

## Leading change, changing leaders: Funding available for 40 places on leadership development programmes

Are you a Muslim leader in your organisation, profession, sector, culture, city or region? Do you want to lead change, grasp the wider context and adapt quickly to spot opportunities and threats?

The Department of Communities and Local Government and Common Purpose are funding 40 places on Common Purpose leadership development programmes, across the UK, for members of Muslim communities.

### What is included?

Each funding award covers the full fee of a Common Purpose programme. Please read the list of eligible programmes included in this pack. Accommodation is included only on residential programmes. Travel expenses are not included.

### Are you eligible to apply?

The scheme seeks to build the capacity of leaders of today and tomorrow in the Muslim community. If you are aged 18 or over, you are eligible to apply for a programme that matches your career stage or geographical location. Young people and women applicants will be given priority consideration.

### Dates

Applications must be received by **8 October 2007** and successful applicants will be notified by **12 October 2007**. The programme must be completed before June 2008.

### Apply now

A short application form can be found at the back of this information pack. Please ensure you complete all parts of the form and return the form by the deadline to:

DCLG and Common Purpose access funding scheme  
Common Purpose, Discovery House, 28-42 Banner Street, London EC1Y 8QE

Email: [access@commonpurpose.org.uk](mailto:access@commonpurpose.org.uk)

Find out more online: [www.commonpurpose.org.uk](http://www.commonpurpose.org.uk)

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*“Common Purpose showed me that we can achieve far beyond anyone's expectations, including our own, if given the right support, encouragement and confidence. Participating in the programme developed my own leadership capabilities, and I think my participation strengthened the knowledge and understanding of the rest of the group.”*

**Yasmin Jaswal, Centre Manager, Keighley Association for Women And Children's Centre**

*“The problems that most need solving cross boundaries, and the way to solve them is to do the same. Leaders are most effective when they broaden their horizons and their networks. That real change doesn't just happen, leaders need to make it happen”*

**Julia Middleton, founder and Chief Executive, Common Purpose**



## About us

Common Purpose was founded in 1989 and now runs programmes in 70 cities and regions around the world. Over 120,000 leaders have participated in our programmes. In the UK, more than 70 per cent of FTSE 100 companies, as well as many smaller organisations, have used Common Purpose to develop their leaders. They, and their organisations, consistently report better strategic thinking, better decision-making, dramatically enhanced leadership competencies and a greater ability to apply them in new situations as a result of their experience of Common Purpose.

Common Purpose helps people in leadership and decision-making positions to be more effective: in their own organisations, in the community and in society as a whole. We run a variety of programmes for leaders of all ages, backgrounds and sectors, in order to provide them with the knowledge, connections and inspiration they need to make change happen.

*"The view from your office window seldom changes. If we want our leaders to see the bigger picture, they have to go out and see the world through other people's eyes."*

David Bell, Chairman, Financial Times and Director for People, Pearson plc



## What's different about Common Purpose programmes?

All our programmes help leaders learn to lead beyond their authority, both as professionals and citizens. People who lead beyond their authority can produce change beyond their direct circle of control. This is very different from other leadership programmes.

We are committed to looking for leaders in unexpected places – and then exposing them to the information and the perspectives they need to be more effective. In the process, they meet new people, make new connections and find new ways of working with people who may not view the world in the same way. Diversity underpins everything we do.

Our participants don't just sit in meeting rooms studying abstract management problems or wrestling with intellectual

exercises. They go out into their own community and grapple with real life problems at first hand, visiting prisons, housing developments, businesses, hospitals and manufacturing plants in order to find inspiration outside their usual experience. Through this process, they trade leadership experiences and strategies with other leaders from a variety of fields and build wider networks.

## Benefits

Organisations benefit from more inspired leaders who are better able to lead beyond their authority, both within their organisations and in the outside world. Communities benefit from more - and more diverse - leaders who are energised and engaging in civil society.

