

## **DEVELOPING LEADERS**

The Developing Leaders programme assists those progressing towards more senior leadership positions to develop their strategic thinking. It brings together leaders who are taking on increasingly corporate leadership responsibilities, to explore with others at a similar level, the challenges of moving into strategic leadership.

### **PROGRAMME OVERVIEW**

This programme provides the opportunity to:

- Draw on the experiences and challenges that enable people to learn from one another in an open, yet confidential environment.
- Focus on interaction between people at the same level, from different organisations and diverse sectors.
- Take formal thinking time away from the workplace, to enable people to think about themselves as a leader, and their role within their organisation and society.
- Find space to discuss and reflect on the difficult leadership challenges that come with leading out of one's comfort zone, and the complexity of difficult decision-making.
- Renew confidence and energy, and a commitment to delivering one's current and future leadership roles.
- Expand a network of contacts for the long-term, with a set of people at similar stages of their leadership journey.
- Focus on the importance of developing and looking after, those at levels below strategic and operational leadership.

### **ISSUES FOR DISCUSSION**

Throughout the process, participants will have the time to consider such issues as:

- Exploring what the wider demands of strategic leadership might mean and how one might need to adjust to higher levels.
- Assessing the impact of one's decisions and preparing for even tougher decisions.
- The challenges of being a corporate leader versus team leader – how to cope with divided loyalties to both the organisation, and to your people.

- Leading on issues that you may not agree with but are responsible for making happen.
- Facilitating and implementing change without knowing all the information – a common situation for those in operational leadership level who have not been directly involved in making the decision alongside the people handing the decision down.
- The challenge of balancing the delivery of results and high performance with support for individual staff and their issues.
- Balancing ambition to take on greater responsibility, and possible a new senior role in the future, with delivering high quality results in the present
- Coping with the feelings of separation from former colleagues and peers as one reaches increasingly senior positions.

## **PROGRAMME OUTLINE**

The programme is three day fully residential programme within the walls of Windsor Castle and there are three programmes a year. All programmes operate under the \*Chatham House Rule, enabling honest and open discussion.

The programme will have an experienced chair and small number of skilled facilitators.

## **THE LEARNING EXPERIENCE**

The programme will include a mix of external speakers who will focus on the lessons they have learnt at similar points in their own leadership journey, in-depth discussions on individuals' complex leadership challenges in small syndicates, and time for reflection.

Discussion in smaller syndicates is particularly important, as participants will be expected to share personal and sometimes sensitive information, and given the shorter duration of the programme, experience suggests it is easier to initiate open and honest debate in a smaller group. These groups will act as a sounding board to help one another find answers to difficult issues where there may be no right or wrong solution. Each group will have an experienced facilitator.

\*"Where a meeting, or part thereof, is held under the Chatham House Rule, participants are free to use the information received, but neither the identity nor the affiliation of the speaker(s), nor that of any other participant, may be revealed; nor may it be mentioned where the information was received."

## WHO SHOULD ATTEND?

The programme is aimed at leaders who have progressed towards more senior leadership positions, with growing responsibility for strategic, as well as operational, decisions. Their leadership remit will increasingly span broader areas of the organisation's business. All participants aim to continue their leadership journey to the most senior strategic positions, and have been identified as having the potential to do so. Some participants will be Alumni from earlier Windsor Leadership Trust programmes.

An example of participants' roles on a programme include:

- Commodore/ Brigadier/ Air Commodore
- Director, private sector
- Assistant and Deputy Chief Constable
- Deputy Fire Officer
- Chief Executive of a medium sized charity
- Director, civil service or local government

## HOW ARE NOMINATIONS MADE?

- Self nomination. If the individual meets the criteria and has authorisation from their Line Manager.
- Nominations are made through HR departments, as an outcome of personal development discussions between the individual and the Line Manager.
- The nominations then undergo a rigorous selection process to ensure the high calibre of participants.

## FOR MORE INFORMATION

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Or visit our website: <http://www.windsorleadership.org.uk/our-programmes>