



CHIEF
EXECUTIVES'
FORUM

CEF
WOMEN IN LEADERSHIP
DEVELOPMENT PROGRAMME

WOMEN IN LEADERSHIP

The CEF Women In Leadership Programme offers aspiring/senior female leaders working in NI's public sector a unique opportunity to further develop their leadership capabilities and career opportunities.

Now in its 19th year, this re-designed programme offers a uniquely challenging and engaging experience, enabling participants to get high impact results with and through the people they lead, and the organisations they serve.

'A wonderful opportunity to expand the mind and the contacts list! Access to an amazing group of women from across a wide range of disciplines, who support and challenge you in equal measure. By far the most stretching and enjoyable learning programme I have ever attended.' (Past Participant)

Women In Leadership : CEF Vision

We are delighted to invite female public servants working at senior levels to participate in this 12-month leadership development journey. Our aim is to address the under representation of women working in strategic decision-making roles across all public sector organisations in Northern Ireland, particularly at Chief Executive level. We are proud to be providing this leading-edge opportunity for women to further develop as leaders, while also critically enhancing their visibility and networking capability.

Who Should Attend?

Women with drive and ambition who are already senior leaders, or are aspiring senior leaders, working in the civil service, local government and the wider public sector in Northern Ireland. Those who want to make a greater contribution and develop further in their careers and feel they would benefit from an intensive leadership development experience. Women who have demonstrated potential to progress further in their leadership journey.

Costing & Funding

The **2022-23 programme** fee is **£3,750.00** plus VAT for CEF member organisations and £4,690 plus VAT for non-member organisations. The fee covers all programme costs including the residential leadership retreat. Sponsoring organisations are expected to meet any travel expenses. Places are strictly limited, so please get your applications to us at your earliest convenience and before the deadline of **10 June 2022 at 12 noon** to be considered for this programme.

WHO SHOULD APPLY

*“A well organised and professionally run programme. A CEF-type leadership programme should be compulsory for all middle/senior managers in the public sector/NICS.”
(Past Participant)*

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

Chief Executives' Forum
mail@ceforum.org



Who Should Apply?

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 attend, participate actively in and contribute fully to all elements of the programme
- Want to make a significant difference within their organisations and
- Be keen to network and influence with 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.

HOW TO APPLY

“The public service is working hard to achieve truly diverse and inclusive workplaces, supporting leaders to work collaboratively to make a real difference in people’s lives. The Chief Executives’ Forum is proud to provide this opportunity for women to further develop as leaders, supporting participants to get high impact results with and through the people they lead, and the organisations they serve.”

David Sterling, Chair, CEF

How to Apply?

We ask you to complete a short application form, including a one-page personal descriptor to help us get to know you, your career aspirations and why you want to participate on this programme.

Completed application forms must be approved by the Chief Executive/Accounting Officer for the organisation before they are submitted.

The programme places will be awarded based on the following criteria:

- The strength of your application, clearly demonstrating aptitude and 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 **10 June 2022 at 12pm Noon**. There may be an additional selection process beyond your application, pending the number of applications we receive.

Application should be made through your Chief Executive/Accounting Officer. Appropriately endorsed application forms should be returned via email to **mail@ceforum.org** by the closing date.



WHAT DID PARTICIPANTS SAY ABOUT THE COURSE?

