Module 2: Thursday and Friday, 21-22 June 2012**
which will be held at the King's Fund in London
- **Module 3: Thursday and Friday, 27-28 September 2012**
which will be in Dublin
- **Module 4: Wednesday, Thursday and Friday, 23-25 January 2013**
which will be held in Northern Ireland

Theme Day

- **'Women in Politics', Friday 23 November 2012**, 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

- One-to-one sessions are an important developmental element of the programme offering 'conversations with a purpose'. Participants will each be allocated a senior executive who will provide personal advice and support. Guidelines for this aspect of the programme will be established during Module 1 and begin at the end of June 2012 following 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 (now the HSC Leadership 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

Patricia is a graduate of Durham University, where she led an arctic expedition, and Trinity College Dublin where she completed her environmental research.

Early in her career she ran her own consultancy, with a particular focus on the interface between leadership and organisation change in the public, private and voluntary sectors. She has consistently

worked at executive level in unique situations of complex organisation development, including Rolls Royce Motor Cars, the British Government Office, The Arts Council, and the Department of Health. Pat is a committed European and for twelve years played a national expert role for the Republic of Ireland in several official networks of the European Commission in Employment and Social Affairs.

She has cross cultural leadership skills (leadership, diversity, complexity) which have been used to develop executive teambuilding in multinationals but also extensively used in Social Partnership in Ireland.

For eight years she was a Senior Fellow in Leadership Development at The Kings Fund directing leadership programmes which included senior chief executives, women executives and top nurses.

During this time Patricia designed, developed and directed the highly successful leadership programme for NHS London Chairs and Non Executive Directors which continues to be a national exemplar.

Her consulting skills include working with the client to design and develop in house programmes.

She is a skilled and trained coach of individuals and teams, an experienced and skilled facilitator of executive teams, and in working with Chairs and Board Development. She is used to working in confidential situations and areas of conflict.



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**
- **Dr Brian Cawley**, Director General, Institute of Public Administration [Ireland]
- **Evelyn Collins CBE**, Chief Executive, Equality Commission for Northern Ireland
- **Dr Pauline Connolly**, Leadership and Management Specialist, Institute of Public Administration [Ireland]
- **Dr Theresa Donaldson**, Chief Executive, Craigavon Borough Council
- **Norma Evans**, Former Chief Executive, Northern Health and Social Care Trust
- **Josephine Feehily**, Chairman of the Revenue Commissioners [Ireland]
- **Ruth Fennessy**, The Office of the Revenue Commissioners [Ireland]
- **Carmel Foley**, Commissioner, Garda Síochána Ombudsman Commission
- **Dr Tom Frawley CBE**, Northern Ireland Ombudsman
- **Professor Yvonne Galligan**, Director, Centre for Advancement of Women in Politics, QUB
- **Eleanor Gill**, Independent Consultant and former Chief Executive, The Consumer Council
- **Judith Gillespie OBE**, Deputy Chief Constable, Police Service of Northern Ireland
- **Patricia Gordon**, Director Northern Ireland, The Multiple Sclerosis Society
- **Sir Nigel Hamilton KCB**, Former Head of the Northern Ireland Civil Service
- **Dame Joan Harbison DBE**
- **Steve Hare**, Director of Human Resources & Organisational Change, Department of the Environment
- **Bronagh Hinds**, DemocraShe
- **John Hunter CB**, Chair, Chief Executives' Forum
- **Felicity Huston**, Commissioner for Public Appointments for Northern Ireland
- **Roisín McDonough**, Chief Executive, Arts Council of Northern Ireland
- **Dr Aideen McGinley OBE**, Chief Executive, Ilex Urban Regeneration Company
- **Marg Mayne**, Chief Executive Officer, Voluntary Service Overseas
- **Baroness Julia Neuberger DBE**
- **Baroness Nuala O'Loan DBE**
- **Julie O'Neill**, Former Secretary General, Department of Transport [Ireland]
- **Mary O'Rourke**, Former 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**, Former Chief Executive, Institute of Public Health in Ireland



APPLYING FOR THE PROGRAMME

WHO SHOULD APPLY?

Women who are already senior managers working in the civil or wider public service in Northern Ireland; those who want to develop further their careers and feel they need to develop their leadership skills.

