

Leading Collective Impact

For individuals and groups wanting to engage the collective in leading transformational change

**SHE
LEADS
CHANGE**

Peer Learning for Women:
Courage for changemakers

Leading Collective Impact pushes the boundaries in leadership development. We aim to deepen the leadership capacity of participants to enable a more systemic, multi-stakeholder response to some of today's most pressing challenges. At the same time, participants are nurtured to grow in confidence, purpose and authenticity as leaders leading change, collectively.

Over a 4-month experiential journey, participants cultivate a deeper relationship with self and others, develop a better understanding of multi-stakeholder dynamics and how to inspire and deliver systemic change. They will leave with a set of tested strategies and actions for moving forward on a challenge they choose to focus during the programme, and reimagine what it means to lead collectively.

PROGRAMME HIGHLIGHTS

A leadership programme that bridges personal growth and professional development	Hands-on application of learning to real-world challenges through inquiry and prototyping
Practical models to understand and work with systems and respond to complexity with confidence	Collaborative methods and tools that can be applied to unlocking collective action in different settings
An expertly-facilitated safe space for deep personal and group sharing, and access to a 1:1 coach/mentor	A diverse and committed cohort of peers, and access to the wider SLC community

FOCUS ON DIVERSITY & INCLUSION (SEP 2020)

For our next cohort, we invite participants to bring a challenge they are working on or are passionate about related to **Diversity & Inclusion**. This is a timely opportunity to go beyond a tick-box approach, and respond wholeheartedly and sustainably to this challenge and take personal and collective action. Participants will:

- Deepen their **personal and collective understanding of the systemic inequalities** that show up in their lives, their organisations, society and beyond
- Reflect on **roles they have and can play** to break down barriers
- Learn from each other and **explore collaborations** as a cohort
- **Prototype "actions" for change** - individually and with others
- **Leave with a set of tested strategies** for moving forward - personally, in their organisations, and beyond

As part of the programme, participants receive:

- Structured **pre- and post-reads** with exercises and reference sources to support self-study
- 5 x 6hr virtual **core sessions** covering key topics, and 5 x **circle sessions** in a smaller setting for deeper peer-learning
- **High-touch facilitation** with dedicated, experienced coaches
- Access to **tools, models and frameworks and relevant experts** on systems, change and team psychology
- **1:1 coaching** or mentoring sessions (3 x 1hrs)
- Opportunity to **co-create session content** and thereby both learn and build confidence
- Access to wider She Leads Change **community network** and **ongoing learning** opportunities



Abby Crawford, Equality Manager at the London Fire Brigade; and past participant on Leading Collective Impact. *"I'm learning to step outside of my individual box in which I'm very comfortable. Taking extra steps to engage and consult on the new Inclusion Strategy I've proposed in my organisation, despite it meaning some difficult initial conversations it has benefited the work enormously."*

Read Abby's story on page 3.

WHO SHOULD APPLY?

- **Aspiring changemakers** who want to deepen their confidence and find their voice.
- **Experienced leaders** who want to deepen their leadership capacity for leading systems change, and enabling collective action.
- **Organisations** who want to deepen their response to today's challenges and unlock meaningful, multi-stakeholder action among teams or cross-departmental groups.
- **Women (and their colleagues)** from any sector who want to explore ways to go beyond the impact they can have on their own.

DATES AND TIMING

September 2020 - January 2021

- 5 core sessions (each core session consists of two parts held over two days from 1600-1900hrs BST/GMT): **23/24 Sep, 14/15 Oct, 4/5 Nov, 25/26 Nov, 6/7 Jan**
- 5 circle sessions (1.5hr sessions from 1630-1800hrs BST/GMT): **30 Sep, 21 Oct, 11 Nov, 2 Dec, 16 Dec**
- Individual coaching or mentoring (up to 3 x 1hr sessions): to be scheduled individually
- Community session: **19 Jan**, 1700-1930hrs GMT
- Showcase event : **27 Jan**, 1700-1830hrs GMT

WHERE?

Our Sep 2020 cohort will be conducted virtually.

FEES

- Self-funded: **£1,416**
- Non-profit / social enterprise: **£2,376**
- Large organisations / corporates: **£3,816**

All fees inclusive of VAT and 3 x individual coaching or mentoring sessions. Payment plans and sponsored places available - do enquire. Our goal is for the programme to be accessible to all.

