



Prospectus  
**Stronger Leaders 2008**

A Leadership Development Programme  
for the Community and Voluntary Sector

In association with



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“I can honestly say that the Stronger Leaders Programme was of enormous benefit to me, both professionally and personally. The programme was well-planned; it focused on needs specific to this sector and was organised so as to make maximum use of valuable time. Equally useful and valuable was the peer group interaction. Board members were very impressed with the quality and practicality of the board seminars; we now have increased board involvement and an emphasis on governance issues.”

- Marie Mulvihill, Director, Dublin 8  
Community Education Centre

# 1 Programme Overview

Stronger Leaders is a groundbreaking professional development programme specifically tailored to equip the leaders of Ireland's community and voluntary organisations with the knowledge and skills required to guide their organisations through the current period of legislative, social and economic change.

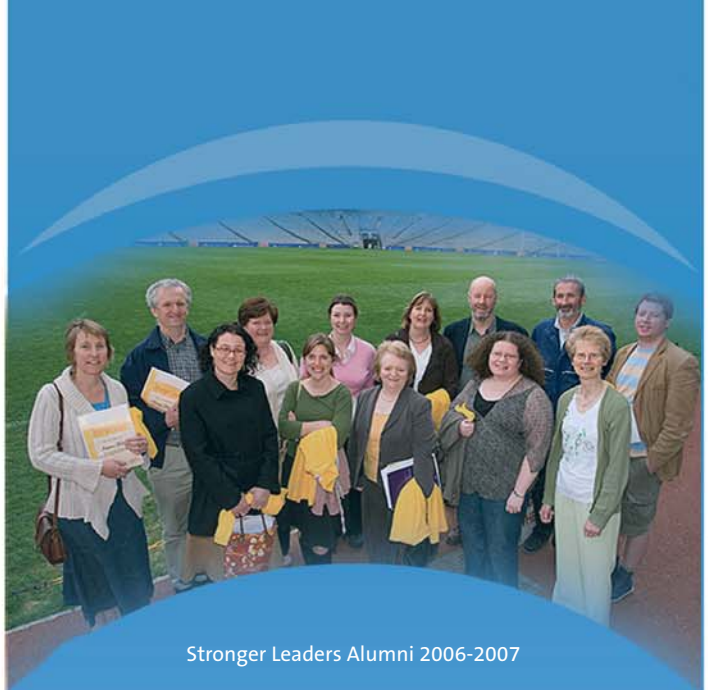
The programme has been developed based on research conducted by The Wheel in 2005, and will be delivered by the Carmichael Centre for Voluntary Groups, which has vast experience and knowledge in the area of training and development for the community and voluntary sector.

Along with its own staff, the Carmichael Centre has identified and commissioned expert training consultants who have the skills, knowledge and experience to make this innovative leadership development programme meaningful and beneficial for leaders of community and voluntary organisations.

Intended for Chief Executives, or persons in equivalent positions (e.g. Administrators, Directors, Coordinators and Managers) in community and voluntary organisations, the course offers leaders and their organisations an invaluable opportunity for growth and development.

This document provides an overview of the Stronger Leaders Programme, and will guide you through the application procedure.

**The closing date for receipt of applications is 11 July 2008.**



Stronger Leaders Alumni 2006-2007

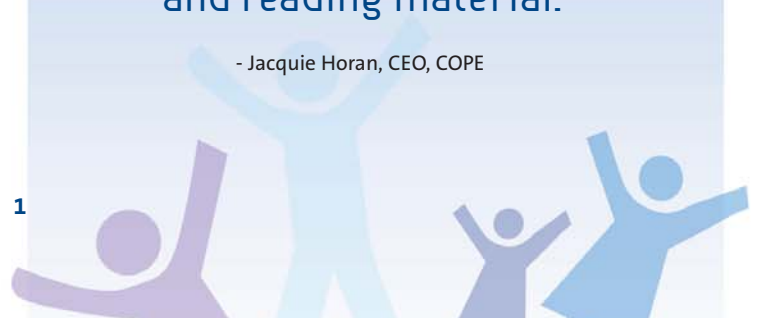
" The Stronger Leaders Programme proved to be an incredibly enriching experience for me and for my charity - I would heartily recommend it.

The programme is exciting, challenging and professionally delivered. You will leave this programme with practical knowledge that will enrich you and your charity."

- Mark Lloyd, General Manager,  
The Blue Box Creative Learning Centre

"The Stronger Leaders Programme hit the mark exactly where I needed it. It addressed almost every area of my job description and gave me an overall perspective regarding my role, but also some really useful practical tools, guidance and reading material."

