Leadership Development Programme

Codesign Workshops- January 2024

At the online session we introduced the programme and considered the qualities and elements of the Inclusive Leadership Compass,

© Inclusive Leadership Compass

At the in person session we engaged in creative and conversational activities, mapping the groups wants and needs to the 4 quadrants of the Inclusive Leadership Compass.

Enable - Teams (Unity and Cohesion – Facilitation – Coaching skills – Psychological safety – Development focus – Wellbeing support – Creating opportunity – Celebration – Balance)

- Team ownership of purpose
- Getting everyone to show up and contribute
- Developing opportunities for staff + career development with limited resources *Identifying
- A team that makes stuff happen
- Team unity and cohesion – Working together effectively and efficiently
- How to get the team on the same page and working together to achieve common goals
- Greater awareness of strengths as a facilitator and how to share them

- Life and work balance
- Be more productive
- Tools for groups facilitation
- How best to role model psychological safety in a demanding often draining service provision
- Work smarter not harder
- How to coach someone

Embrace -Self (Humility – Self-awareness – Openness – Conviction and purpose – Listening skills – Creativity – Warmth – Accountability and strength – Personality – Self development)

- Time management
- To be heard and seen
- Keeping on top of stuff when your mental health is poor
- Saying no
- Being comfortable in not having all the answers
- Better balance of strategic and operational i.e. not bong drawn into putting out chairs
- How to let go of work things and rest effectively
- Feel valued
- Boundaries
- Resilience to withstand and weather the storm (funding, policy, chaotic world)
- Self-care and stress management
- External leadership skills i.e. leading sector, policy makers, creating movement
- Confidence to lead change
- Overcoming imposters syndrome
- Overcoming self doubt
- Trust your gut instinct
- Self trust
- Identifying overwhelm better and communicating needs as a leader more effectively

Empower - Others (Respect – Equality and Equity – Person-centred approach – Participation – Advocacy – Lifting other up – Nurturing – Inspiring)

- How to inspire groups and new people
- Confidence to be a voice outside of organisation
- How to lead extremely diverse teams. People are all so different – no one size fits all for them
- How to effectively push back against toxic institutions / sectoral practices and convince others there is a better way
- Effective delegation – Howe to develop structure / systems for rapidly growing organisation
- Best practice for empowering others
- Resources, connections and practices which 'grow' and 'inspire' leadership in communities
- Creating an environment to help people feel they have the power to act

Embed - Organisation (Flexibility – Systems and processes – Efficiency and detail – Vision and strategy – Communication – Storytelling – Knowledge – Commitment and prioritising – Journey)

- Volunteer management
- A successful funding strategy and steps towards it
- Technology and digital strategy support
- Managing organisations best practice

- Organisational change – approaches to support / communicate / monitor
- Funding support
- More knowledge about what systems and processes people use
- Confident and clear communication of values and vision
- Sustainability and stability
- Partnership / collaborations
- AI
- Creating policies
- Growing the funds and systems to grow team
- Implementing policies and ensuring the team follows them
- Networking with other leaders
- Leading contracted staff – bringing them with you
- Commitment and prioritising – efficiency
- Governance and framework
- Possible structures / systems combining PAYE and freelance

Leadership Mountain

Clouds, in 2029 I want to:

Do - Working with integrity wisdom and excellence, facing challenges, cooperating

Be - focusing our energies, saying no (having discernment), being creative, enthusiastic. Having a meaningful impact. Working with clarity, a clear purpose, tenacity, confidence and with a true north.

Feel -Positive and calm, content yet determined, self aware

Image by [@graphicsandgrain](#)

Summit - our collective vision and goals for this programme:

- We want to be clear, confident, dynamic thought leaders, energised by our work and inspiring others around us
- We dream of the leadership programme inspiring the wider VCSE to collaborate and support a cross system reset of strategy and services to aligns with the evolving social landscape and needs
- Guiding question: How might we exchange experience, wisdom and knowledge to develop our leadership practice?

Slopes - what do we need to stop, start and continue to engage in this programme? Kerry populated this section using the insight gathered from the inclusive leadership mapping of wants and needs of the group.

Start

- Team ownership of purpose
- A team that makes stuff happen
- Greater awareness of own strengths as a facilitator

- Being open to learning
- Developing opportunities for staff and career development with limited resources
- Being okay with not having all the answers - find comfort in uncertainty

Stop

- Being drawn into putting out fires- reactive tasks -and focus on a more balanced strategic and operational approach.
- Working harder, instead of smarter
- Feeling overwhelmed without anywhere to communicate and share this
- Getting involved in minor details and focus on more impactful aspects of roles.