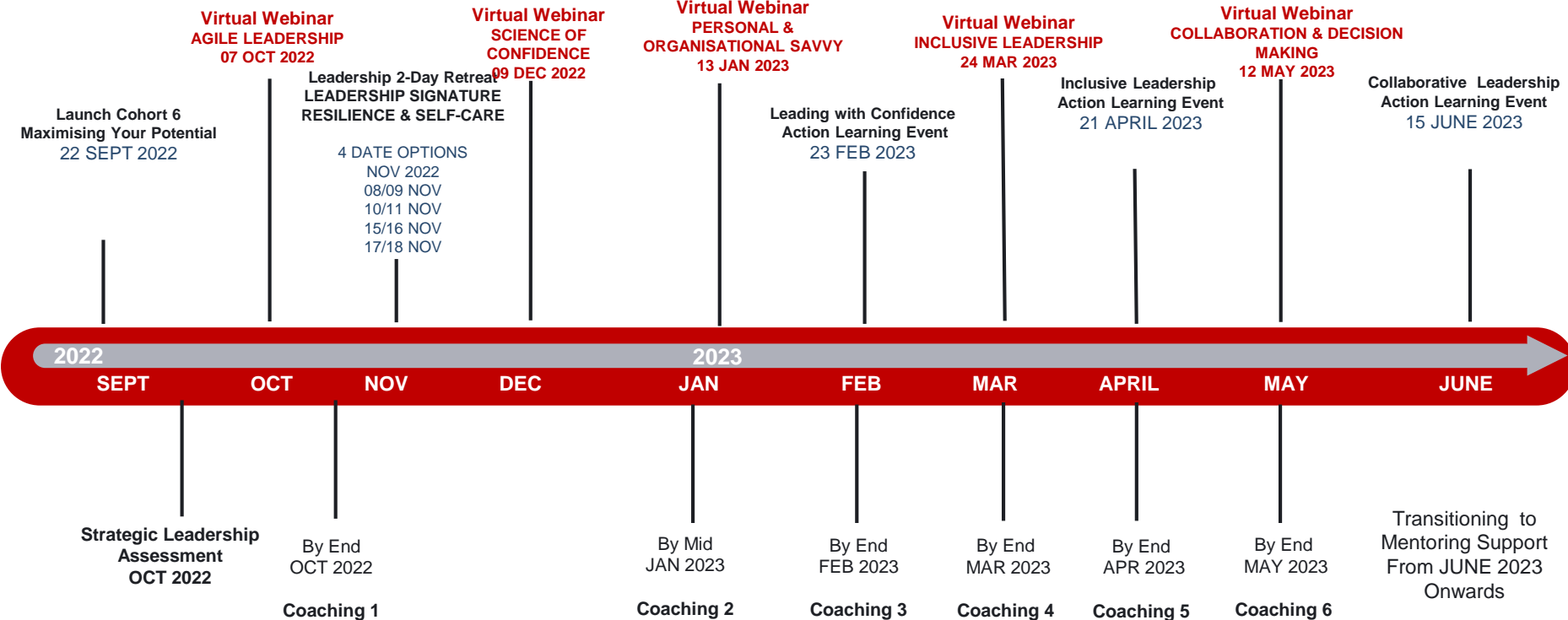
“Without doubt, this is the best course I have ever attended and the journey of self discovery and awareness of my own ability as a leader has helped me in my work and personal life immeasurably.”
(2020/21 Participant)

“The programme gave me a holistic insight into myself - how I perceive myself, how I'm perceived by others, how to develop my leadership as well as generally opening up my mindset.”
(2020/21 Participant)

“... there is a real sincere and absolute effort here being made to invest in this so it automatically gave me a level of buy in that I have never experienced before ... it was so individualised ... we were all so different and unique in our personal circumstances and yet the course managed to tailor itself to meet those very specific and individual needs... it's like nothing I have ever experienced before and I can't speak more highly of it ... it was absolutely outstanding in every regard. I genuinely can say that it was the best course I have ever done, ever ... it superseded anything I have ever done before in terms of developing me as a person, both personally and professionally.” (2020/21 Participant)

“The high quality and significant level of tailor made engagement invested in the programme was captivating from the outset. It created an environment where you welcomed every opportunity to assess and challenge personal traits and characteristics and felt confident in the skills being taught to improve or accept them.”
(2020/21 Participant)

CEF WOMEN IN LEADERSHIP COHORT 6 LEARNING JOURNEY



Please Note: You only need to attend one of the two-day residential in November. Dates listed are provisional and may be subject to change.





Strategic Leadership Assessments

The most widely used executive leadership assessment tools on the market.

You complete your assessments online and receive comprehensive reports and 1:1 feedback.



6 Face-To-Face Learning Events

2-day Leadership Residential Retreat

Plus 4 Learning Events:
 - Collaboration Across the Public Sector
 - Confident Leadership
 - Inclusive Leadership
 - Strategic Leadership



Virtual Coaching

We add urgency and challenge to the learning journey through a targeted virtual coaching intervention

6 X Coaching Sessions with an International Coach

Plus Mentoring Support from Senior 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:

- Confidence
- Agile Leadership
- Inclusive Leadership
- Leading Change
- Influence & Stakeholder Management



Guest Speakers

Hot Topics
 Panel Interviews
 Political Experts
 Policy Makers

Key role models invited to attend action learning events & leadership retreats



Resilience

We drive new habit formation to build brain & body fitness via coaching.

