Welcome

"Chartered Institute of Housing (CIH) is the independent voice for housing and the home of professional standards. As a membership organisation we support housing professionals across the UK and beyond.

The Pioneer Programme is a significant step to achieving this goal. We believe this programme is the only one of its kind and has been designed to offer real opportunities and experiences to develop the leadership and management skills of housing professionals.

Alongside our delivery partners Learning to Inspire, the Pioneer Programme will support current and future leaders to become even more brilliant.

Kevin Howell (Director, CIH Cymru)

Learning to Inspire are delighted to be collaborating with CIH Cymru to develop and deliver this cutting edge leadership Programme for the housing sector in Wales.

The Pioneer Programme sets out to further develop leadership and management capacity within the sector to enable housing organisations to both innovate and influence current and future challenges.

There are three levels of programmes available that promote values-led, purpose-driven leadership - offering housing professionals the opportunity to explore what it is to lead confidently and authentically.

We are excited by the infinite potential this collaborative initiative offers for a positive impact on communities across Wales.

The development experiences will enable managers to inspire and motivate the organisations and people they lead to do more and bring more to the valuable work they do. Our members are passionate about housing, and we support housing professionals to lead and influence their organisations with their vision and values.

The Pioneer Programme is a significant step to achieving the vision for housing that works for everyone beyond. Our vision is our shared mission for everyone. Without leaders and managers who inspire and lead, organisations and people will not thrive.

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The Big Picture

Pioneer Programme Leadership Development

Authentic Leadership
- Purpose driven leadership
- 6 days (2 day blocks)

Transformational Leadership
- Values driven leadership
- 6 days (2 day blocks)

Inspiring Leadership
- Capability driven leadership
- Six day modular programme

First Time and Developing Managers
- Team Leaders
- Middle Managers

Aspiring Middle Managers
- Senior Leaders

CPD

Progression, Talent and Succession

Skill building for the entire workforce.
"We want to enable our people to make a real difference."

Kevin Howell
Director, CIH Cymru
Capability driven leadership development for first time and developing managers or team leaders

One day Modules

Includes complimentary CIH membership for the duration of the programme

For first time and developing managers or team leaders

Inspirational leadership development
Developing high-performing teams helps you and your people improve day to day working conditions by creating an environment of effective cooperation and teamwork. This day aims to show how to create an environment of effective cooperation and teamwork. It encourages trying new approaches and rethinking the way that priorities are set.

Effective leaders tend to:
- Naturally collaborate and cooperate
- Draw others into active and enthusiastic participation
- Promote a friendly open climate
- Share plans and information
- Balance focus on task and individual dynamics
- Seek ways to fulfill the group’s mission
- Understand the hidden forces of group

Effective leaders naturally:
- Collaborate and cooperate
- Seek ways to fulfill the group’s mission
- Understand the hidden forces of group
- Share plans and information
- Promote a friendly open climate
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- Seek ways to fulfill the group’s mission
- Draw others into active and enthusiastic participation

Inspiring Leadership
Outstanding Communication

Outstanding External Communication, that is communication
with others, is one of the most necessary processes in business
to be attuned to emotional cues and listen well.

In addition to learning how to develop
connections with your peers, it is our aim that your motto will
be, ‘Seek to understand before being understood.’ In addition to learning how
to express and transfer your ideas to others clearly and
effectively, you will learn how to develop
relationships with your peers, developing the ability
involving concepts such as establishing meaningful
connections, comfort ability in a group, communication skills
to exchange and understand them to work
comfortably in a group.