- Jacquie Horan, CEO, COPE



“ I found the Stronger Leaders Programme very beneficial. It gave me the opportunity to enhance my skills and network. I think it's fantastic that this programme exists - it is badly needed.” - Caroline McGuigan, Coordinator of

No Panic and CEO of Suicide or Survive

## 2 Programme Structure

The Stronger Leaders Programme is delivered in two and three day blocks (a total of 12 days). The workshops are scheduled over a period of six months, a feature designed to enable participants to apply their acquired skills in the workplace.

The programme commences and concludes with a residential three-day module.

### 2.1 Pre-module Activity and Recommended Reading

Participants will be expected to do preparatory reading as a foundation for the modules, thereby optimising tuition time.

One textbook per module will be provided. Trainers will also provide a supplementary reading list.

### 2.2 The Workshops

Tuition will focus on core theory and skills development. Workshops will also allow for practical learning, debate and discussion amongst participants.

### 2.3 Post-module Activity

A series of post-module activities will ensure the further integration of learning into the work place, and the examination of ideas and issues in small, confidential peer groups.

## 3 Programme Dates

Participants have to select one of the two following programmes running concurrently. The organisers will try to facilitate your first choice.

### 3.1 Programme 1 Dates

7, 8 & 9 October 2008

2 & 3 December 2008

20 & 21 January 2009

24 & 25 February 2009

31 March and 1 & 2 April 2009

### 3.2 Programme 2 Dates

18, 19 & 20 November 2008

27 & 28 January 2009

10 & 11 March 2009

21 & 22 April 2009

26, 27 & 28 May 2009

### 3.3 Board Seminars

22 January 2009 and 7 March 2009

Critical to the success of the Stronger Leaders Programme is the participation of each organisation's Board in tailored training seminars focusing on the role of the Board in the leadership of the organisation. Each participant's organisation will be obliged to commit a Board member to attend one of the two seminars, laying the foundation for discussion and change in their own organisations.

### 3.4 Peer-Learning Groups

Each participant will be assigned to a peer-learning group. These sub-groups will provide support after each module, a confidential setting to discuss sensitive matters and an opportunity to develop insight into how other leaders work within their teams.

## 4 Programme Content

The Stronger Leaders Programme consists of four modules:

### 4.1 Leadership and Self Development

The first module focuses on self-awareness as a foundation for the development of strong leadership. It explores the definition and qualities of leadership, value based prioritisation, communication and influencing styles.

### 4.2 The External Environment and Strategy Development

This module considers the development of an organisational strategy in the context of the external environment. It is designed to support leaders in identifying a shared vision for their

organisations (in conjunction with their Board), and to understand the role of external relations in delivering the strategy.

### 4.3 Organisation Development

The third module addresses organisational leadership, exploring the role of the CEO, the governance role of the Board, and their crucial inter-relationship. The areas of strategy roll-out and change management are also covered.

### 4.4 Team Development

The final module deals with the role of the leader in relation to their team and their staff development responsibilities. Included in the module is guidance on how to focus staff on your organisation's mission, manage and optimise performance, motivate and delegate effectively.

## 5 Application Procedure

### 5.1 Who should Apply?

The most senior paid manager in a community, voluntary or charity organisation, based in the Republic of Ireland (e.g. the Chief Executive Officer, Administrator, Director, Coordinator and Manager).

### 5.2 How to Apply

- You may apply online at [www.wheel.ie/strongerleaders](http://www.wheel.ie/strongerleaders)
- The applicant's organisation must sponsor the application and commit a Board member to attending a Board Seminar on either 22 January or 7 March 2009;
- Applicants may be asked to participate in an informal interview (either by telephone or in person);

- Successful applicants will be informed within four weeks after the closing date;
- A maximum of 16 organisations will be included in each programme;
- For further information, or to obtain a printed application form, please contact Elizabeth Bolger at The Wheel on (01) 454 8727 or elizabeth@wheel.ie
- The closing date for receipt applications is 11 July 2008.

## 6 Programme Fee

The Wheel is pleased to announce that due to substantial funding from the Department of Enterprise, Trade and Employment, through the National Training Fund, the cost per participant has been reduced from €5000 to just **€1850**. The fee includes all course materials, seminars, meals, refreshments and accommodation for the two residential modules.

## 7 Special Needs

If you have any special needs, please indicate these on the application form. Every effort will be made to facilitate special needs, but the relevant participant will be responsible for any additional costs that may arise.

## 8 Your Trainers

The programme's trainers have been selected based on their specialist knowledge and experience in the community and voluntary sector.

