



Future Leaders Programme

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1. Introduction

Professional and membership bodies exist in a world where the demands of corporate leadership and governance can not always be met by the membership of that professional body. This is usually because the membership are developed and experienced in specific areas of professional activity, whereas the requirements for corporate leadership usually require a different set of skills and experiences. This is so whether an association is a company, a charity or has a Royal Charter. Being a professional does not always equate to having the expertise to lead a corporate body, understand the legal requirements, have expertise in leading corporate strategy or understanding complex financial accounts, etc.

Leadership in governance is vital to the effective running and future growth of all associations. Governance is best described as the people (Directors or Trustees) who are responsible for strategic direction and have oversight of organisational performance. All Directors and Trustees have a legal and professional responsibility to provide leadership in the most effective way possible. This programme will help association members develop the leadership skills and understanding of governance to enable them to provide this leadership.

This is a unique programme, created by the BDA, solely for Future Leaders of associations. Approved by the Institute of Leadership and Management, this programme is not designed to develop profession specific leadership (i.e. members in their paid jobs) but is designed to support members of associations who will be better placed to lead their associations in the future.

“It’s been an honour to feel valued as a member and be included in the program, which makes me want to give back to an organisation that I value even more now I understand some of the complexities in how it’s run! “

2. Aim

To ensure that potential association leaders have an opportunity to learn in a multi professional environment and are supported to lead their Association with vision and courage.

3. Information for applicants

Learning outcomes

While the Programme does not have any formal assessment, at the end of the programme you will

- have an understanding of the legal and regulatory system governing associations and the legal function of the Director or Trustee, other appointed roles and volunteer leadership roles in ensuring good governance and leadership of an association
- understand the principles of good governance and be able to apply these principles in leadership roles
- be able to competently act as a Director or Trustee in developing and leading the strategy, corporate ethics and culture of an association
- understand association structures and delegation, roles, responsibilities and accountability of Directors or Trustees, volunteers and staff and be able to apply this knowledge to amplify the impact of an association
- understand the financial management principles and functions of a Director or Trustee and be able to apply this by having oversight and managing financial and other risks
- understand and be able to demonstrate leadership within association governance structures
- be aware of your own leadership qualities and be actively developing these
- understand your own strengths and continuing development needs against a framework for Director/Trustee capabilities.
- have the competency and confidence to apply for leadership roles

“From a personal perspective, it’s given me the confidence to realise that there is no ‘right time’ or ‘stage of career’ to engage in leadership opportunities, but that we are all continuously learning and developing our leadership skills. “

Benefits

- Access to a unique multi association development strategy which will bring you into contact with a peer network from across the association sector
- A dedicated a protected online forum for your cohort
- The opportunity to learn both remotely and face to face (subject to current restrictions under COVID-19)
- The support of dedicated and specialist governance trainers and facilitators
- Mentoring and ongoing personal development
- 12 months free membership of the Institute of Leadership and Management, which brings access to a wealth of leadership and management resources
- Small cohorts or between 10-12 people, with dedicated learning opportunities

4. Core content

The programme is structured and delivered to develop your competence over four main areas which are the role of Director/Trustee, about associations and your own personal development

About the role of Director/Trustees

- responsibilities of the Director/Trustee
- what does good governance look like
- leading the professional body and profession
- staff / Director /Trustee dynamics – working together to maximise impact

About associations

- role and function of a professional body
- strategic plan and work planning, what does an association do, approach to major areas such as partnerships, external relationships, marketing, developing the profession, etc.
- leading the profession
- understanding and analysing the external environment and how this impact on the association and the profession across the UK
- finance basics including how to read the finance reports and introduction to a financial planning cycle
- strategic finance, the role of Finance Director and the Finance, Audit and Risk requirements, approach to risk management
- Understanding Equality, Diversity and Inclusivity and how this relates to leadership of associations.

About yourself

- self-assessment against leadership dimensions of authenticity, vision, achievement, ownership, collaboration
- self-assessment against Director/Trustee competencies
- understanding your own competence and future development requirements
- planning your development

The equalities agenda

- how does EDI fit within the leadership role
- what Future Leaders can do to improve leadership - by members from more diverse backgrounds

Activities

You will be offered a range of activities that make up the programme. Most are essential components of the programme. A few are optional or will be subject to opportunities being available or are unnecessary due to prior experience.

The following are core components of the programme and you are expected to attend the events and engage with the open learning aspects.

1. Core training events covering good governance, leadership, strategic thinking and strategic management, roles and responsibilities of Directors, Trustees, Board skills
2. Finance basics – reading finance report, basics of financial planning
3. Understanding associations, strategic planning and major areas of association activity, strategic finance, taking the long view and approach to risk management
4. Understanding EDI and how it relates to leadership roles in associations
5. Shadow a Directors/Trustee meeting
6. Self-assessment against director competencies to identify strengths and possible future development needs
7. Institute of Leadership and Management associate membership and work through self-assessment of Dimensions of Leadership <https://www.institutelm.com/learning/leadership-framework.html>
8. Participate in peer networks
9. Mentoring
10. Reflection on experience and learning

“My experiences of the BDA Future Leaders programme is really helping me on the first step of that journey - becoming a better leader. Sharing experiences with other likeminded professionals and discussing topics from self-development to management and strategy within an organisation such as the BDA is enabling me develop a broader understanding of what I need to do to achieve my goals.”

Optional

Individual associations may provide a range of development opportunities for members.

Future Leader participants are able to access these opportunities

- Social media training
- Media spokesperson training
- Attendance/observing of Director level or other Board meetings

Completion of the programme requires satisfactory attendance at core modules which run for half day sessions throughout the year. An entry and exit questionnaire are also required to be completed. At the end of the programme a certification of attendance and completion will be provided by the Institute.

5. Entry on to the programme

Pre-requisites

To be eligible for the programme you must fulfil the following criteria

- an association member in good standing
- commitment to the profession and support of your manager for release

- commitment to a programme of around 6 months
- be prepared for around 50-60 hours on learning
- commitment to online or face to face (where safe to do so in due course) learning
- commitment to engage and feedback during and after the programme
- commitment to pursue a leadership role in an association (depending on availability at the time)
- some strategic or policy awareness
- commitment to self-development

Desirable

- experience of an association leadership or other volunteer role
- experience of leadership role outside of an association

6. Association Benefits

Associations will benefit from this programme by having a unique cohort of developed members who will be more familiar with the leadership requirements of associations and more confident in applying for vacancies in future

Associations will be able to benefit from their Future Leaders learning alongside members of different associations, sharing best practice and gaining insight into potential strategy for their own association

7. Association Requirements

Associations should prepare to support their own Future Leader cohort through shadowing and insight opportunities from existing Directors/Trustees as well as opportunities to observe governance in action.

Associations should also plan to include any association specific content on their: teams; governance structure; strategic plan; relevant documentation; etc.

8. How to apply

To apply, please send a letter of application addressing:

1. Which profession you come from and confirming you are a member of your professional association
2. Why you want to complete this programme, and
3. What you would like to contribute to your professional association, when you have completed the Programme.

If you would like to know more about the programme or to discuss it informally, please contact:

Andy Burman a.burman@bda.uk.com

“Working in the NHS, careers can sometimes feel stagnant for periods, and opportunities like this are key to maintaining a motivated and progressive workforce!”