We track progress against 8 key variables:
 exercise, stimulation, sleep, downtime, mindful time, focus time, play time and nutrition



Assignments

We promote peer engagement, peer coaching, leader-led elements, social learning immersion activities, role modeling & reflective assignments

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 behavioural science 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.

'Opportunities offered by this CEF Leadership Programme don't come around too often. When they do, you grasp them with both hands and hold on tight. I am so glad I did.'
- Past Participant

Skill-Based Leadership

Savvy Decision Making - Change Leadership
Influence and Collaboration - Executive Impact - Building Networks

Political Savvy

Understanding Political Context - Politics and Policy Making –
Leading Through Uncertainty – Challenges and Opportunities

Personal Leadership Development

Leading With Purpose - Confidence
Psychometric Assessment - Motivational Stretch Goals
- Development & Career Planning

Inclusive Leadership

Unconscious Bias –
Leading Inclusion – Feedback Culture
Growth Mindset & Emotional Intelligence
Creating a Gender -Balanced Culture



VIRTUAL LEARNING EXPERIENCES

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

Webinar 1: 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 2: Agile Leadership: How to build your agility and resilience muscle and lead teams in a complex environment

Webinar 3: Inclusive Leadership: How inclusion works in the brain, and how you can build an inclusive culture and leadership approach.

Webinar 4: Leading Change: In this module we will explore: change in a disruptive world, leading people on the emotional journey and applying change principles.

Webinar 5: Influence, Persuasion and Stakeholder Management: Explores the science of how to influence, persuade and build collaborative relationships to drive collective outcomes.



STEP 1

Watch a 45 minute recorded webinar, do the pre-reading and reflect on key questions.



STEP 2

Join a 2-hour live and interactive facilitated session in which we activate the content - revisit highlights, share ideas in break-out discussions and challenge thinking to embed learning.

'I don't feel my words do the programme justice, I can only recommend anyone to take the first step on this eye opening, mindful journey.' Past Participant

STRATEGIC LEADERSHIP ASSESSMENTS



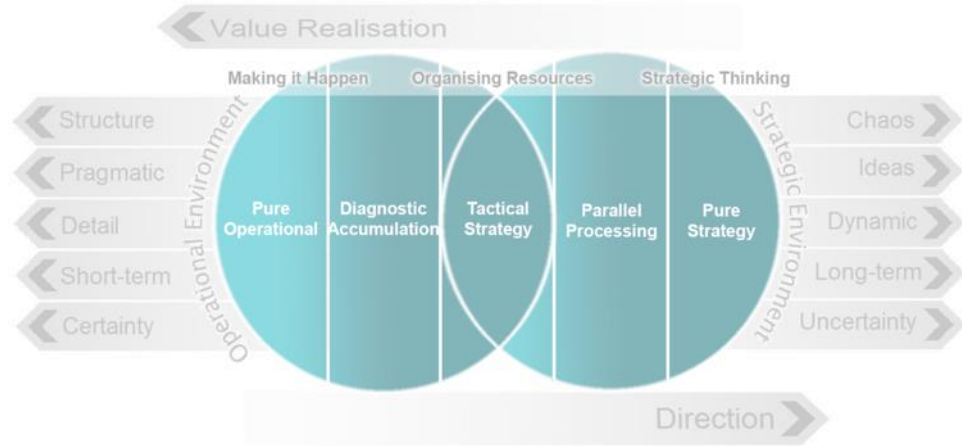
We use the most effective leadership assessments on the market to support you on your development journey.

CPP: The Cognitive Process Profile is an advanced computerised cognitive assessment test that tracks thinking processes to indicate your cognitive preferences and leadership capabilities. Based on this information, a suitable work environment (ranging from more operational to more strategic), learning potential and developmental needs of the person can be identified.

VALUES ORIENTATION: The Value Orientations (VO) assesses your level of awareness, worldviews and the organising frameworks on which your perceptions, decisions, emotional responses and leadership behaviour are based.

HOGAN : We will also use the Hogan framework to help you to better understand your leadership personality – the bright side and your potential derailers..

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 a 1:1 session to digest your feedback reports prior to your attendance at the BIL leadership retreat.