Applicants should hold a second or third level post reporting directly, that is, to the chief executive or to 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 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 20 January 2012** 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
Longbridge House
16-24 Waring Street
BELFAST BT1 2DX**

T. 028 9034 7400



COSTING AND FUNDING

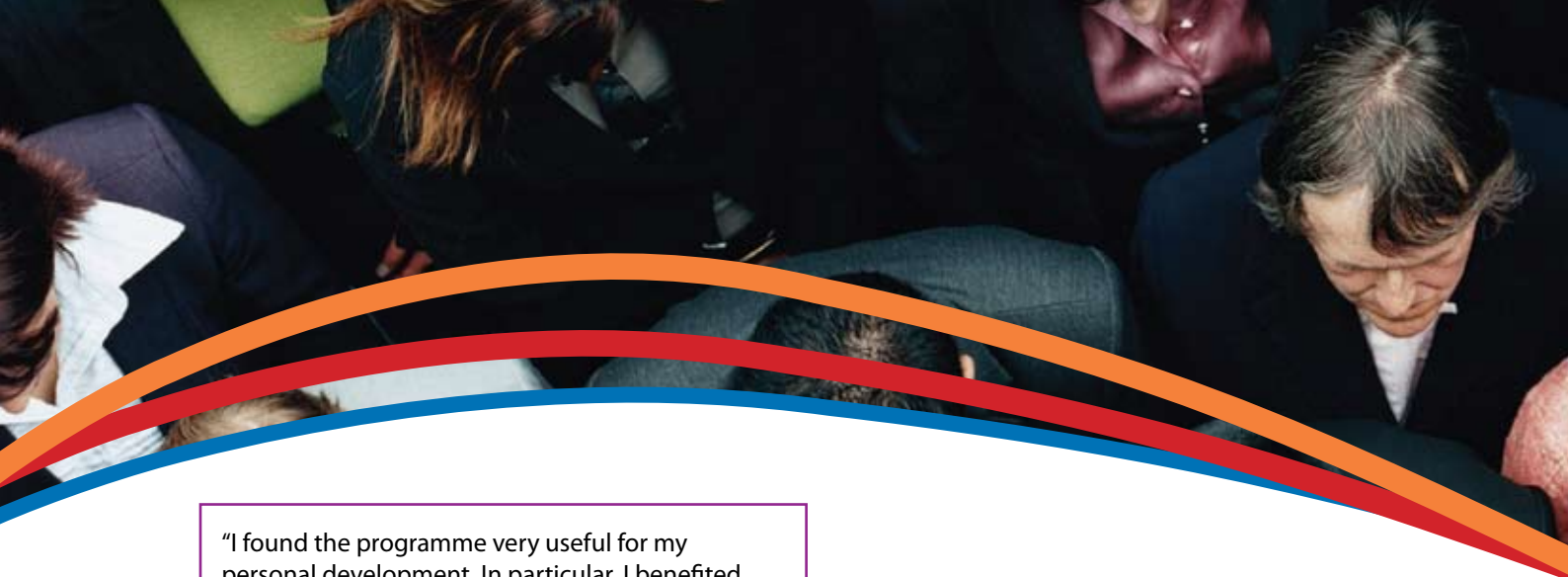
The 2012-13 programme fee is £3,100 plus VAT. The fee covers the costs of residential accommodation, including meals, and transport outside Northern Ireland. Sponsoring organisations are expected to meet travel expenses incurred within Northern Ireland.

“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.”

Grainia Long, Interim Chief Executive, Chartered Institute of Housing



"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 Investment, Department of Health, Social Services and Public Safety

"I would strongly recommend this programme to anyone who wants an opportunity to take time out to reflect on their career and direction. Particularly the programme challenged me to think about my personal effectiveness and to take responsibility for developing my own leadership style and behaviours. The format is very much about learning from and supporting each other through exploring common problems and issues faced on a day to day basis – it offers a flexible, non-theory and refreshingly different approach to personal development than I had experienced before. It was not always a comfortable ride though I enjoyed it much more than I thought I would!"

Kathryn Thomson, Chief Operating Officer, Northern Ireland Tourist Board



WLI ALUMNI

In recognition of 8 years of the Women's Leadership Initiative, 160 successful and motivated participants, an Alumni network has now been established by past participants. A launch evening in February 2011 in the Ulster Hall attracted an overwhelming response and the Alumni database now has over 90 women registered.

The purpose of the Alumni is to make and maintain connections, share experiences, inspire and be inspired and support each other throughout our careers.

The Alumni established a Committee of six to maintain the Alumni database, organise events and co-ordinate learning sets. The membership will rotate each year: the current membership is:

- Anne McKernan
- Ann Moffatt
- Bernie Stuart
- Kathryn Thomson
- Martina Campbell
- Pamela McCreedy.

A number of events and activities have been held since February 2011:

- Dr Theresa Donaldson, Chief Executive of Craigavon Borough Council was the keynote speaker at a breakfast briefing, on 'Surviving and Thriving in the Public Sector'.
- The Labour Relations Agency hosted a session on 'Mediation and Dispute Resolution'.
- Judith Gillespie OBE, Deputy Chief Constable, Police Service of Northern Ireland, was the keynote speaker at a breakfast briefing, on 'Organisational Change'.
- Learning sets have been established, with 40 women participating. These continue to prove to be an effective support mechanism.

Further events are planned, learning sets continue to meet and we await another year of WLI participants to join the Alumni, adding and enriching the network.



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