Building Inclusive Leaders

The CEF Building Inclusive Leaders programme offers aspiring/senior female leaders working in the civil service and wider public service a unique opportunity to further develop their leadership capabilities and career opportunities.

Now in its 16th year, this newly designed programme offers a uniquely challenging and engaging experience, enabling you to get high impact results with and through the people you lead, and the organisations you serve.

This Leadership Opportunity includes:

- An intensive 12 month leadership development experience
- Stretch opportunities to build executive and inclusive leadership competencies
- A holistic mind and body approach to developing leadership stamina via a two-day leadership retreat, supported by a series of experiential learning events
- Inspiring role models/executive coaching /mentorship plus line manager and peer support
- Blended, face-to-face, team & immersive activities, designed using the latest behavioural science and research applied to leadership behaviours.

Building Inclusive Leaders: CEF Vision

We are delighted to invite 20 senior female participants to engage in this 12-month leadership development journey. Our aim is to significantly increase the number of women working in strategic decision-making roles across all public sector organisations in Northern Ireland. In particular, we are keen to increase the representation of women at Chief Executive level.

We are proud to be providing this leading edge opportunity for senior women to further develop as leaders, while also critically enhancing their visibility and networking capability. The fresh programme design offers a multi-modal experiential approach, with stretching individualised and collective learning elements.

Costing & Funding

The 2018-19 programme fee is £3,500 plus VAT. The fee covers all programme costs including the residential leadership retreat. Sponsoring organisations are expected to meet all travel expenses. Places are strictly limited, so please get your applications to us at your earliest convenience and before the deadline of 2nd March 2018.

'We are working hard in the NI Civil Service (NICS) to accelerate our ambition to have a truly inclusive workplace. We know that a variety of perspectives shaped by different backgrounds, life experiences, aspirations and identities, brings more creativity, greater innovation and better solutions. Improving diversity and inclusion in the NICS is as a key priority for me and initiatives such as the CEF’s ‘Building Inclusive Leaders’ programme contributes to delivering the outcomes we all want – to be a service that is reflective of the society we serve.’

David Sterling Head of the NICS
Please Note: While you are expected to attend all elements of the programme, you need to attend one of the Leadership Residential Retreats (so please hold the dates for both in your diary, and you will be advised of your retreat dates on selection).
Fresh Programme Elements

360 Assessment
Emotional & Social Intelligence 360
Hogan Leadership Assessment

6 Face-to-Face Learning Events
2-day Leadership Residential Retreat
- 10/11 May OR
- 17/18 May
Plus 4 Action Learning Events
- 12 April
- 23 June
- 25 Oct
- 21 Feb

Virtual Coaching
We Add Urgency And Challenge To The Learning Journey Through A Targeted Virtual Coaching Intervention
4 x Coaching Sessions
Mentoring Support from Public Sector Leaders

Learning Nuggets
We Support With Micro-Learning Before Each Learning Event
- Pre-reading
- Resources

Virtual Webinars
We Deliver Core Elements Of Content Via Live Facilitated Virtual Discussions
5 June - Bias & Inclusion
4 Sept - Confidence
29 Nov - Resilience
10 Jan - Decision Making

Guest Speakers
Hot Topics
Panel Interviews
Political Experts
Policy Makers
Key Role Models Invited To Attend Action Learning Events & Leadership Retreat

Resilience Challenges
We Drive New Habit Formation To Build Brain & Body Fitness.
We Track Progress Against 6 Key Variables: Exercise, Stimulation, Sleep, Mindful Time, Focus Time, Play Time

Assignments
We Promote Peer Engagement, Peer Coaching, Leader-led Elements, Social Learning Immersion Activities & Role Modeling

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We Promote Peer Engagement, Peer Coaching, Leader-led Elements, Social Learning Immersion Activities & Role Modeling
Some Topic Highlights

This programme includes a range of fresh leadership topics that will stretch and fully engage participants.

Content is delivered via blended, face-to-face, team & immersive activities, designed using the latest behaviouralscience and research applied to leadership behaviours.

