



TOTAL LEADERSHIP

Developing you into a top public leader

INLOGOV



This unique new development programme is open to aspiring UK leaders, both within the public service sector itself and in organisations which work collaboratively in that space.

Participants will already be operating at senior executive level in this increasingly complex environment, and are seeking a stretching programme to perfect and future-proof their leadership approach.

Access is by formal application and an assessment which gauges your readiness for further development.

Applications are now open for the next intake in summer 2017.

OVERVIEW

This new programme has been designed by professional development specialists Solace and **INLOGOV** to provide 'kite-marked' bespoke leadership development opportunities, carefully blending the latest cutting-edge academic theory with practical skills and knowledge, together with unique insights from high-profile speakers.

The programme is uniquely tailored to the particular needs of senior executive professional leaders within UK local government and commercial organisations within the public service space.

RIGOROUS GROUNDING IN EVIDENCE

Throughout, the programme is underpinned by extensive frontline experience in the sector and by UK and global research, which highlights the urgent need for sophisticated transformational leadership skills in a rapidly changing leadership context.

The programme provides external, expert and objective validation of the competence and capacity of each participant, supporting them to address the significant challenges of leading and managing integrated local public services. For employers, completion of this programme will offer indisputable evidence of participants' ability to carry out the demanding roles of such senior posts successfully, and the programme will be quickly be considered a pre-requisite for talented senior managers.

PIONEERING THE LATEST THINKING

Graduates of the programme will be required to make a firm commitment to continuing professional development and to adhere to a new ethical code of standards for the way in which these newly acquired skills are exercised. This is a key element of Solace's commitment to the promotion of excellence in public service leadership and management.

Programme fees are £5,995 + VAT (Solace members) £6,300 + VAT (non-members) inclusive of accommodation and all course materials.

STRUCTURE

The course runs over twelve months, with six 1.5 day residentials, plus online learning and action learning on real-time, work-based problems. The distance learning elements can be completed at participants' preferred times and pace, fitting into what are always extremely busy work schedules.

FEATURES

- **Co-design workshop** at the outset, to tailor programme to participants' needs.
- **Self-assessment** using a range of tools and approaches at intervals throughout the programme to explore:
 - Personal preferences and styles;
 - Organisational leadership skills and;
 - System leadership skills.
- **Support systems**
 - Coaching
 - Mentoring
- **Flexible, 'blended learning' approach** with an intensive residential programme and distance learning.
- **Distance learning**
 - guided reading (journal articles/book chapters - available through an online library of materials);
 - podcasts;
 - case studies – chief executives' leadership journeys;
- **Action Learning**
 - action research – 'safe fail' projects
 - action learning sets.

RESULTS

The programme will enable you to confidently demonstrate key transformational leadership skills, including:

- **mediating contested leadership spaces** and the political and managerial interface;
- demonstrating **strategic leadership**, from vision to delivery;
- **leading transformation**, both in systems and across organisations;
- demonstrating **entrepreneurial leadership**;
- **leading collaboratively** across partnerships and alliances; and
- communicating a **strong public narrative** powerfully and effectively.

Our most recent cohort was drawn from all types of organisation working within local public services: districts, Mets, counties, London Boroughs, Scottish local government and other organisations working with the public sector.

Here's what they say about the Total Leadership programme:

"The range of experiences and perspectives from speakers was very thought-provoking."

"The quality of insight, thinking and experience was incredibly valuable."

"Really enjoyed governance and accountability session."

"The quality of intellectual debate on complex subjects was superb."

"The two days flew by; which is a testament to the quality and thought-provoking nature of the teaching."

"There have been areas of learning emerging from the two days which I have already started to use in my job."

"I thought the balance between listening and participation was great. Great pace, stimulating discussion and good informal chat."

"This has given me a better insight into the CEO space, and its differences from the Director role."

RESIDENTIAL MODULES

(DATES AND VENUES TO BE CONFIRMED)

INTRODUCTION TO THE PROGRAMME

Participants will meet with each other and the design and delivery team, develop a common understanding of the programme, and help to shape it by contributing to its development.

MODULE 1: DEFINING YOUR PROFESSIONAL LEADERSHIP SPACE

Participants will develop a deeper understanding of the local government leadership space which will inform their future thinking in the remainder of the programme.

MODULE 2: WHOLE SYSTEM LEADERSHIP OF PLACE – LEADING THROUGH TRUST

Participants will have formed a view about how they will personally develop relationships of trust across the whole system locally and also how they might start to develop a national profile as an ambassador for place.

MODULE 3: LEADING IN TIMES OF COMPLEXITY AND AMBIGUITY

Participants will be able to feel at ease with ideas of complexity, collaboration, agency and leverage. They will have developed a foundation on which to build further learning.

MODULE 4: LEADERSHIP IN CONTEXT AND LEARNING FROM OTHER SYSTEMS

Participants will come away with reflections on the way local leadership happens in a different but comparable system. They will have thought about what we can learn about the way in which challenges are perceived and addressed. They will also have considered whether there are identifiably different strategies and approaches which might have an impact on their future work.

MODULE 5: LEADING ENTREPRENEURIAL ORGANISATIONS

Participants will gain a deeper appreciation of the perspectives of those they commission and explore what entrepreneurialism means in the local public sector context.

MODULE 6: DEVELOPING YOUR PUBLIC NARRATIVE FOR THE FUTURE

Understanding how to create a positive public leadership narrative which helps you to engage with people to see you as a leader. Participants will explore how to offer their leadership to people through a narrative that they can relate to. This will include exploring how engagement with digital media changes and shapes that approach.

If you would like to have an exploratory conversation with a member of the programme team, please email tl@solace.org.uk and we will arrange a telephone appointment.

To apply for a place on this programme, please complete the following form and return it to **tl@solace.org.uk**

If you have any queries while preparing your application, please contact the Learning & Development team on **0207 976 3311** or **tl@solace.org.uk**

Name

Job title

Organisation

Time in post

Telephone

E mail address

1. How did you hear about the programme?

2. Please provide a reflection of where you currently are in developing your leadership knowledge and practice. (500 words)

3. What are your leadership ambitions, and what are you hoping to achieve through participation on this programme? (500 words)