

Leading through turbulent times

A Leadership Development Programme designed specifically for local government.

East Midlands Councils



Leading through turbulent times

The events of 2020 and the consequences of Covid-19 will continue to impact people and organisations through 2021 and beyond.

The term VUCA, Volatile, Uncertain, Complex and Ambiguous, has been used to describe periods of challenge for organisations for example, post the financial crisis of 2008. Due to the prolonged and continuous uncertainty caused by Coronavirus, leaders and managers face unprecedented challenges as they seek to steer their people, teams and organisation through these turbulent times. We are in another VUCA period. For Public Sector organisations there is the additional complexity of a need to continue to seamlessly provide essential services to their communities.

Unlike other crisis, the Coronavirus crisis has impacted everyone in some way, including leaders and managers themselves. Leaders now need to be able to safeguard their own health, wellbeing and resilience, inspire their people, engage people in a new vision, manage capability and performance with empathy, deliver essential services and ensure an effective prioritisation of both strategic and operational needs. All of this is set within a context of significant change within Public Sector organisations as well as the communities they serve.

The aim of this programme is to provide senior and middle managers with the skills, knowledge and capability to lead their people through turbulent times. Delivered virtually, this programme provides a flexible approach to learning through short webinars which address key issues and provide practical tools to support managers.

East Midlands Councils has partnered with Dr Suzanne Ross from 2thrive Consultancy to provide a unique leadership development programme designed to support senior and middle managers.

Key themes of the programme

All in the context of the unique challenges posed by Covid-19 including change, complexity, ambiguity and uncertainty.

- Self-leadership
- Leading the organisation
- Leading people
- Leading teams

The aim of this programme is to help managers and leaders to:

- Develop self-awareness of their own leadership and resilience during turbulence and change
- Respond to the challenges a crisis and long term uncertainty create for organisations, teams and people
- Identify ways in which organisations can build their resilience, adapt to change and engage their people during turbulent times
- Address key challenges when leading and managing people during change and uncertainty
- Identify strategies and actions to support performance, engagement and wellbeing of people during change

The programme offers

- A cohesive and *integrated* programme of development
- A webinar to open and close the programme
- A series of webinars of 3 hours duration addressing key issues for leaders leading during turbulent times
- Use of issues-based Action Learning Sets (ALS) to facilitate application of learning, build collaboration and address challenging problems
- Ongoing Action Planning

Programme Audience

The programme is for managers who:

- Have operational responsibilities and input into strategy
- Are responsible for 'translating' the vision and strategy of the organisation into action within their functional areas
- Have teams reporting into them
- Have oversight or responsibility for performance management in their area
- Have responsibility for implementing change within their area

A typical role could be Service Manager or a level below. The programme would not be suitable for first time managers or those who do not input into strategy.

Programme Information

The programme will consist of 8 webinars of up to 3 hours duration delivered every 3-4 weeks over a period of months.

The virtual programme will use MS Teams, this will also allow for the creation of a dedicated Team learning room. Through this dedicated Team room managers could join the webinars, chat in between modules and access any additional resources to support the programme, thereby creating opportunities to engage further with the content as well as network with other participants.

Participants will be provided with an Action Plan to encourage implementation of development during the programme and beyond.

Action Learning Sets - Action Learning Sets will sit alongside the webinar programme and will enable participants to address issues either within their own organisation or address cross-cutting themes and issues across participating organisations.

The Programme structure



Course costs

The cost per place on the course will be £850 plus VAT.

Group discount available for bookings of 5 or more, please contact Kirsty.lowe@emcouncils.gov.uk for information.

The first cohort will start in February 2021, with further cohorts taking place during the year, dates for all cohorts will be available shortly. Course dates will be included on our website available [here](#).

To access the programme guide for managers visit [here](#).

For information on delivery within a specific local authority contact Kirsty.lowe@emcouncils.gov.uk

The Webinar Programme

The programme will consist of 8 webinars of up to 3 hours duration delivered every 3-4 weeks over a period of months, alongside two additional Action Learning sets.

Webinar	Aims
Self-leadership	
1. A new way of leading: Adaptive Leadership	To position what is needed of leaders and managers in times of change, complexity, and uncertainty. Providing an understanding of Adaptive Leadership and how to develop this.
2. Self-leadership during difficult times	To create a safe space for managers to understand the impact of a crisis on their ability to lead. To provide tools for supporting managers to develop self-awareness of behaviour during turbulent times. To provide managers with the tools to 'lead themselves' during crisis including building their own resilience.
Leading the organisation	
3. Building resilient organisations	To provide an understanding of resilient organisations, the tensions inherent in building resilient organisations and how senior and middle managers can ensure organisational resilience
4. Re-imagining the future	To understand the role positive psychology (Hope, Optimism, Resilience and Confidence) plays in creating a vision. How to make space for innovation and creativity when working remotely. Engaging people with a new vision and strategy.
5. Managing change	To provide an understanding of strategic change and to provide practical tools to help managers to design and implement change.
Leading people	
6. Engaging people during change	To provide managers with critical insights on well-being and engagement. To provide practical tools to enable managers to bring people with them through change.
7. Strategic performance management	To provide an overview of the value performance management brings during change. To provide managers with practical tools to set clear, engaging goals and manage performance expectations.
Leading teams	
8. Building resilient teams	To provide practical tools for ensuring teams remain high performing teams during change. To provide an understanding of what it means to be resilient as a team and how managers can create a climate where teams can be resilient, resourceful, engaged and productive.

Programme Facilitator

Dr Suzanne Ross, MSc, BSc, FHEA. Consultant, facilitator and executive coach Suzanne is the founder of 2thrive Consultancy specialising in leadership and talent development. Through 2thrive she engages in consultancy and leadership development projects across all sectors and a wide range of industries and works with leadership teams and Boards of Directors helping them to develop cohesion through team coaching. An experienced Executive Coach, Suzanne has a PhD in leadership talent, success and derailment, a MSc in Performance Management and a BSc in Management Sciences (Marketing and Law). Suzanne is also a part-time Senior Lecturer in Executive Education at Nottingham Business School. Here she teaches on the Executive MBA and MSc in Global Business and leads the Managing and Leading People and Organisations module. She also facilitates on NTU funded programmes for SME's and is Module Lead for the Women in Leadership programme.