Establish meaningful relationships
seek to understand before being understood
work comfortably in a group
send clear and convincing messages

People who develop this ability tend to:

- Send clear and convincing messages
- Work comfortably in a group
- Establish meaningful relationships
- Seek to understand before being understood
- Develop rapport quickly and elegantly
- Listen well
- Develop rapport quickly and elegantly

Inspiring Leadership
Conflict & Assertiveness

Conflict and disagreements are inevitable in relationships. Two people can't possibly have the same needs, opinions, and expectations all the time. However, that needn't be a bad thing. Resolving conflict in healthy, constructive ways can foster open communication and stay receptive to bad news as well as good. People who do not fear conflict tend to:

- Spot potential conflicts, bring disagreements into the open, and help de-escalate with diplomacy and tact
- Encourage debate and open discussion
- Foster open communication and stay receptive to bad news
- Handle difficult people and tense situations
- Welcome sharing of information
- Listen well, seek mutual understanding and clarity
- Deal with difficult issues candidly

People who do not fear conflict tend to:

- Deal with difficult situations and catch and defuse many issues before they escalate.
- Encourage debate and open discussion
- Foster open communication and stay receptive to bad news
- Handle difficult people and tense situations
- Welcome sharing of information
- Listen well, seek mutual understanding and clarity
- Deal with difficult issues candidly

This day will focus on your beliefs about conflict relationships:

- Foster, frequent, creative, and healthy, not processed as threatening or punishing. Fosters the natural, healthy, constructive ways of conflict in relationships and personal development
- Encourages productive, two-way thinking: How were things needed, the other, and this thinking: How resolving

Inspiring Leadership

Inspiring Leadership
PRESENTING WITH CONFIDENCE

In every moment you are presenting yourself to the world. The way you present yourself will affect how people experience you and how you are perceived. Learning to present well will enhance your ability to work effectively with others, make new friends, and influence others. Those who conquer their fear of presenting tend to:

- Wield effective tactics for persuasion
- Use complex strategies like indirect influence to build consensus and support
- Fine-tune presentations to appeal to the listener
- Be skilled at persuasion
- Listen

During the day you will explore how to use your presentation skills effectively and learn to present yourself confidently in any situation. What opportunities might arise? Who might you persuade? Learning to present well will affect your ability to work effectively with others, make new friends, and influence others. Those who conquer their fear of presenting tend to;

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- Use complex strategies like indirect influence to build consensus and support
- Fine-tune presentations to appeal to the listener
- Be skilled at persuasion
- Listen
CHAMPIONING CHANGE

Heraclitus said ‘You can never step in the same river twice’, meaning that change is ever present. For any organisation to survive it must be capable of adapting to a multiplicity of demands, shifting priorities, and adapting to changing circumstances. You will be contending with and reflecting upon the need for change. This module is an exploration of how to guide each other through the turbulent times that can arise from change.

People who find the courage to navigate change can:

• Naturally entertain original solutions to problems
• Generate new ideas and take fresh perspectives
• Automatically mobilise others through unusual, enterprising efforts
• Remove barriers to change
• Challenge the status quo
• Recognise the need for change
• Champion the change and enlist others in its pursuit

However, experience tells us that some people are better at dealing with change than others. Also, some people respond well to change while others struggle to cope. Fear, uncertainty, excitement, stress and wretchedness can engender a variety of states and wellbeing. It can have a significant impact on people’s ability to change. The people within an organisation must be able to adapt to changing circumstances. For this to happen the people within it must be able to adapt to change.

Once you come to appreciate change as a fact of life you will know how to smoothly handle multiple demands, shifting priorities, and adapt your responses and tactics to this.

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COACHING WISDOM

You cannot hold yourself at a personal distance and still build the environment that will allow you to be effective as a coach. Developing a coaching relationship means reaching out and establishing contact with people at a personal level. It means asking pertinent questions when appropriate everyday or world situations arise. Make coaching conversations part of their everyday work. Learn how to improve their performance skills and align their aspirations with those of their associates. Provide useful feedback and develop people's strengths. Acknowledge and reward people's strengths, their aspirations, their dreams, and their families. You learn about their aspirations through getting to know people and work to improve their performance with people at a personal level. It means correcting mistakes, teaching goals, and establishing coaching conversations as part of people's everyday work. If you can't hold yourself at a personal distance and still build this environment, you have to do more than just tell people what to do. This day will focus on what it takes to create a coaching environment, what you have to do and believe in your heart.