APPLY NOW

Visit www.sheleadschange.org/co-impact or apply [here](#).

GET IN TOUCH

Jacqueline Lim | Lead, Collective Impact
jacqueline@sheleadschange.org

OUR PARTICIPANTS

Our past participants have come from a cross-section of sectors. The organisations they represent include Pearson, the London Fire Brigade, the British Council, Goldsmiths' Company, TechNation and various start-ups and social enterprises.



Tessa Jennett, Founder of Lemonade, a charity supporting young people's mental wellbeing. *"I've learnt that Collective Leadership requires you to step in and off the cliff, and when you do, you will be caught."*



Dr Eleanor M Andressen: Senior Researcher and UK Efficacy Lead, Pearson. *"If you are looking for a safe place to really explore your values, beliefs and perspectives and to help you realise how to use those to be the leader you know you can be, then I encourage you to sign up"*



Elizabeth Stopford, Film-maker at White Rabbit Films. *"I built confidence in showing up in a more integrated way, and in bringing in what might be considered 'difficult' - to see this as, though uncomfortable, opening up the possibility for a different way of connecting, and co-creating a culture that I feel I can be part of."*



Temi Williams, Product and Content Manager, Pearson. *"Collective leadership means being bold enough to stand for what you believe in whilst empowering others to do the same. I came away from the programme with a renewed energy and vision for my sector."*



Ergem Senyuva, Faculty on Sustainability Marketing at Fordham University *"I achieved what I envisioned, but more importantly I am held in this wonderful space with the most beautiful community, which has become my tribe. Despite the fact that most of this took place on Zoom, the SLC team were extremely successful in keeping us threaded to the programme."*

APPLY NOW

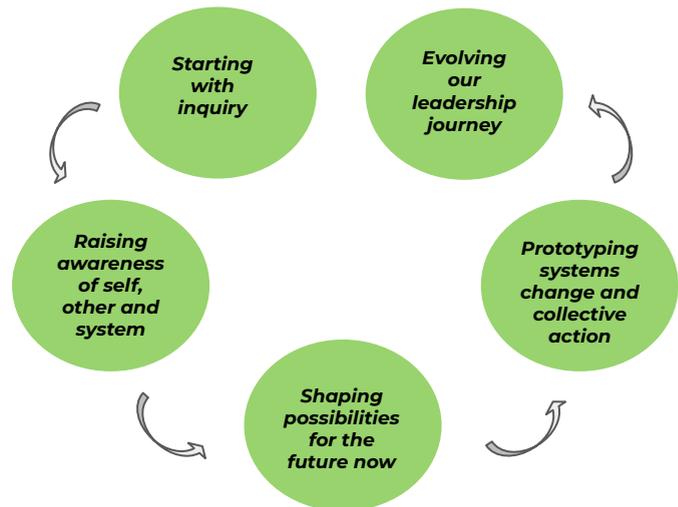
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WHAT DOES THE PROGRAMME COVER?

The programme is based on systems-inspired theory and frameworks which will be introduced as part of the programme. Core session topics will span:



All sessions will feature a pre-read, an introduction to core concepts and tools, and hands-on application that support participants' process of inquiry as well as the prototyping of change efforts and collective action. Participants are also invited to deepen their own learning by getting involved in co-creation across the programme.

WHAT ARE THE EXPECTED LEARNING OUTCOMES?

In addition to gaining clarity on purpose and building confidence and resilience as a leader, participants will learn and apply a broad set of skills, tools and frameworks that allow them to:

- Enter into a **deep, personal inquiry** on what "diversity and inclusion" means for them as a leader
- Access and learn from a **wider collective of thinking and experiences** on what "diversity and inclusion" means
- Develop a more **systemic understanding of how inequalities show up** in personal and professional spheres
- Navigate and find **agency to act amidst complex, multi-stakeholder change** and uncertainty
- **Collaborate more effectively** with stakeholders by learning to foster deeper connection with others and work more effectively with power dynamics
- Take **personal and collective action on inequalities** through prototyping and learning by doing

HOW WILL MY ORGANISATION BENEFIT?