We Promote Peer Engagement, Peer Coaching, Leader-Led Content Elements, Social Learning, Immersion Activities & Role Modeling to ensure participants’ learning is fully activated.
You get 4 x Virtual One Hour Coaching Sessions:

- Session 1: Lift Off & Agreeing Stretch Goals
- Session 2: Activating Confidence & Potential
- Session 3: Activating Executive Habits & Stamina
- Session 4: Activating Executive Career Strategy Habits

Our high performance coaching system defines coaching as ‘facilitating accelerated change by transforming thinking and therefore behaviour’.

Contemporary neuroscience sits at the heart of our model. Understanding the brain allows us to improve our own and others’ thinking, the route to impacting behaviour and action. We combine the best of success factor modelling methodology & brain-based coaching to structure our approach, grounded in the very latest neuroscience & coaching principles.

The coach’s role is to facilitate or ‘enable’ a transformation in thinking. It is not counselling, consulting, training or mentoring.

Urgency, challenge and feedback are key ingredients.

Our coaches are best in class and share common values based on a set of shared principles – integrity, a belief in human potential and a desire to lift each coaching conversation to its very highest potential.
Virtual Webinar Content

We deliver core elements of content via live facilitated virtual discussions to support your ongoing development.

**Webinar 1: From Bias To Inclusion:** Reveals the brain’s use of unconscious versus conscious bias, links bias to inclusion, helps you develop mitigating strategies and considers a leader’s role in building inclusive cultures.

**Webinar 2: Confidence:** Explores the science of how we build confidence, how to access ‘flow’ state and how to effectively build presence and project confidence to others.

**Webinar 3: Resilience & Emotional Regulation:** How to regulate emotions, understand your stress response and how to use resilience enablers to protect against stress.

**Webinar 4: Decision Making:** How it works in the brain, using prediction error, biases/heuristics and managing decision making under stress.

**Accessible Virtual Learning Experiences**

**STEP 1**
Watch a one-hour recorded webinar, do the pre-reading and reflect on key questions.

**STEP 2**
Join a live and interactive facilitated session in which we activate the content - revisit highlights, share ideas in break-out discussions and challenge thinking to imbed learning.
The Leadership Assessment Elements of the Programme

The ESCI 360 Assessment

Building Inclusive Leaders by design offers participants rich, multiple source, frequent and ongoing feedback. We kick start this with a 360 focused on emotional and social intelligence assessment via Hay Group ESCI (most validated & scientific measure). The ESCI 360 measures and comments on behaviours that can be developed.

The Haygroup Emotional and Social Competency Inventory 360 measures 12 competencies across 4 clusters – self awareness, self management, social awareness and relationship management. We encourage you to solicit feedback from a broad range of raters, so you can more accurately assess how you are currently showing up as a leader in the context of your work.

Your reports are confidential to you and are used to support you in identifying your strengths and areas for development for the programme. You will receive your feedback reports at your deep dive leadership retreat.

Hogan Leadership Assessment

Hogan Personality Inventory (HPI) - What is your leadership reputation?
The HPI describes your bright-side personality – the qualities that describe how you relate to others when you are at your best.

Motives, Values, Preferences Inventory (MVPI) - What drives you?
The MVPI describes your core values, drivers and interests, which determine what you desire and strive to attain. By assessing your values, you can better understand what motivates you to succeed – and what doesn’t.

Hogan Development Survey (HDS) / Leadership Derailers - What could stop you?
The way you act when the pressure is on could be influencing your reputation and career prospects.
Cora Robinson is MD at Create. Express., a global leadership development boutique, based in Holywood NI. She is a highly engaging facilitator and executive coach, with 15+ years experience working with senior executive teams in a variety of public sector and blue chip organisations worldwide. She has a strong track record in the facilitation of complex meetings and events, and the custom design and delivery of bespoke leadership programmes that drive career advancement – taking senior executives and senior teams to the very top of their game. Cora has a BA, an MMedSc, is qualified in Hogan and ESCI assessment tools, is a Practitioner of Applied Neuroscience, an accredited NeuroLeadership Brain-Based Coach, is accredited in Success Factor Modelling, and is a member of the Neuro Leadership Institute. She specialises in applying neuroscience to leadership, inclusion and high performance coaching.