- Inspiring Leadership

WISDOM

Coaching WISDOM
“In an uncertain environment, good leadership is even more important. What this means is clarity of purpose continually communicated, focus on our residents and tenants, and authenticity. So values led leadership, turning up as yourself, being accessible, continuing to learn, rolling your sleeves up when needed, being prepared to admit when you are wrong (that’s the hardest bit) and not taking yourself too seriously.”

Debbie Green
Chief Executive, Coastal Housing
Values driven leadership development

Transformational Leadership

Three Modules (2 days each)

For middle managers or aspiring first time managers or team leaders
MODULE ONE: SELF LEADERSHIP

You cannot be a positive force in your organisation unless you have first undergone a process of self-awareness and have discovered who you are and what you believe in. Put simply, only when you know yourself are you able to construct a culture of self-awareness. Those with high levels of self-awareness tend to:

- Be transformational leaders
- Be authentic
- Be trustworthy
- Be confident
- Be innovative
- Be inspiring
- Be motivating
- Be credible
- Be integrative
- Be congruent

An organisation that values self-awareness gains worth.

An organisation that values self-awareness gains credibility and respect. It is open to change when necessary, and rewards flexibility, ingenuity, and respect for others. They are confident, clearly communicate, and trust each other. They will naturally influence others through their personal experience and understanding of what motivates and enables others. They are curious, clear about what they stand for, have personal credibility and walk the walk. They know what they believe in, and communicate their understanding through their authentic, trustworthy, and congruent manner.

An organisation that values self-awareness gains credibility and respect. It is open to change when necessary, and rewards flexibility, ingenuity, and innovation – in short it enables people to contribute their best self.

Those with high levels of self-awareness tend to:

- Be authentic
- Be confident
- Be trustworthy
- Be credible
- Be integrative
- Be congruent
- Be innovative
- Be inspiring
- Be motivating

You cannot be a positive force in your organisation unless you have first undergone a process of self-awareness.
Team Leadership

MODULE TWO:

Team Leadership

Communication

- Practice the Commitment Clarification Technique
- Understand the expectations for a cohesive team
- Develop an action plan for improving teamwork
- Have an understanding of the degree to which the team meets the expectations
- Understand what the barriers are to healing
- Practice a series of group exercises that help to develop an understanding of the expectations for your team
- Build trust in a team
- Understand the expectations for a cohesive team

When it comes to teamwork, accountability is the foundation for building a team. When members believe they are part of the team, it means that they are part of the team.

Commitment requires clarity and buy-in. Buy-in does not require consensus. Members of great teams learn to disagree with one another and still trust one another.

Even when a team has overcome each of the dysfunctions we’ve addressed so far, there is still a chance for the team to lose sight of the ultimate measure of a great team: results. We need to keep collective accountability in mind. We need to keep collective accountability in mind. We need to keep collective accountability in mind. We need to keep collective accountability in mind.
The challenges that every organisation must overcome at each stage of development include:

- How to control continuous improvement at the top
- How to introduce creativity in all aspects of work
- How to manage the impact of change and adapt
- How to recognize when change is coming and respond
- How to future-proof the business skills needed and the workforce
- How to present the business to its customers
- Where the organisation fits in the evolutionary environment and the changed business environment
- How to manage change
- How to navigate change

By the end of this module, you will learn:

- Fundamental and operational challenges in markets, competitors, supply chains, and success
- How to manage the shifts and problems that arise from the external environment and the internal business and political environment
- How to recognize and act on change
- How to future-proof the business
- How to improve and manage the impact of change
- How to introduce creativity in all aspects of work
- How to present the business to its customers
- How to navigate change

At the foundation of this module is the concept of transformational leadership.
As we move into uncertain and turbulent times, this programme is the chance for Wales to develop the housing leaders the tenants and profession needs.

Mike Owen
Chief Executive, Merthyr Valleys Homes
Purpose driven leadership development

Three Modules (2 days each)

For senior leaders or aspiring middle managers
This module explores what it takes to become an Authentic Leader. During the two days you will learn how to:

• Achieve alignment between organisational vision and values and develop a clear sense of purpose
• Achieve a shared vision and increase motivation and values
• Develop your personal credibility
• Achieve clarity on precisely what you want in the key areas of your life
• Discover what inspires you at the deepest level and rediscover what matters to you, even if you were to lose your job today
• Explore the meaning of authenticity at the deepest level and become clear about your own values and beliefs
• Inspire and share a clear vision and sense of purpose
• Inspire and equip others to find their 'why' and be fully enabled to help others find theirs!