By supporting individual participants, we also support their organisations to:

- **Start and/or sustain deeper and lasting change efforts** on this important topic by providing a platform for employees to take personal and collective agency
- **Enable multi-stakeholder, collective impact** within and beyond the organisation
- **Seed a new culture** of inclusive and collective leadership



Hannah Cheek, co-Head of Mentoring, WILL UK Pearson. *"She Leads Change has created a real buzz in Pearson. Participants notice huge boosts to their self-belief and are rediscovering their strengths and personal attributes. The impact of this is a more confident approach to work, where women recognise the value that they bring to discussions and are brave enough to expand their networks."*



Jacqueline Lim, Collective Impact Lead at She Leads Change. *"There's no better practice ground for the work of creating systems change than being and learning in community. A safe space to exercise our voice, and grow in confidence. Learning to hold space for others, and to take space. Growing through differences with others."*

A STORY FROM ONE OF OUR PARTICIPANTS



Abby Crawford

Current role: **Equality Manager at the London Fire Brigade**

Participant on the Leading Collective Impact Programme, January – June 2020

I was encouraged to join the She Leads Change programme by a colleague who knew of a couple of people who had completed previous programmes and seen some great personal and professional growth. Having never taken part in a leadership or change programme before, **I joined with no expectations other than to hopefully meet some interesting people, and I certainly achieved that and so much more.**

I joined the programme in January assuming it was very much a 'work course', and my assumptions couldn't have been more wrong. After a few interactions I quickly gathered that **this was a very different kind of professional development, that was so intrinsically linked to the 'personal' that I was there to grow as a person as well as a leader.** I gained confidence, learned new approaches to complex and 'scary' situations, and met a wonderful, diverse group of women who are passionately leading change in areas from global health to philanthropy, and everything in between.

At the London Fire Brigade, I have strategic responsibility for delivering diversity, inclusion and cultural change initiatives. It's a workplace which is steeped in history, and is very traditional in a number of senses. **She Leads Change helped me to explore how my own identity as a 'leader' impacted my ability to effect culture change in this environment,** and introduced me to some effective concepts and practical approaches to leading change in an open and collaborative way.

I have used the models learnt in my day-to-day work, most recently in the development of a new 'Togetherness Strategy' for diversity and inclusion at the Fire Brigade. The biggest learning for me was in the collaborative, open space it created for us to try new things, and the 1:1 sessions with a great coach for each participant was invaluable. **It helped me to not be afraid to propose ideas and to really dig down into how I feel, and understand fully how that impacts on my daily life and ability to lead culture change.**

SHE LEADS CHANGE: LEADING COLLECTIVE IMPACT PROGRAMME FAQs

WHAT DO YOU MEAN BY "COLLECTIVE IMPACT"?

By **"impact"**, we mean creating a positive difference in relation to a challenge (or opportunity) that has social or environmental relevance - be it within an organisation, in the community, across industry, sectors or regions, or globally (e.g. wellbeing of employees or other groups, impacts of products or services, urban air quality, etc). By **"collective"**, we mean working with the "whole" in mind - including the natural and biological systems that support us all. **Creating impact collectively** requires us to work with others in generative ways - whether within or across our teams, organisations, sectors - or with different segments of society and generations.

WHAT WILL HAPPEN DURING THE PROGRAMME?

The programme is centred around experiential activities, deep discussion, and individual reflection. In addition, there will be instruction on various methodologies and frameworks. At the heart of She Leads Change is our belief in the inherent wisdom in each of us. This peer-learning ethos underpins all of our programmes. You will be encouraged to bring your full self, including your knowledge and rich experiences to the group. Facilitators and other programme advisors we bring into the programme will be there as both experts and as fellow learners and travellers in a collective leadership journey. You will benefit from peer-support and collaborative work as part of a "circle" with 6-8 fellow participants on the cohort. You also have access to an individual coach (or mentor) of your choice who will provide up to 3hrs of individual tailored support.

WILL I LEARN BUSINESS OR ORGANISATIONAL SKILLS?

Yes. Leading Collective Impact will cover a broad set of systems-inspired frameworks and methodologies, including Three Horizons (International Futures Forum) and Theory U (MIT Presencing Institute) among others - designed to be applied to understanding and solving everyday and more complex challenges. In addition, you'll be exposed to new ways of leading through collaboration and co-creation, as well as useful tools for personal, interpersonal and systems change. Business-relevant skills will be reinforced in the process - deep listening, working with stakeholders, etc.

