



# PREPARING FOR EXECUTIVE LEADERSHIP PROGRAMME 2021-22

# WELCOME



In 2019, CDN launched its first ever Preparing for Executive Leadership (PEL) Programme for college senior leaders, to prepare them for executive leadership roles. We are delighted that this successful programme is now

in its third year. It has been designed for college senior leadership to participate in a challenging, thought provoking and collaborative development and coaching experience that will help them take forward the sector with confidence and courage.

The Programme has been developed in response to sector demand, together with specially commissioned research that identifies the main challenges facing college leaders, as well as the key skills, capacities and characteristics required to lead in the 21st century.

We are delighted to continue the successful partnership with **Know You More**, a social enterprise dedicated to supporting young people, while providing excellent expert executive coaching for PEL participants. Under this initiative, **Know You More** will gift the same level of executive coaching to one young person for every PEL participant.



**Jim Metcalfe**  
Chief Executive, CDN

# PURPOSE AND OBJECTIVES

**The purpose of the Preparing for Executive Leadership Programme is to prepare senior college leaders for executive roles. Participants will:**

- Develop enhanced self-awareness and understanding of personal leadership style, skills, capacity and effectiveness
- Identify areas for personal development and monitor progress against development goals through coaching support and reflective practice
- Gain greater awareness of personal communication style and how to use this awareness to influence, negotiate, network and communicate more effectively with a range of stakeholders
- Develop a greater understanding of Distributed, Collective and Systems Leadership
- Identify and explore strategic initiatives that will have positive outcomes system wide
- Enhance problem-solving and decision-making skills to support college leaders operating in a volatile, uncertain, chaotic and ambiguous world
- Encourage cross-college collaboration and co-creation of new initiatives

‘The PEL workshops were very inspirational and thought-provoking. Before attending the sessions I was of the mindset that I couldn’t progress as far as I would like in my area of expertise. Now I know that the only barrier to that was me and that I have the ability to change that and my areas of expertise have major importance to the sector moving forward.’

**Participant from  
PEL Cohort 2**

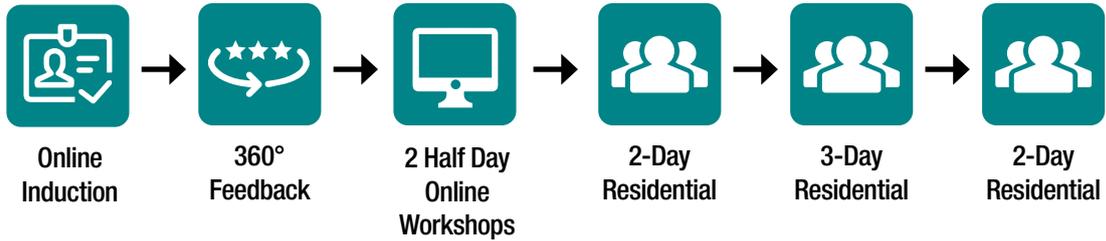
# PROGRAMME OVERVIEW

This nine-month Programme has been developed based on specifically commissioned research together with feedback from within and outwith the college sector. It incorporates the most up-to-date leadership theories and practices and is facilitated by experts from various disciplines including Service Design, Communication, Public Affairs and Crisis Management.

The Programme seeks to support each candidate in reaching their potential as a Systems Leader. It offers the opportunity to engage in deep personal learning as well as

the chance to co-create strategic initiatives that will have an impact system wide.

Pre course work involves a welcome meeting with the course leader, a 360-feedback process, and guided self-reflection. This is followed by three residentials during which participants will take part in a number of workshops. Each participant will be matched with an Executive Coach who will work with them throughout the Programme and teams are supported with their strategic initiative through group coaching.





## Online Induction

Once participants have signed up to the Programme, they will take part in an online 1:1 welcome meeting with the Programme leader. The purpose of this meeting is to learn more about the participant and explore how CDN can best support them through the Programme.



## 360° Feedback

Participants will be issued with an online 360° feedback tool based on a nationally recognised leadership framework. After completing the questionnaire, colleagues will be invited to provide feedback.



## Online Workshops

### 2 Half Day Workshops

During the first workshop participants will map the territory in which they currently work.

The second workshop draws on information from individual maps to explore the core components of visible and invisible leadership.



## Residential 1

### 2 days

During the first residential participants explore the topic of communication. They also use methods including Lego® Serious Play® and Service Design to explore the system in which they work, and identify areas that require change or disruption. This exploration leads to a number of strategic initiatives that will be developed throughout the Programme.



## Collaborative development of strategic initiatives

Based on findings emerging from the first residential, small groups will work together to develop collaborative real-time strategic initiatives that will run for the duration of the Programme.



## Residential 2

### 3 days

The second residential explores the areas of 'engaging and influencing external stakeholders', 'Finance: working effectively with the hand you are dealt' and 'Leading in a crisis'.

During the residential, a half day will be dedicated to participants to catch up on their strategic initiatives.



## Residential 3

### 2 days

The final residential offers participants the opportunity to tell the story of their individual learning journeys and the strategic initiatives they have been working on. Finally there is an indepth workshop that supports participants to prepare for their next career step.

## Executive coaching with Know You More



Throughout the Programme participants receive **6 x 1:1 Executive Coaching sessions**. CDN has partnered with Know You More, a social enterprise dedicated to supporting young people, while providing high level digital executive coaching.

As part of this partnership, each PEL participant will have the opportunity to nominate one young person (aged between 18-25) who will be provided with 6 x 1:1 executive coaching sessions free of charge.

You can find out more about Know You More's work by visiting: [www.knowyoumore.com](http://www.knowyoumore.com)



KNOWYOU MORE

## Group coaching

In addition to the executive coaching sessions, the Programme will also include **3 group coaching sessions** to support your group's work on the strategic initiatives.

# DATES

The Programme runs for nine months starting in December 2021, finishing in September 2022.

# WHO SHOULD ATTEND?

Senior college leaders for whom the next step is an executive role.

# HOW TO APPLY

If you would like more information or to discuss the programme please contact **Valerie.Jackman@cdn.ac.uk**.

To apply please click **here**.

[www.cdn.ac.uk](http://www.cdn.ac.uk)

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