

EXPERIENCED LEADERS PROGRAMME

This programme enables senior executives to become more effective by exploring, with others at a similar level, the responsibilities and challenges of strategic leadership. The participants will form a group of people diverse in terms of sector, gender and ethnic origin.

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 difficult leadership challenges that come with 'leading on the edge', and the emotional trauma of difficult decision-making;
- expand a network of contacts for the long-term, with a set of people at similar stages of their leadership journey;
- talk about the importance of looking after oneself – the personal aspects of developing support as one achieves greater levels of leadership responsibility;
- 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:

- the personal challenges of critical decision-making in some depth;
- leading in the 'grey zone' when peer support is often lacking;
- ways to cope with the increasing loneliness and isolation of strategic leadership;
- the nature of complex relationships such as the difficulties of the relationship with the wider Executive and Non-Executive teams, for example, the Chair and Board;
- exploring how to build the calibre of people with potential to be lifted above the operational roles to strategic leadership and how to move them into these positions;
- the pressures of leading in the media spotlight and the implications for both internal and external communications;
- questioning individual actions as a leader, and whether these may affect the organisation in a negative way;
- exploring cutting-edge thinking on leadership

Programme Outline

The programme is two day, two night fully residential programme within the walls of Windsor Castle and there are two programmes a year. A 24 hour, Part II meeting is held six months later, at which participants can review progress, share new challenges and strengthen networks for the

future. All programmes operate under the Chatham House Rule, enabling honest and open discussion.

The programme will have an experienced chairperson 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. Given the short duration of the programme, experience suggests it is easier to initiate open and honest debate in a smaller group. These groups 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.

Who should attend?

The programme is aimed at established strategic leaders who are operating at a very senior level, have been in post for several years, and are continuing to progress towards taking on more responsibility or leading larger organisations. These people will be directly responsible for shaping their own organisations. Some participants will be Alumni from earlier Windsor Leadership Trust programmes.

How are nominations made?

- Self nomination
- Nominations may be made through HR departments, as an outcome of personal development discussions between the individual and their L and D directive

All applicants will be assessed internally to determine the most suitable programme. Whilst suggestions of levels as above are used as a guide, each applicant will be evaluated in relation to their own history and experience of leadership in order to ensure the most appropriate programme is selected.

Further Information

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