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# TRANSFORM

In a complex operating environment, those in senior leadership positions must be able to deliver engaging, effective and lasting change, which achieves tangible benefits.

**TRANSFORM** is designed for experienced senior professionals whose role includes (or is likely to include in the coming 6-12 months) the design and management of transformative change programmes.

Developed in partnership with  
**NEWTON**

[solace.org.uk](https://solace.org.uk)

### INTRODUCTION

Solace is committed to developing the high-performing aspiring leaders of the future, and we are delighted to be working in partnership with Newton on this significant new professional leadership programme.

**TRANSFORM** offers an opportunity to join a select group of high-potential professionals who want to work on their leadership capacity in a focused and sustained way.

With four quarterly residential modules, comprising project work, seminars, coaching and peer learning, the programme culminates in a unique invitation to be an integral part of next year's Solace Summit.



 [solace.org.uk](http://solace.org.uk)

### WHAT IS INVOLVED?

The **TRANSFORM** programme runs from March 2018 – November 2018. It is structured around four quarterly residential modules and site visits, with coaching and 1-1 mentoring bridging the modules.

The big difference between mainstream leadership development and **TRANSFORM** is the opportunity to design and implement a financially-beneficial project with real-world applicability, with expert guidance and supervision from experienced trainers.

You will also receive a free 12-month membership of Solace along with invitations to all of our policy masterclasses. You will also receive the opportunity to get involved in both the Solace Summit and Annual Leadership Forum.

### WHO ARE WE LOOKING FOR?

We are offering **just 10 places** on the 2018 cohort, so the following indicators will help you reflect on whether **TRANSFORM** is right for you.

1. You will probably be employed at a reasonable level of seniority within your Council, and will be in a position to initiate and lead a change project with a duration of 6-18 months.
2. You will have developed an interest in how change programmes are designed, planned and rolled out, and will see their value in increasing organisational effectiveness.
3. You will have the aspiration to progress into top-tier management within three years, and your goals may include becoming a Chief Executive.

We want to hear from motivated people who are already on an accelerated trajectory within their Council, and who are confident of securing the interest and continuing support of their Chief Executive or a very senior Director.

### ESSENTIAL CRITERIA FOR CANDIDATES

The ideal candidate will be able to demonstrate that they are a motivated self-starter, with strong interpersonal skills. You'll also need to bring:

- Experience of change management and the perspective to grasp the holistic picture
- The ability to inspire, coach and mentor members of your team
- A personal commitment to your own development and training
- An aptitude for data analysis, including the use of Excel or equivalent

### WHAT DOES THE PROGRAMME COST?

The programme receives generous financial subsidy from Solace and Newton, meaning that we are able to offer places for a fixed inclusive fee of just **£1950**.

### HOW DO I APPLY?

Overleaf you'll find a simple free-text application form. Please complete and return this, together with references, to [transform@solace.org.uk](mailto:transform@solace.org.uk) by **15 December 2017**.

After an initial evaluation, short-listed candidates will be invited to make a presentation to the project panel early in 2018, followed by an in-depth interview to establish your personal potential and alignment with the programme's objectives.

If you would like an informal conversation before making an application, please contact Trudy Birtwell, Head of Learning and Organisational Development at Solace, on 0207 976 3311.



## TRANSFORM PROGRAMME 2018

### MODULE 1: 21-23 MARCH 2017

**ASSESS:** Understanding the opportunity for improvement

Turning the complex into the simple: methods to understand a process

Quantifying opportunities

### MODULE 2: 13-14 JUNE 2017

**DESIGN :** Designing new ways of working

Methods to design and pilot robust changes

Behavioural change

### MODULE 3: 26-27 SEPTEMBER 2017

**IMPLEMENT:** Rolling out change

Methods to roll-out a successful pilot

Behavioural change, part 2

### MODULE 4: 28-29 November 2017

**SUSTAIN:** Making change stick and reflections

Methods to ensure change is sustained

Reflections and next steps

## APPLY

Please describe briefly how you demonstrate the essential criteria outlined above, and any areas which you are looking to develop.

Please ask a peer to describe how they feel you meet the same set of criteria, and where they think you can develop further.

Please ask one of your managers to answer the same question.

## TRANSFORM PROGRAMME 2018

Please supply a personal statement outlining why you feel you are the right person for this once-in-a-career opportunity.

## PERSONAL STATEMENT



**solace.org.uk**

## TRANSFORM PROGRAMME 2018

Your application should include details of a project which:

- has a clearly articulated purpose which is derived from your organisation's wider vision for transformation
- meets at least one of your organisation's own strategic priorities
- should last 6-18 months in duration
- is supported within your organisation, and has a senior sponsor
- is important to you, your colleagues and your organisation
- involves cross-functional change, rather than within only one department or service.

## PROJECT PROPOSAL