*"I have learnt how society and business should work together and how people with passion and energy can make things change. All of my pre-course objectives have been met and I am now even more inspired to reach my aspirational goals."*

Neil Higginson, Advisory Services Manager, Business Link West

*"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."*

Susan Rice, Chief Executive, Lloyds TSB Scotland




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## Our programmes

### [Matrix and Focus - For leaders who want more](#)

**Duration:**  
**Matrix: 10 days over 5 months**  
**Focus: 6 days over 5 months**

Matrix and Focus are unique, locally rooted programmes for experienced leaders. They are powerful educational experiences that bring together leaders from all three sectors - private, public and voluntary/community - and widely differing backgrounds. The diversity of the groups is central to the challenge of the programmes. On these programmes, participants work together to wrestle with real-life problems in their communities. In the process, they develop their own leadership abilities through collaboration with their peers in other sectors, site visits, panel discussions, expert briefings and exposure to numerous different approaches to leadership.

### [TheKNOW - For leaders who need a flexible schedule](#)

**Duration: 60 - 90 hours over 5 months**

If you are a leader looking for a more flexible programme schedule, the modular structure of TheKNOW could be for you. Participants can tailor their learning experience through a choice of modules, and work together to wrestle with real-life problems in their communities. In the process, they develop their own leadership abilities through collaboration with their peers in other sectors, site visits, panel discussions, expert briefings and exposure to numerous different approaches to leadership.

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### [20:20 - High-level briefings for national leaders](#)

**Duration: 5 days (Residential)**

20:20 brings together national leaders to examine forces that will drive changes to society over the next twenty years, especially in the areas of wealth creation and governance. They explore how those forces will affect them, their organisations and society as a whole. Through briefings from top businesspeople, politicians, civil servants and economists, participants are able to expand their horizons; develop their strategic vision by sharpening their understanding of national and international issues; and raise their game at a national level.

### [Common Purpose Navigator - Broadening the horizons of emerging leaders](#)

**Duration: 5 days (Residential)**

Common Purpose Navigator is a leadership programme for emerging, high-potential individuals who are tipped as "people to watch" in their organisations or as future leaders in their communities. They explore crucial issues such as levers of power, effecting change and managing risk. The programme encourages them to challenge the views of the leaders they meet, in order to hone their own strategic thinking. Common Purpose Navigator widens the perspective of participants and provides a valuable new network that will make them both better informed and more effective.

### [Frontrunner – For pre-career leaders from across the UK](#)

**Duration: 4 days (Residential)**

Frontrunner is a free of charge programme for pre-career leaders from across the UK. It is aimed at young people who have already shown evidence of leadership skills in civil society through their activities and aims to inspire them to continue campaigning for change in their future careers.

## Dates for Matrix, Focus, Navigator, 20:20, TheKNOW, September 2007 - June 2008

### Programme and location

### Start date

#### TheKNOW

London TheKNOW November 2007	14/11/2007
Greater Manchester TheKNOW November 2007	15/11/2007
Glasgow TheKNOW Spring 2008	19/02/2008
Bristol TheKNOW Spring 2008	05/05/2008
Tyne and Wear TheKNOW Spring 2008	07/02/2008
Leeds TheKNOW May 2008	14/05/2008

#### Matrix

Hull & Humber Matrix 2007/2008	18/10/2007
Bradford Matrix 2007	29/10/2007
Aberdeen City & Shire Matrix 2007/2008	01/11/2007
Oxfordshire Matrix 2007-08	27/11/2007
Norfolk Matrix 2008	05/02/2008
Coventry & Warwickshire Matrix 2008	06/02/2008
Belfast Matrix 2008	07/02/2008
Tees Matrix 2008	12/02/2008
Edinburgh Matrix 2008	21/02/2008
Devon Matrix 2008	27/02/2008
Derby Matrix 2008	28/02/2008
Berkshire Matrix 2008	06/03/2008
Lancashire Matrix 2008	06/03/2008
Nottingham Matrix 2007	13/03/2008
Leicestershire Matrix 2008	20/03/2008

