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TOTAL LEADERSHIP

Developing you into a top public leader

“For me, the key learning was about being more mindful of impactful behaviour – thinking like a chief executive, checking how I work with politicians, and building my intelligence networks.”

INLOGOV



This unique 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.**

“The speakers’ lived experience drew out for me the importance of relationships – aligning agendas and focusing on specific areas of work that can be taken forward.”

OVERVIEW

This programme is 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 offers indisputable evidence of participants' ability to carry out the demanding roles of such senior posts successfully, and the programme is now considered a pre-requisite for talented senior managers.

PIONEERING THE LATEST THINKING

Graduates of the programme are 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 £7,500 + VAT, 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.

“I have been hugely impressed by the quality and dedication of Total Leadership participants, and it has been great to watch them benefit from the programme. They have gelled really well, and brought a wide range of experience and perspectives which they have shared openly and generously.

“Many of the participants have already seen significant career development and, just as importantly, personal growth, and we have been impressed with the level of progression. Many have found new roles, with as many moving up within their organisation as taking the next step with new employers.

“We want to build on this dynamism in the coming cohorts and also to start developing regular events for alumni to keep the momentum going for this great collection of leaders.”

- Daniel Goodwin, course facilitator

“The speaker was outstanding: ‘lit a fire’ in terms of her energy and enthusiasm.”

RESIDENTIAL MODULES (UNLESS SPECIFIED, VENUE IS BIRMINGHAM)

INTRODUCTION TO THE PROGRAMME 7 DECEMBER 2017, LONDON

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 17-18 JANUARY 2018

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 14-15 MARCH 2018

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: LEADERSHIP IN CONTEXT AND LEARNING FROM OTHER SYSTEMS 23-24 MAY 2018, COPENHAGEN

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 4: LEADING IN TIMES OF COMPLEXITY AND AMBIGUITY 18-19 JULY 2018

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 5: LEADING ENTREPRENEURIAL ORGANISATIONS 18-19 SEPTEMBER 2018

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 21-22 NOVEMBER 2018

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 electronic PDF 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)