Continue

- Developing strong teamwork and effective collaboration among team members.
- Psychological safety, trauma informed work
- Focus on personal and professional development for team members.
- Ongoing development of tools and techniques for facilitating effective group discussions.

Foothills - what is the context of this work that we need to consider?

- Capitalist society
- Feeling like in a forest of confusion
- Limits to what we can control (funding streams, governance)
- Stressed
- Hard to be present and engage/ presence needed
- Some have multiple jobs, most have multiple hats
- Managing different projects
- People work in different sized organisations and are at different stages of leadership journey
- We need practical support for funding opportunities
- We want time for story sharing and mentorship opportunities
- Things that would help us engage- lunch, day release cover, car parks and good public transport links, transport costs reimbursed, self care circles
- Different models of learning, and tools - eg HBR is good (sometimes), action learning sets,
- Resource list from the group

Ski lift - What are the operational considerations that we need to think about along the way?

- Venues, accessible, easy to travel to, across GM to gain insight into others organisations
- Suggestions - Angel Centre Salford, St Thomas Centre Mcr, Methodist Central Buildings Oldham, Old Trafford Wellbeing Centre, Gorse Hill Studios Old Trafford, Gorton Monastery, Cheadle Hulme Connect, Rose Walker Centre Stockport, Yuvantis Foundation Oldham.
- Transport - lift sharing?
- Inclusion, ensuring all needs are met
- Timing, later start for those on school runs/caring responsibilities
- Time for networking and sharing contact details
- Consent for sharing learning stories, photos, quotes

Leadership Development Programme Content

Taking into consideration all the insight, information and learning from the codesign sessions we have put together this programme

Access

- Travel costs reimbursed on request, accessibility fund can be used flexibly to support engagement as needed
- Venues chosen for accessibility, car parks, transport links and situated across GM
- Inclusion needs and preferences gathered at the start of the programme and will be reviewed at the mid point of the programme
- Later start time of 10am (though facilitator will be there from 9.30am)
- Reflective practice designed in to support wellbeing of group
- Online sessions are optional with a recording provided
- Resources of various formats (written, video, visual, graphics etc) will be used and shared ahead of time and if different formats are needed, we will provide these where possible.
- A resource list of recommendations from the group will be gathered and shared throughout the programme

Process

Sessions are held online, Tuesdays 11.30-12.30pm and will be recorded. These sessions introduce 4 foundational processes to support planning, provide methodologies, develop teams and create sustainable organisations.

- Introducing programme webpage and Mobius Loop planning [Resource](#) 1 which will be used in session 1, email shared on 13 Feb (no online session this month)
- Systems Thinking Iceberg 12 March to and [Resource](#) to share with group ahead of time (tool)
- Coproduction and Design Thinking 9 April [Resource](#) 1 and [Resource](#) 2 to share with group ahead of time (presentation and graphic)
- Emergent Strategy 14 May [Resource](#) 1 to share with group ahead of time (video)
- Reflective Practice Tools 11 June [Resource](#) to share with group ahead of time (article with video)

Practice

Sessions are held on Wednesdays, from 9.30-10am for networking followed by the main session running from 10 to 12 noon. Sessions will build on the tools shared and introduce additional creative and conversation based activities.

- **Sunrise** (Planning, endgame systems and processes) 28 February - Gorton Monastery
- **Radiate** (motivation and collaboration) 27 March - venue tbc
- **Lighthouse** (influence and navigating change 24 April -venue tbc
- **Glow** (wellbeing, sustainability and succession) 22 May -venue tbc
- **Reflect** (reviewing, processing and sharing) 5 June -venue tbc

Impact

- Learning Stories -video capture at in person sessions
- [Leadership Learning](#) Feedback form -survey developed using the Inclusive Leadership mapping (start/stop/continue)

- Feedback message - whatsapp audio, requested after each online and in person session sent to Kerry on 07915062205

Final Event

- Ideas to consider in design - developing and sharing mentor opportunities
- A question to explore at the event - What would a 'a cross system reset of strategy and services to aligns with the evolving social landscape and needs' look and feel like

Out of scope for this programme - signposting requested

- Specific support to access funding
- Funding of day release for staff to attend
- Therapeutic support