#### Focus

Lincolnshire Focus 2007	07/11/2007
Portsmouth and SE Hants Focus 2007/08	21/11/2007
Kirklees Focus 2008	29/01/2008
Cork Focus 2008	30/01/2008
Sheffield Focus 2008	07/02/2008
Cumbria Focus 2008	19/02/2008
Foyle Focus 2008	21/02/2008
Brighton & Hove Focus 2008	05/03/2008
Forth Valley Focus 2008	06/03/2008
Southampton Focus 2008	26/03/2008
Mid-West Ireland Focus 2008	16/04/2008
Wakefield Focus 2008	11/06/2008

#### 20:20

20:20 Winter 2007	29/10/2007
20:20 June 2008	16/06/2008

**Navigator**

Common Purpose Navigator South Coast 2007	05/11/2007
Common Purpose Navigator Northern Ireland 2007	12/11/2007
Common Purpose Navigator London 2007	21/11/2007
Common Purpose Navigator West Midlands 2008	21/04/2008
Common Purpose Navigator North East 2008	14/05/2008
Common Purpose Navigator Scotland 2008	14/05/2008
Dublin Navigator 2008	26/05/2008
Common Purpose Navigator in Yorkshire & Humber 2008	18/06/2008

**Profile**

Belfast Profile October 2007	18/10/2007
Edinburgh Profile 2007, Edinburgh, Matrix	23/10/2007
Plymouth Profile October 2007	30/10/2007
Birmingham Profile November 2007	20/11/2007
Nottingham Profile 2007	21/11/2007
Bradford Profile January 2008	21/01/2008
Hull & Humber Profile 2008	24/04/2008
South Yorkshire Profile May 2008	07/05/2008
Lancashire Profile 2008	14/05/2008
Aberdeen Profile 2008	20/05/2008
Bradford Profile June 2008	04/06/2008
Profile 2008	10/06/2008
Dublin Profile 2008	11/06/2008
Greater Manchester Profile June 2008	11/06/2008
Exeter Profile 2008	18/06/2008
Milton Keynes Profile 2008, Milton Keynes, Matrix	19/06/2008
Norwich and Norfolk Profile 2008	02/07/2008
Plymouth Profile 2008	29/10/2008

**Frontrunner**

Frontrunner London	July 2008 (dates to be confirmed)
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**20,000** people across the UK are leading better, especially beyond their authority, as a result of Common Purpose

**95%** said Common Purpose was definitely a good investment of time

**90%** said they had already recommended Common Purpose to a friend

### What are the benefits?

“The opportunities and threats ahead will not come neatly parcelled to fit the department or division or sector or culture or even country in which we have arranged ourselves. They will cross boundaries and come through walls - and our leaders need to be able to do this too.”

Julia Middleton, Founder and Chief Executive, Common Purpose, from her book *Beyond Authority: Leadership in a Changing World*

Leaders know they need to have an understanding of the context in which they operate if they are to be most effective within their own organisations and in wider society. But too often decision-makers become insulated from each other and their decisions reflect a partial, sometimes narrow, view of the world.

Increasing specialisation, mounting work pressures and long hours weaken a leader's capacity to see opportunities, broaden networks and refresh their vision for themselves and their organisations. Common Purpose programmes can provide that vital context. It is simply unavailable anywhere else.



“My one “change” as a result of programme is that I have accepted a position as Board member for Community Fund the lottery grants agency. The appointment is three years part time covering the Yorkshire and Humber region. Inspired by Common Purpose and in particular Elaine Applebee whom is chair.”

Stan Glover, HR Manager,  
 Business Services Corus

### Our graduates repeatedly say that as a result of Common Purpose, they:

1. work more effectively with people from diverse backgrounds or disciplines and with different ways of thinking
2. can handle complex, multi-disciplinary tasks more successfully
3. develop their leadership skills and broaden their capacity to take advantage of new opportunities in a range of situations
4. are able to move easily between sectors and communities, and open doors to new opportunities
5. gain experience in team-working in the areas of change and innovation