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**Mike Hudson** is the Director of Compass Partnership. He was the Administrative Director of Friends of the Earth during its formative years. Following this, Mike worked in the UK and USA for a business strategy consultancy. He has worked as a consultant to not-for-profit organisations for 20 years leading teams that bring about major change in complex organisations. His clients include the Chairs and Chief Executives of a wide range of national and international organisations in the health, housing, education and arts sectors and their government and foundation funders.

Mike was a Visiting Fellow at the London School of Economics from 2000 - 2003 and is currently a Visiting Fellow at Cass Business School in London.

His first book, *Managing Without Profit* (Directory of Social Change, 2002), has sold over 17,000 copies and been translated into two other languages. The third edition will be published in January 2009. His second book *Managing at the Leading Edge* has been published in the UK by Directory of Social Change (2003) and in the USA by Jossey Bass (2005).

Mike is a member of the Board of the Leadership Foundation for Higher Education and a member of the Editorial Board of *Governance* magazine.

**Mark Butcher** is the Director of Mark Butcher Associates, one of the UK's leading providers of training and consultancy to voluntary and community sector organisations. He has been a manager, fundraiser and consultant in the not-for-profit sector for 20 years, during which time he has worked with many national and international agencies. His past customers have included Victim Support, Mencap, the National Trust, the Probation Service and Age Concern, as well as local authorities from Dorset to Northumberland.

He is the author of two books that focus on getting the best out of yourself and your team, *Achieve!* (2003) and *Create!* (2005), both published by the Directory of Social Change.

**Sheila Cahill** has worked in the community and voluntary sector in both Ireland and the UK for the past twenty years, focusing on organisational capacity building since 1995. She holds a MSc in Voluntary Sector Organisation from the London School of Economics, a Certificate in Training Practice (IPD) and she successfully completed the IMI Master Trainer programme. Sheila's former position as Director of Training and Support Services at the Carmichael Centre for Voluntary Groups brought her into regular contact with small and medium sized voluntary and community groups through the provision of customised training, organisational consultancy and governance support.

**Sinéad Barrins** provides training in the areas of governance, communications and inter-cultural working. Sinéad has over ten years experience in working in the development sector in Ireland, including project management, strategic planning, policy development and management training development and delivery.

Her previous role as the Training Manager with the Carmichael Centre focused on the development and delivery of tailored management training to organisations within the not-for-profit sector. Her international experience as a training consultant in India included delivering management training to managers in Accenture, General Electric, Dell, Ernst & Young, Oracle and Sun Microsystems. She also provided a number of soft-skill interventions to deal with the challenges of global cross-cultural teams in the IT services sector in India. She holds a BA (Mod) in Economics & Politics, an MSc in Development Studies and is a member of the Chartered Institute of Personnel and Development.

**Wally Young**, MPRII, is the head of Young Communications and a PR consultant and communications trainer. As well as dealing with many high-profile issues, he works extensively with individuals in the commercial and political sectors on improving their media interview skills. He is currently a part-time Media Advisor to President Mary McAleese.

**Jean Cullinane** is an experienced HR consultant with specialist skills in change management, facilitation, training and development and recruitment. She is a Fellow of CIPD, a Member of the Marketing Institute of Ireland and holds a Diploma in Business Strategy. She has worked for a wide range of clients in government, services, manufacturing and the community and voluntary sector.



“I can honestly say that the Stronger Leaders Programme was one of the best, most helpful programmes I have participated in throughout my 18 years working in the voluntary sector. In my current position as Director of the Limerick Rape Crisis Centre it has equipped me with many of the tools necessary to perform well in my role. The skills and knowledge which I acquired on the course and which filter through the organisation will help to re-energise the centre and progress our work for survivors of sexual violence.”

- Miriam Duffy, Director, Rape Crisis Midwest



## About The Wheel

The Wheel is a national support and representative network for the community and voluntary sector, which works to strengthen organisations as well as the sectoral infrastructure and environment. We provide a wide range of information, support services, advice and advocacy to individuals and organisations as we believe they are vital components for a cohesive and healthy society. For further information visit

[www.wheel.ie](http://www.wheel.ie)



## About Carmichael Centre

Carmichael Centre for Voluntary Groups is the first, largest and busiest shared services centre for community and voluntary organisations in Ireland. Carmichael Centre exists to nurture and support the development of small voluntary groups to encourage best practice standards within them to help them to make the best use of their resources and maximise their impact to create a vibrant learning environment for organisations - through our training and support services. For further information visit [www.carmichaelcentre.ie](http://www.carmichaelcentre.ie)