



LEADERSHIP PROGRAMME

For the voluntary, community and social
enterprise sector in Bradford district



*Strengthening leadership
across our voluntary sector
and supporting our
workforce to become better
leaders*

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Introduction by Soo Nevison

Thank you for taking an interest in our Leadership Programme for the voluntary, community and social enterprise sector in Bradford district, now in its second year. Our first year completers rated the programme highly so we are glad that you are interested in joining.

Why a voluntary, community and social enterprise sector programme? We are the most unique sector operating in the district and we believe that one size doesn't fit all. That's why we have designed a programme to meet the general needs of the sector with the flexibility to be tailored to each individual learner.

How did this come about? It all started with a conversation at a Voluntary and Community Sector Assembly event in Carlisle Business Centre; I wasn't even in post by then and Kim Shutler was already asking me to get things done. We have recognised the need for something for the sector but it was always something to do 'another day'. However, the COVID-19 pandemic has given us a steep learning curve and we are very clear that we need to develop our leaders to enable our sector to be fully engaged in the future.

Why now? There are exciting times ahead for the sector, West Yorkshire has its first elected mayor and the NHS has just completed a major change. Unfortunately, we are also now in throes of a cost of living crisis that will bring further challenges.

We hope that this programme will give our leaders of tomorrow the skills and confidence to contribute to the leadership of the voluntary, community and social enterprise sector in Bradford district, ensuring it is well placed to make the most of new opportunities that come our way.

On writing this introduction I have gone back to Kim (now Chair of the Voluntary and Community Sector Assembly) to ask her for a few words:

"To ensure a strong, sustainable sector which maximises its impact for the people we serve we need leadership from every seat. It's not always about job titles or position, I would argue that in our sector more than any other, we all have the power and potential to influence huge change and make a difference. We also really need diverse and passionate leaders to step forwards and be our senior leaders and Chief Executive Officers of the future. Sometimes that takes a brave first step... taking a chance and putting yourself forward... There are lots of things that can be put in place to help you on that journey and I would strongly encourage you to take every opportunity that comes your way." Kim Shutler

Finally, I would like to personally thank the development team for their help in designing the programme and for the first cohort for letting us know what worked well, what wasn't so good and how to develop the programme further. Without you all there would be no programme. We look forward to seeing you all on the programme soon.

Soo Nevison Chief Executive Officer, Community Action Bradford & District

Context

Statutory and private sector organisations often have leadership development programmes that are well-resourced and defined career pathways, enabling people to progress within their own organisation.

The voluntary, community and social enterprise sector is different; there are very few larger organisations that can offer career development to staff. Often people's experience is that managers stay in their roles for many years and therefore people have to leave the organisation in order to progress.

This programme cannot change this, but it can provide a range of learning opportunities to develop leaders of the future, providing them with knowledge, skill and experience to enable them to identify the next steps in their journey as leaders.

Ambitions for the programme

Our five ambitions are to:

- i. Build our voluntary, community and social enterprise sector strategic leadership and engagement capacity to be able to act as system leaders in localities, within communities and across the district.
- ii. Strengthen sector leadership in support of a sustainable and effective sector and, in so doing, address the current scarcity of capacity, confidence and experience.
- iii. Generate opportunities and experiences for leadership development that result in a succession pipeline for aspiring system leaders.

- iv. Maximise sector influence and impact in support of our communities.
- v. Ensure that COVID-19 learning is embedded and shapes all of our leadership behaviours.

The programme is free of charge.

We ask organisations for a deposit of £100 per person which will be returned at the end of the programme.

Who is the programme aimed at?

We often use the term leader and manager interchangeably, but they are different. Not every manager is good at leadership, and not every great leader is good at management. There are arguments about whether these two terms are actually the same or different. Most research has concluded that a manager is more about your position, and leadership is more about who you are. You can be a manager and a leader, or you can be one or the other.

This programme is aimed at developing aspiring leaders. Some may already have some line management experience, but it's important to focus on good leadership. There are some differences between managers and leaders, but it can be a huge asset to understand these differences and how you can work to develop the characteristics of both.

After participating in this programme, *you* will:

- Have developed a better understanding of the 'Bradford district landscape' with the necessary skills and knowledge to find your way around.
- Have made connections and improved communication with other voluntary, community and social enterprise sector leaders, including peers in similar situations.
- Understand yourself as a leader, your strengths and areas to develop
- Make a difference through projects focused on communities in Bradford district.
- Put theory into practice by developing practical tools and techniques.
- Become a confident leader, ready to take the next step on your journey.