“This was a truly innovative approach to the concept of 'leadership' and what that actually means in practice, but more significant is the lasting impact of the learning. I return time and again to various aspects to remind myself and 're-learn'. How many programmes inspire in that way for a lifetime?” (Past Participant)

EXECUTIVE COACHING

A self-directed, results-based approach, to assist you in moving from insight to action to habit, supported by mentoring to sustain your development beyond the coaching element of this programme.



MINDSET

Your coach will focus on helping you to cultivate a 'growth mind-set' which supports you in sustainable habits and impactful outcomes.

You get 4 x virtual one hour coaching sessions and 2 x team coaching sessions with an experienced international executive coach:

Session 1: Assessment Feedback

Session 2-4: Focused conversations around three key pillars: Executive Leadership Development, Career Development and Executive Stamina

Session 5 and 6: Team coaching to drive sustainable strategies beyond the programme.



HABITS



RESULTS

- 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.

"It is an excellent programme and has truly changed how I think about myself. It gave me the confidence to extend myself professionally and that has paid off. I love the opportunity it affords to network and collaborate with other women too. I've really benefited from the one to one sessions and mentoring too."

Past Participant

LEADERSHIP RETREAT

Originally built in the 1920s, The Manse on the Beach is situated on the sea front in the tranquil village of Cloughey, a short 45 minutes drive from Belfast.

This tranquil space provides the perfect backdrop for your leadership retreat. Our superbly appointed ensuite rooms and a range of stunning communal areas to dine and relax, include our charming 'outdoor room' which allows you to enjoy our mature landscaped gardens at any time of year.

Our new Haven Spa is just what you need to unwind after a day of leadership development activity. It includes a wet area, luxurious spa and large whirlpool bath. We pride ourselves on our attention to detail for all aspects of your stay.

The retreat programme of events and all meals are served at the Manse. Our delicious food is locally sourced and cooked to your liking by our expert chefs.

Take time out to re-energise, re-focus and re-invent your leadership approach at The Manse on the Beach, Create.Express's boutique retreat in the heart of Northern Ireland's Ards Peninsula



'The idyllic and relaxing surroundings offered me the opportunity to pause, reflect, unwind and refocus. The retreat developed my leadership approach ... whilst stretching my personal capacity and capability. The sumptuous meals provided by the chef, allowed me to decompress and slow down, giving me time to truly engage with my fellow participants and make the most of this very special experience.' Past Participant



YOUR PROGRAMME FACULTY



Your programme is led by Cora Robinson, CEO at Create Express, a global leadership development boutique, based in Holywood NI.

Cora is a highly engaging facilitator and executive coach, with 20+ years experience working with senior executives and teams in a variety of public sector and blue-chip organisations worldwide.

She has a strong track record in the complex facilitations, 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.

With an Advanced Certificate in Management, Strategy and Innovation from MIT, she specialises in applying neuroscience to leadership and high-performance coaching. She is an accredited NeuroLeadership Brain Based Coach, an accredited WBECs Team Coach and is accredited in a range of assessment tools including CPP, ESCI 360 and the Hogan leadership suite.

Cora is supported on this programme by a very experienced international coaching team.

FRANCOIS COETZEE



Francois has spent three decades exploring, understanding and solving unique corporate and personal challenges through innovative solutions. He currently provides coaching, training and consulting services in the fields of business start-up, business innovation and human potential activation.

NICOLE DOBINSON



Nicole is an accredited Neuroleadership Brain Based Coach, trainer and facilitator. An international relations and capacity building specialist, she has worked with the UN through to social entrepreneurs, designing creative solutions and immersive experiences that prepare leaders for the emerging future.

ELAINE ESPY



Elaine is a highly accomplished executive with experience leading, coaching, and developing teams to achieve highest levels of performance. She has extensive experience in talent management, change management, training and development, organisational development and employee relations. She has a passion to help those she works with reach their highest potential.

SARAH JONES



Sarah is a Professional Certified Coach, an accredited Neuroleadership Brain Based Coach and Certified Action Learning coach and facilitator with extensive international experience. She creates a motivating and challenging coaching environment, and delivers bespoke coaching experiences to maximize people, potential and results.

BJORN KAELIN



As an accredited Neuroleadership Brain Based Coach, Björn supports leaders, teams and companies to define and realise strategies to achieve sustainable success through people-centred, humane leadership. Björn coaches and facilitates in several languages and has worked in more than 35 countries.