WHAT ARE THE TANGIBLE THINGS I CAN TAKE FROM THE PROGRAMME?

The frameworks, methodologies, mindsets and tools we introduce and use during the programme can be used in both personal and work settings. We provide pre- and post-reads to supplement understanding of these. As part of the programme, you will also work on a topic or question that you bring - from inquiry, through to ideation and prototyping ways of unlocking collective action. You will leave with a tested set of actions and strategies that they can use to move forward on their challenge in more systemic and collective ways. This includes an opportunity to collaborate directly with others on the cohort and the wider SLC community. You will also leave with a broadened support network across expertise and sectors.

"The world doesn't change one person at a time. It changes when networks of relationships form among people who share a common cause and vision of what's possible.... Through these relationships, we will develop the new knowledge, practices, courage and commitment that lead to broad-based change."

Margaret Wheatley

writer and thinker on systems change and leadership

WHAT IS THE DIFFERENCE BETWEEN THE OPEN PROGRAMME AND THE LEADING COLLECTIVE IMPACT PROGRAMME?

Both programmes have personal development at the core. The Leading Collective Impact programme reinforces this understanding of 'self' and extends a focus on how to lead "collective" change through broadening and deepening our systemic appreciation of challenges, and ways of working more effectively across multi-stakeholder and enabling collective action. Participants on Leading Collective Impact are also able to engage in hands-on application of learning to real-world challenges they bring into the programme - and leave with a set of tested strategies and actions to move forward in working with their challenge.

WHAT IS EXPECTED OF ME?

This programme relies on you to maximise it. You are invited to co-create programme aspects - to lead and try out new ways of working within the programme. Also that you make time outside the programme to reflect on your learning and how you're applying it. You will also be required to schedule time with your chosen coach or mentor from our Springboard Panel outside programme hours and lead this discussion. You are invited to build relationships within your cohort and the broader She Leads Change community, and are given full agency to work with others.

WHAT IS THE TIME COMMITMENT REQUIRED FOR THE PROGRAMME?

Five core sessions will be spread across the four month period - each session is 6hrs long and will run on two consecutive weekdays from 1600-1900hrs (UK time). Five 1.5hr circle sessions (in smaller groups of 6-8) will also take place across the programme. You are also encouraged to set aside an additional 2-3 days a month for individual reflection, reading and course work, as well as ad-hoc co-creation planning sessions.

DO I NEED TO BE BASED IN LONDON TO ATTEND THE PROGRAMME?

All our programmes are currently offered virtually - and so are accessible to anyone, anywhere in the world.

WHAT HAPPENS IF I CAN'T ATTEND ALL THE SESSIONS?

We encourage everyone to attend all the sessions as part of a commitment towards learning with others in your cohort. However we understand that 'life happens'. We suggest you pay special attention to the course work for the sessions you might miss, and speak to your pod or others in the cohort to develop a shared solution.

WHAT IF I REALLY WANT TO JOIN, BUT CAN'T AFFORD THE RATE?

We offer a flexible payment scheme where you can pay installments over time. You may also qualify for a sponsored (partial or full) if you are a woman leading change and come from an under-represented background. We want our programmes to be accessible to all - please do talk to us and we can find a way to make it work. If you work for an established organisation, we can also offer you ideas on how to approach your employer for support. We are also able to offer group discounts to organisations sending 4 or more participants. Please get in touch.

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GET IN TOUCH

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She Leads Change is a movement of wholehearted leaders co-creating a better future for all.



We create impact through

- **Leadership Programmes:** *Cultivating mindsets and capabilities for courageous and collective leadership*
- **Coaching and Mentoring:** *Sustaining leaders to be resilient, to speak out, step up and adapt to change around them*
- **A Community to Practice:** *Connecting leaders into a network of diverse, purposeful practitioners to learn and progress together*

We are a not-for-profit project and offer sponsored places to ensure accessibility and representation for all. Our commitment to diversity is reinforced by our pricing model and is fundamental to helping participants better understand 'other' and 'self.'

"Amazing - transformational and inspiring. It feels as if I can begin a whole new kind of life now. Thank you so, so much for having me on this cohort!" - past participant