Now meet the Create. Express. High Performance Leadership Faculty Team.

Sinead Steenson is a senior associate consultant with Create Express. She has 20 year’s experience working in employee and leadership development, coaching, and business and cultural transformation. She is a highly experienced facilitator, coach, trainer, and public speaker. Her particular skills lie with translating individual and business needs into engaging programmes that dovetail with existing company processes and practices to maximise individual and business benefits.

Olivia Cleland is a senior associate consultant with Create Express. She is is a Capability Development Specialist, with over 15 years’ experience in both private and public sector within HR, L&D and Operational Teams throughout the UK, the Channel Islands and Europe. Olivia’s focus is on developing high performing teams and excellence in communication, creating and sustaining resilience and developing leadership skill and behaviour. She is an accredited ICF coach & coach mentor.

Darius Norell is a senior associate consultant with Create Express and works with leaders and senior leadership teams to create transformation in their personal and professional lives. He brings a powerful presence to help people uncover what it is important to them and make it a reality. Darius has worked in 20 different countries and brings a wealth of experience from his time as entrepreneur and his work with clients across a range of sectors. Darius is a black belt in Aikido, read Pure Maths at Warwick University and has nearly a decade of meditation practice. Darius is a RESULTS trained coach with the Neuroleadership Institute.

Björn Kälin is a is a senior associate consultant with Create Express and is a talented and engaging facilitator and coach. In his extensive career in Marketing and Sales, he has headed global customer experience management and led a multinational team of performance coaches, managing significant change programs in a global organisation. He is an International Coach Federation (ICF) accredited NeuroLeadership Brain Based Coach and is a member of the Neuro Leadership Institute (New York). Björn coaches fluently in English, German, French and Spanish.

Nicole Dobinson is a senior associate consultant with Create. Express. who is passionate about developing the potential of leaders to affect change within themselves, their organizations and their communities. Diverse in approach, she weaves emergent change practices together with wisdom teachings and the best of modern science to propel leaders forward in transformative ways. An international relations and capacity building specialist by training, she has over 15yrs of global experience working with the United Nations through to social enterprises, innovation start-ups and tech giants.

Programme Faculty and Coaching Team Profiles
How To Apply

We ask you to:
1. complete a short application form.
2. As part of the application form we ask you to complete a one page personal descriptor to help us get to know you, and to give you the opportunity to explain what you aspire to career wise and why you are wanting to attend this programme.

The 20 places will be awarded based on the following criteria:
• The strength of your application, clearly demonstrating suitability
• You are currently in a role where you have leadership reach
• The mix of candidates chosen reflect a wide range of organisations and experiences.

The closing date for applications is strictly Friday 02 March 2018.

Application should be made through your Chief Executive. Appropriately endorsed application forms may be returned via email to mail@ceforum.org or alternatively, sent to us at the following address:

Chief Executives’ Forum,
Clare House,
303 Airport Road West,
Belfast BT3 9ED
Northern Ireland
Tel. +44(0) 28 9081 6440

Who Should Apply?

Women who are already senior leaders, or are aspiring senior leaders, working in the civil or wider public service in Northern Ireland; those who want to develop further in their careers and feel they would benefit from an intensive leadership development experience.

Typically applicants should hold a second or third level post reporting directly to the chief executive or to a director.

They should:
• Welcome the challenge of change and leading within a complex organisation
• Demonstrate a ‘growth mindset’ and be prepared to participate actively in and contribute fully to all elements of the programme
• Want to make a difference within their organisations and
• Be keen to network and influence people to promote the wider public sector agendas.

The programme is for women who are:
• Regularly involved in developing the strategic direction of their organisation
• Leading or are about to lead significant organisation change in the context of ambiguity and uncertainty
• Contributing to new ways of working
• Taking responsibility for their own development and career opportunities.

Please get in touch if you require any further information to help with your decision on this application.