The programme will benefit *your organisation* as well.

- Through a 'special project', a member of staff will be able to focus on the development of your organisation, improving its performance and impact.
- The project will provide extra capacity to develop you staff and volunteers, helping your organisation to achieve its objectives.
- Opportunities for a staff member to work closely with other organisations in the voluntary, community and social enterprise sector, improving partnership working and sharing good practice.
- The development of your member of staff and others they work with will help staff to feel valued. Staff who feel valued are more likely to stay.
- Sharing fresh perspectives through professional development will help update the leadership competencies of your organisation.

Induction to the programme

Induction – 28 September, 2pm to 4pm at Central Hall in Keighley.

Session will include:

- Introduce candidates to each other
- Programme outcomes and ambitions
- Introduce candidates to the programme and its various elements
- Introduction to “Action Learning Sets”.
- Beginning your individual learning plan.

“Earn your leadership
every day.”

Michael Jordan

The programme will have to meet the requirements of COVID-19 or other public health guidelines and therefore we may need to meet remotely at times. If you are not able to work remotely because you do not have the equipment to do so, then we will discuss this with you and explore how we can ensure that you are able to participate.

Learning opportunities

The programme will consist of a range of learning opportunities, both on and off the job; learning with others or on their own including:

- On-the-job through work based projects
- Mentoring by an experienced leader within the voluntary, community and social enterprise sector
- Formal training modules
- Action Learning Sets
- Reflection on own practice, using a nationally accredited self-assessment tool
- System Leadership Masterclass

These opportunities will be delivered by colleagues from the voluntary, community and social enterprise sector and System partners.

On the job project

Option 1: Identify a project that you can lead that will help your organisation to achieve their objectives.

Option 2: Identify a project in another organisation, where you have an opportunity to take the lead and help the organisation to achieve their objectives.

To achieve the aims of the project you should be involved in some of the following:

- Leading other staff or volunteers within the organisation
- Working with trustees to help achieve strategic objectives
- Liaising with a range of stakeholders within the voluntary, community and social enterprise sector and System partners

There may be range of other opportunities that the organisation may identify for you to develop your leadership skills. These would be identified at the application part of the process.

For both options, you will be supported to undertake research to test and model competencies such as:

- *observation and reflection*
- *appreciative enquiry*
- *use of curiosity*
- *active listening*
- *giving and receiving feedback*
- *self-appraisal.*

“Leadership is about vision and responsibility not power”

Seth Berkley

‘Project management the basics’

An essential part of the programme will be your involvement in the process of managing a project. The on-the-job project will provide you with an opportunity to put your leadership skills and behaviours into practice. Therefore, it is important to ensure that you have an understanding of project management.

This online (Zoom) training session will cover the basics of project management. Running a project and attending one of the training sessions are an essential part of the programme.

Two dates to choose from:

- 2 November, 10am to 12.30pm or
- 23 November, 1pm to 3.30pm

‘Leadership in Practice’

Training will be run by Stephen Dowson from “Stand and be Counted”. He has delivered leadership training for us before with excellent feedback from delegates. This is an essential part of the programme so you must attend at least five of the six sessions.

Session 1 – Am I a leader?

- 17 October 10am to 1pm Central Hall Keighley or 20 Oct 1pm to 4pm Perkin House Bradford.

- What is leadership?
- Who are great leaders? What makes them so great?
- Why am I here? Plotting your leadership journey.

Session 2 – How to lead through communications

- 14 November 10am to 1pm Central Hall Keighley or 17 Nov 1pm to 4pm Perkin House Bradford.

- Leaders tell stories. – words are the most important thing
- The Backfire Effect – Inspiring those who don't agree with us.
- Busting the Mehrabian myth. - We will explore what makes good communication

Session 3 – Understanding and leading yourself

- 9 January 10am to 1pm Central Hall Keighley, or 12 January 1pm to 4pm Perkin House Bradford.

- How we use emotional intelligence.
- Understanding worlds – How people perceive the world means they need a different type of leader.
- How to be a problem solver.

Session 4 – How to motivate and create teams

- 20 February 10am to 1pm Central Hall Keighley or 23 Feb 1pm to 4pm Perkin House Bradford.