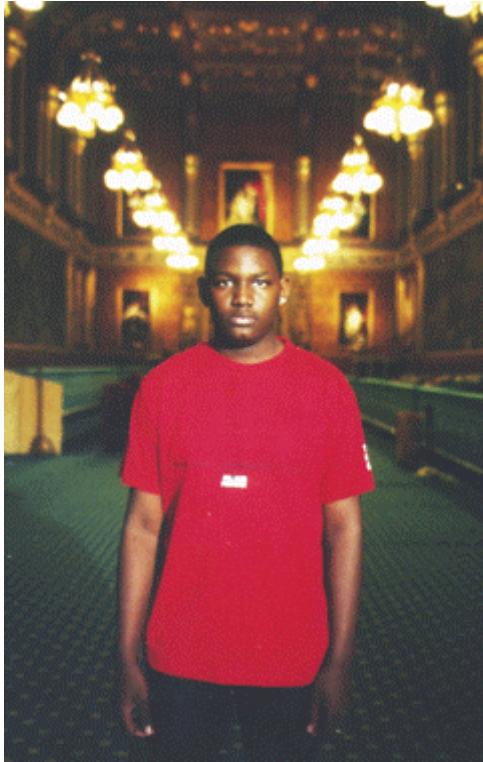
6. improve their ability to spot opportunities for their own organisations by identifying transferable ideas and good practice

7. value the opportunity to build a diverse network of peers

8. develop their negotiating and influencing skills

9. make better decisions because they are more aware of the context in which the decisions are being made and of their wider impact

10. go and change the world.



## The impact of Common Purpose

Almost everyone who participates in Common Purpose programmes says they've been inspired. Some go even further, saying their lives have been changed. Our graduates come to view the world in different ways. Some manage their businesses differently as a result. Others choose to be more active in their communities or in government.

Read how the Common Purpose experience is inspiring leaders and touching people and organisations around the UK.

"Common Purpose has instilled a sense of confidence and although I thought I saw the 'big picture', I now understand how much more complex it is and that you have to look at the big picture from a series of perspectives."

Diana Barnett, Head of Communications,  
Brighton & Hove City Council

"After 20 years of "climbing the corporate ladder" it's difficult to even know what the world is and easy not to be that interested in anything that doesn't directly affect your own company. Common Purpose is a way to break this spiral. It's refreshing, challenging and worth every penny."

Andrew Orrey - Company Controller, Bombardier

"Being able to speak informatively about Milton Keynes and the new city is very useful while talking to my many European colleagues who come here to visit. I have become much more of an Ambassador for MK since the programme and will continue to work to remove the stigma of the concrete cows!!!"

Alistair Martin, Client Support Centre Director, Unisys



"Increased my knowledge and understanding of agencies and businesses that I have never had the opportunity to meet before. Very thought provoking and a good use of time."

James Staughton, Managing Director, St Austell Brewery Co

## Extraordinary impact - Will Wakefield

What does it take to create a beacon project from nothing? A good idea - and the realisation that ordinary people can do extraordinary things. [Read more...](#)

## Deliver real bottom line results - Emma Hibbert

A major issue for every business is how to distinguish themselves from the competition. This was certainly one of the challenges facing Emma Hibbert at Adnams. [Read more...](#)

## Take action as a leader in society - Steve Ellis

Sometimes in life, we find ourselves on pathways we're reluctant to follow. For Steve Ellis, a new career and a chance meeting with Common Purpose was to change the way he thinks. [Read more...](#)

## Grasp new opportunities - Anil Singh

Grasping new opportunities, thinking on a grander scale and collaborating to achieve positive change...it's all in a day's work for Anil Singh. [Read more...](#)

## Gaining new perspectives - Deborah Hermer

Deborah Hermer works in the Press Office of the Prime Minister's Office and was a participant on the 20:20 programme in June 2002. Here she explains why 20:20 is not to be missed. [Read more...](#)

## Funding application form

**PLEASE PRINT CLEARLY USING BLACK INK**

The information you provide on this form will be used to process and evaluate your funding application. This information may also be used for programme administration and for the purposes set out at the end of this form.

