



## **‘TheKNOW’ for Belfast, Northern Ireland** Common Purpose Leadership Programme 2008.

‘TheKNOW’ is based on almost 20 years’ experience of delivering the Matrix leadership programme, and in 2008 replaces Matrix in Belfast and selected cities in the UK. It is a highly personalised and flexible programme that offers nearly 50 events and over 100 hours of learning. Participants design their own programme, selecting from a variety of elements to achieve between 60-90 hours in order to graduate.

The programme brings together a diverse group of leaders from the private, public and voluntary/community sectors from across Belfast and the surrounding areas. They learn how to improve their capacity to lead, effect change, and expand their networks.

On TheKNOW, participants investigate real-life challenges in the area, visit small businesses, multinational corporations, and prisons. They share leadership experiences and challenges with leaders who carry real life responsibilities in a variety of fields and contexts. Participants select from a range of elements to fit their areas of interest, context and sector, and schedule. The entire group interact on the first, middle and last days of the programme.

### **By the end of this journey participants are better equipped as leaders to:**

#### **See context**

- expect complexity and produce clarity
- anticipate interconnectivity and find common ground
- develop diverse networks that help them see new angles and opportunities
- spot talent in all worlds, not just their own.

#### **Adapt fast in new surroundings**

- step forward rather than backwards when faced with the unfamiliar
- be open to challenge, listen hard and ask questions
- cope with confrontation, resist judging too quickly and not assume theirs is the only way
- inspire trust among people who are very different from them
- learn to speak other people's languages.

#### **Produce change wherever they are**

- understand how power works in different worlds: find out where real power is and spot relationships between players
- influence others in different worlds and form effective partnerships: take things forward without simply seeking consensus
- draw out the creativity and innovation that diverse teams offer
- inspire in all worlds, not just their own.

As a result, the leaders who have been on a Common Purpose programme think bigger, network more effectively and stand out as leaders.

## Is it for me?

TheKNOW leadership programme is for local leaders who:

- feel they are getting too specialised
- are taking on new responsibilities for which they need to have a broader perspective
- need to work more effectively with people from diverse backgrounds and different sectors
- want to develop new and more challenging networks
- need to know more about the region, how it really works, how to influence change

*"TheKNOW is exciting because it builds on Common Purpose's long track record in leadership development, and makes it accessible to a whole new group of people."*

***"Abandon your perceptions about how society is put together, and understand that nobody is at the steering wheel. Then join Common Purpose to learn how it works and how to steer."***

Instead of ten fixed days a year, TheKNOW participants commit to just three days on which they will all work together. For the rest of the programme, each participant can choose from a wide range of flexible learning modules, all created and run by Common Purpose staff, to make up a minimum of 60 hours (maximum of 90 hours).

This level of tailoring and customisation is completely new and has been developed in response to feedback from a variety of participants and organisations seeking to take advantage of the unique leadership development which Common Purpose offers, but with maximum flexibility.

*"There are no easy answers. And Common Purpose is no easy ride. It challenges every personal and professional prejudice you have. It's unsettling. It's also the best learning I've ever done."*

## What are the benefits? What will participants learn?

On this flexible programme, participants will:

- understand how the city & surrounding areas work (the role of the different sectors, the levers of power, the drivers of future change)
- build a network of relationships with senior leaders and key figures locally
- practise building collaborative relationships across diverse networks
- develop their capacity to lead the whole as well as one or more parts
- become more adept at spotting opportunities and threats
- practise leading in different contexts
- build their capacity to lead change.



## **TheKNOW: in practice**

The entire group of participants will interact on the first, middle and last days of the programme and in addition they select from a range of elements to fit their development objectives and achieve the required learning hours. There are numerous opportunities for them to work in small, specially crafted learning groups.

### **Programme days**

There are three mandatory programme days that provide the learning framework for TheKNOW. All participants are required to attend these three programme days.

Programme day 1:(start)	<b>14 April 2008</b> - Plotting the course
Programme day 2 (mid-point):	<b>26 June 2008</b> - Broadening your vision
Programme day 3 (end of programme):	<b>03 October 2008</b> - Preparing to lead change

### **Other programme elements**

#### **Understanding the place**

The context for TheKNOW programme is the Belfast area. The events in this module are specially designed to challenge the participant's view of their "place" and context; how it works as a city and how it links to the UK and the wider world. Each of these sessions provides the opportunity for participants to connect with and apply their learning to the environment in which they, and their organisation, operate.