- Understanding teams
- What motivates us?
- Creating shared goals and visions

Session 5 – Leadership styles

- 13 March 10am to 1pm Central Hall Keighley or 16 March 1pm to 4pm Perkin House Bradford.

- Type of leadership: when is it the most effective?
- Small Leadership - Lollypop moments
- The best leaders follow - a movement in two minutes

Session 6 – Leadership and coaching

- 17 April 10am to 1pm Central Hall Keighley or 20 April 1pm to 4pm Perkin House Bradford.

- Managing versus coaching
- Talent spotting
- Being an available leader

Other learning opportunities

Your learning plan will contain information about other learning opportunities that form part of this programme. These are optional and include:

- Mentoring
- Action Learning Sets
- Understanding yourself as a leader
- Meet the Leader sessions
- System Leadership Masterclasses

Mentoring – Many leaders have found having a mentor valuable, supporting and encouraging them to manage their own learning and help them to reflect on their practice. This will be a core element of the programme, to help you maximise your potential and develop your skills.

You will receive a 'Guide to Mentoring for Mentees, which will tell you all about the process and what to expect. You will also receive information about a range of mentors who are participating in the programme. It will be up to you to decide who you want to work with and then contact them for an initial discussion, but the guide will give you more information.

In the spirit of this being an Act as One programme, we want to express our gratitude to Bradford District Care NHS Foundation Trust for sharing the contents of their 'A Brief Guide to Mentoring for Mentees'.

"The whole of life, from the moment you are born to the moment you die, is a process of learning."

Jiddu Krishnamurti

Action Learning Sets – A group of 6-8 people who meet regularly to help each other to learn from their experiences. During the induction, you find out about Action Learning Sets. If you want to join one then just indicate your interest in your learning plan.

A Set Adviser will help Action Learning Sets through the early stages, until they feel confident to continue.

Understanding yourself as a leader

At the start of the programme, you will be asked to complete the “NHS Leadership Framework self-assessment tool”. This states that people will exhibit a range of leadership behaviours across these seven domains dependent on the context in which they operate, but it highlights five core leadership domains:

1. Demonstrating personal qualities
2. Working with others
3. Managing services
4. Improving services
5. Setting direction

The compilers of the model state that it is essential that all staff are competent in each of them. The other two domains, creating the vision and delivering the strategy, focus more on the role and contribution of individual leaders.

6. Creating a vision
7. Delivering the strategy

There is also a useful ‘next steps’ section with hints and tips on action planning. At the end of the programme, we will ask you to complete the self-assessment again to see if you notice any changes in the behaviours you demonstrate.

Meet the leader sessions

We will build in opportunities for you to meet leaders within Bradford district and Craven, to hear their story and find out more about their leadership journey. You will also have an opportunity to ask them questions.

Sessions will be online (Zoom) and speakers/ dates will be provided in October. Attending is an optional part of the programme.

“LGBT people are some of the bravest and most potent change agents and leaders I have encountered, and the most forceful defenders of the vulnerable and voiceless, because they know what it’s like to be there.”

Ronan Farrow

Evaluation

We intend to evaluate the programme in the following ways:

- Assessing the programme against the programme outcomes
- Assessing the programme against the candidates learning objectives
- Assessing the programme through a leadership self-assessment tool, used at the start and the end of the programme.

Next steps

During September/October 2022, we will be working with you to help you complete your learning plan and clarify which aspects of the programme will help you to achieve your learning objectives.

We may also identify other learning needs that you can pursue individually. If needs are identified that apply to a number of candidates, we will try to run a group activity. We will ask you to review your plan on a couple of occasions during the next six months.

System Leadership Masterclass

This programme is designed and funded through the Bradford District and Craven System. We believe an important part of this programme will be opportunities you have to meet and work with system partners. We are all involved in a range of different systems and the programme will help you to identify the systems you work in and what is important to you.

The System Leadership Masterclass will be an ideal opportunity for you to:

- Understand the Bradford District and Craven System
- Identify the behaviours you need to develop to work effectively in the system
- Build a shared understanding with other leaders in the system

Dates for the Masterclass will be made available in October.

Attending is an optional part of the programme.

"Anyone who claims to be a leader must speak like a leader. That means speaking with integrity and truth."

Kamala Harris