First name		
Surname		
Preferred name		
Gender	Male <input type="checkbox"/>	Female <input type="checkbox"/>

Organisation name	
Position	
Work address	
Tel	
Fax	
Mobile	
Email	



Home address	
Tel	
Fax	
Mobile	
Email	

Preferred contact address	Work <input type="checkbox"/>	Home <input type="checkbox"/>
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**Who are we looking for?**

We are looking for candidates who are leaders, ie, people who are able to influence change, in their organisations and/or in their area.

**Applicants will be considered according to their:**

- current responsibility as a leader
- likely contribution to the perspectives and dynamics of the group

**Reference**

In order to be considered for a Common Purpose programme, you must submit the name of a referee. This would usually be someone at a senior level within your organisation or if more appropriate could be someone who knows you outside your professional role, who can support your application.

Name	
Position	
Organisation	
Tel	
Email	

If you have a disability that requires us to make a reasonable adjustment to enable you to apply, please tick here: [ ]

1. Describe your current position and responsibility for making change happen. This may include roles within your organisation and/or in a role outside work and/or an educational setting.

2. Please briefly outline your career to date.

3. What leadership challenges are you likely to face in the future? How will a Common Purpose programme help?

**Completing your application**

I confirm that in signing this application I have read and understood the terms and conditions, and that I have the authority to agree them.

Participant's signature	
Date	

## Terms and conditions

### These terms and conditions apply to all participants on a Common Purpose programme.

#### Attendance and programmes

- A bursary place on a Common Purpose programme is not transferable to another individual.
- A participant on a Common Purpose programme undertakes to attend for the full duration of the programme.
- If a participant, having started the programme, then withdraws from the programme for any reason, it is not guaranteed that the participant will be allowed by Common Purpose to resume attendance.
- If a participant misses any part of the programme due to absenteeism, this may affect whether Common Purpose confers graduate status upon the participant.
- Common Purpose retains the right to change the advertised agenda for a Common Purpose programme day or event without notice to the participants.
- Participants will be given reasonable notice in advance if the venue for a Common Purpose programme or event is changed.

#### Conduct during the programme

- When booking and paying for a Common Purpose programme day or event venue (including the accommodation), Common Purpose is acting as an agent on the participants' behalf. Participants will be subject to the terms and conditions of the venue.
- It is the participant's responsibility to ensure that while attending a Common Purpose programme and while on any third party premises he or she does not behave in an improper or disorderly manner or in a way which risks or causes damage to property, or in a way which is in breach of the terms and conditions of those premises.
- In the event of such improper behaviour, Common Purpose will have the right to require the participant to withdraw from the programme.
- The participant will also be liable to indemnify Common Purpose for any expenses or other liability it incurs or suffers as a result of any such improper behaviour.
- All participants are expected to abide by the Common Purpose Conventions (see [www.commonpurpose.org.uk](http://www.commonpurpose.org.uk)).

#### Cancellation

Notice of cancellation must be received in writing by post or by fax.

No alternative bursary will be made available due to illness or for withdrawal during the programme for any reason.

#### Data protection

Common Purpose is the data controller for the purposes of the Data Protection Act 1998. Please email [info@commonpurpose.org.uk](mailto:info@commonpurpose.org.uk) if you have any queries relating to the use of your data.

If accepted as a participant on a Common Purpose programme, you are agreeing that Common Purpose may use your data for the following purposes:

- we will use your contact details to send you information relating to the programme and to request feedback
- we may publish your name, job title, employer organisation and programme attended as part of our promotional materials.
- we may also use your contact details to send you information about other programmes and activities we offer. Please tick if you do not wish to receive such information:
- we may publish your contact details to the members of your participant group as part of the information distributed prior to the programme. To opt out, please tick here:
- we may publish your contact details including email address to graduates of Common Purpose worldwide and to members of the Common Purpose advisory groups in the Common Purpose graduate directory. To opt out, please tick here:

Except in connection with the activities described above or where required to do so by law, we will not disclose your data to third parties without your permission.

Common Purpose takes all reasonable precautions to prevent the loss, misuse or alteration of your data.