#### **Leadership insights**

At each leadership insight session, participants will have the opportunity to meet key local leaders face to face in an informal setting. A diverse range of leaders will participate in panel discussions and interactive workshops that consider the theme of "Leading Beyond Authority". Participants will be able to bring their own leadership and organisational challenges to the sessions for the contributors and fellow participants to consider.

During a leadership insight session, participants develop their understanding of leading beyond authority, gain insight into how change happens and the role of leaders in creating it, and identify actions in order to develop different aspects of their own leadership.

#### **Understanding Change**

At each of these sessions, participants have the opportunity to grapple with a real-life issue, working with leaders who are directly involved. The sessions will provide access to people and places from across the private, public or voluntary sector, and give participants the opportunity to meet those involved and gain a deeper understanding of the complexity of leading change.

The issues and challenges which are investigated in these sessions will offer opportunities for participants: to explore various sources of power and investigate how these sources of power work to different effect; to develop an understanding of the different roles we play in leading change; and to reflect on how they can act differently in the roles they play as leaders.

Participants will identify what it takes to start out on a process of leading change and some of the opportunities and pitfalls to be aware of along the way. They may investigate the difference between building consensus and building coalitions, and gain insights from other leaders into what it really takes to build effective coalitions. Passion is what people long for in their leaders – that too is on the agenda.



### **Learning Groups**

The diversity of each 'TheKNOW' participant group is an integral benefit of the programme, as different perspectives and contexts can be used as a source of inspiration for tackling difficult leadership challenges and issues.

In the Learning Group sessions, small groups of participants will work together to:

- gain new and different insights into personal leadership challenges
- develop new thinking and greater creativity
- create action plans for personal leadership challenges.

### **Intensive options**

Two day intensive options, which combine the essential elements of the programme – Understanding the place, Leadership challenges, Leadership insights and Learning Groups – in a concentrated format are available and account for 18 accredited hours.

### **Who, where, and how much?**

We will be recruiting a participant group of around 50 people from large and small organisations and companies, across the private, public, and voluntary sectors.

Due to the flexible nature of the programme, we will be able to take more than one application from individual organisations, providing applicants' job roles and experience are different and add to the diversity mix within the whole participant group.

Applications will be considered by the Programme Director and the Common Purpose Advisory Group, against criteria set out in the application form. Applications will be considered in batches and applicants then notified if they have been accepted on to TheKNOW programme.

Once accepted they will be able to select the elements they want to take and when, on a first come, first served basis. **Therefore the earlier your application form is received, the better your chance of getting your first choices. The fee is £4,225+ VAT for 2008.**

***As always, there may be reduced fees and bursaries available for some types of organisations – please ask.***

**The Northern Ireland Team**

***Tel: 028 90 739444***

*Clíodhna Eastwood*    *Director, Northern Ireland.*  
*Jan O'Neill*            *Programme Director (TheKNOW)*  
*Claudine Sutherland*    *Senior Programme Co-ordinator*



## How to apply

We are delighted that you are considering applying for TheKNOW 2008 programme.

**The fee is £4,225 + VAT.**

The Common Purpose Advisory Group will be considering applications in tranches. The first Advisory Group selection meeting will take place in December 2007. **We strongly urge you to apply as soon as possible to ensure you access the programme elements you want, and the dates you want to take them, as availability will be on a first come-first served basis.**

Applicants are considered according to their:

- current responsibility as a leader
- reasons for applying for the 'TheKNOW' programme
- likely contribution to the perspective and dynamics of the group

You will be notified within one week of the Advisory Group selection meeting whether your application has been successful.

**For further information on THE KNOW and the application process, please visit our website [www.commonpurpose.org.uk](http://www.commonpurpose.org.uk) and choose "Programmes", TheKNOW programme.**

We value diversity on our programmes and positively encourage applications from all sections of the community. This form is not considered in the selection process – but is designed to assist us in monitoring our commitment to diversity.

**Note:** *If for any reason you are unable to apply online please contact Claudine Sutherland or email [Claudine.Sutherland@commonpurpose.org.uk](mailto:Claudine.Sutherland@commonpurpose.org.uk)*

### Advisory Group

**Brian Acheson**  
Information Systems  
Director  
SHS

**John Barrett**  
Executive Director  
Coca-Cola Bottlers (Ulster)  
Ltd

**Mark Beattie**  
Operations Director  
George Best Belfast City  
Airport

**Renée Crawford**  
Strategic Development  
Worker  
Lenadoon Community  
Forum

**Eleanor Gill**  
Chief Executive  
General Consumer Council

**Dr Tom Hesketh**  
Director  
Regional Training Unit

**Carole Joy**  
Operations Director  
Halifax Direct

**Agnes Lunny**  
Chief Executive  
Positive Futures

**Duncan McCausland**  
Assistant Chief Constable  
Police Service of Northern  
Ireland

**John McFall**  
Regional Manager  
McAlpine Facilities Ltd

**Carol O'Bryan**  
Chief Executive  
Simon Community

**David Trelford**  
Director of Personnel  
Department of Agriculture  
and Rural Development

**Peter Spratt**  
Group Managing Director  
Anderson Spratt Group



*\*These are representative lists of those involved in our senior leadership programmes and do not include all the organisations that support and use Common Purpose*

## **Past participants**

Stephen McCully  
Head of Supply  
**NIE**

Lynn Carvill  
Northern Ireland Co-ordinator  
**Organisation of the Unemployed, NI**

Robbie McGreevy  
Director of Human Resources  
**Belfast Education and Library Board**

Ivan McMinn  
Business Banking Manager  
**Northern Bank**

Doreen McGrogan  
Personnel Manager  
**Belfast Telegraph**

Jim McCooe  
Area Manager (NI)  
**Halifax Direct**

Anne Marie McClure  
Chief Executive  
**Opportunity Youth**

Colin Jack  
Policy Innovation Unit  
**Office of First Minister and Deputy First Minister**

Sam Johnston  
Central Workshop  
Manager **Translink**

Rita Marsden  
Probity Manager  
**Eastern Health and Social Services Board**

Laura Black  
Senior Manager, Corporate Affairs  
**Bryson House**

Paul Corr  
Senior Financial Manager  
**First Trust Bank**

Hazel Francey  
Policy Officer  
**Belfast City Council**

Conor Kieran  
Consumer Sales and Marketing  
Director  
**BT NI**

Susan Russam  
Director  
**Belfast GEMS**

Ronnie Wilson  
Prison Governor  
**HMP Maghaberry**

## **Organisations involved in Common Purpose**

### **include\*:**

Action Cancer

BBC Northern Ireland

Belfast City Council

Belfast Education and Library Board

Belfast Institute of Further and Higher Education

Belfast Telegraph

BT NI

Citizens Advice Bureau

Coca Cola Plc

Community Relations Council Northern Ireland

Department of Education for Northern Ireland

Department of Health, Social Services and Public Safety

Halifax Direct

First Trust Bank

Irish News Ltd

MacMillan Cancer Relief

Multicultural Resource Centre

Northern Bank

Northern Ireland Council for Voluntary Activity

Northern Ireland Electricity

Northern Ireland Housing Executive

Northern Ireland Prison Service

Office of First Minister and Deputy First Minister

Opportunity Youth

Parades Commission for Northern Ireland

Police Service of Northern Ireland

PricewaterhouseCoopers

Prudential Plc

Queens University of Belfast

Sargent Cancer Care

Social Security Agency

Students Housing Association

Translink

Ulster Bank Group Ltd

## **Previous speakers**

David Cargo  
Chief Executive  
**Belfast Education and Library Board**

Kit Chivers  
Chief Inspector  
**Criminal Justice Inspection Northern Ireland**

Evelyn Collins  
Chief Executive  
**Equality Commission**

Peter Dixon  
Chief Executive Officer  
**Phoenix Natural Gas**

Dr Paula Kilbane  
Chief Executive  
**Eastern Health and Social Services Board**

Jim Kitchen  
Head  
**WWF NI**

Maura Lavery  
Deputy Director  
**Belfast Institute of Further and Higher Education**

Seamus McAleavey  
Chief Executive  
**Northern Ireland Council for Voluntary Activity**

Peter McNaney  
Chief Executive  
**Belfast City Council**

Duncan Morrow  
Chief Executive  
**Community Relations Council**

Brendan Mullan  
Chief Executive  
**Investment Belfast**

Des Perry  
Resident Magistrate  
**Northern Ireland Court Service**

Peter Mc Bride  
Managing Director  
**Carecall Employee Assistance Programs**