In addition, this module will equip you with the ability to inspire and share a clear vision and sense of purpose. Clarity is something we would all like to inspire and have a clear vision and sense of purpose. This module will help you with the power and competence.

The heart of this module is unearthing what gives you purpose and clarity in your life. With real clarity of purpose, we can move forward with confidence and certainty, without the rocks of reactivity and uncertainty. During the two days you will learn how to unlearn the patterns of reactivity and reframe your life on the rocks of reactiveness and uncertainty. Without it we are trapped in patterns of reactivity and uncertainty. During the two days you will learn how to unlearn the patterns of reactivity and reframe your life on the rocks of reactiveness and uncertainty. Without it we are trapped in patterns of reactivity and uncertainty. During the two days you will learn how to unlearn the patterns of reactivity and reframe your life on the rocks of reactiveness and uncertainty. Without it we are trapped in patterns of reactivity and uncertainty.
MODULE TWO: MOTIVATION & ENGAGEMENT

This module is about how to enable others to act. During these two days you will learn the tools and techniques that enable us to understand what drives human behaviour and motivation. You will explore the forces that really drive human behaviour and through direct experience learn to develop human behaviour and motivation. You will develop your ability to understand what drives the people in your teams and how to tap into your deepest fears, aspirations and needs.

By the end of this module you will be able to:

- Listen authentically
- Establish meaningful relationships
- Seek to understand before being understood
- Send clear and convincing messages
- Collaborate and co-operate authentically
- Draw others into active and enthusiastic participation
- Promote a friendly open climate
- Share plans and information
- Promote the development of synergies
- Think and act systemically

You will become certain and sure footed in your use of language and be able to influence others by getting inside their heads and enabling their minds.

Armed with this understanding you will radically change your approach when motivating others. You will become certain and sure footed in your use of language and be able to influence others by getting inside their heads and enabling their minds.

During this module you will learn how to form better relationships in the workplace, relationships that are founded on understanding, trust and confidence. Using needs psychology blended with the latest tools from NLP you will profoundly understand the depths of human motivation. Armed with this understanding you will radically change your approach when motivating others. You will become certain and sure footed in your use of language and be able to influence others by getting inside their heads and enabling their minds.

ENGAGEMENT & MOTIVATION:

MODULE TWO:

Authentic Leadership
During this module you will learn some powerful techniques that enable you to challenge limiting beliefs and thoughts. You will explore the structure of thought and beliefs, and understand the effect thoughts have on your state and well-being. You will learn how to develop healthy detachment from your thoughts and feelings, allowing you greater freedom in your day-to-day dealings. And of course, you will become expert at challenging those beliefs in others and have a range of tools to challenge those beliefs. These two days have been described by past delegates as the ‘transformation’ days because this is where we get to the heart of what is holding you back from being more of who you are.

By the end of this module you will be able to:

• Know who you are and what your part to play is.
• Influnce through being yourself, the heart of authenticity.
• Be able to use techniques that enable you to challenge limiting beliefs and thoughts.
• Dare to be more of who you are.
• Influence others in bringing their work (and life) to their natural state.
• Have awareness of what stops you bringing more.

By the end of this module you will have:

• Radiate confidence
• Have awareness of what stops you bringing more to your work (and life), and bring more to your work (and life).
• Influence others in bringing their work (and life) to their natural state.
• Be able to use techniques that enable you to challenge limiting beliefs and thoughts.
• Know who you are and what your part to play is.
‘Change is the only constant in our sector, and we need to ensure we are equipping our staff with the leadership skills required.’

Linda Whittaker
Chief Executive, NPT Homes
Inspirational Leadership – CMI Level 3 in Being a Leader

In addition to attending you will be required to attend an additional day for induction to CMI. This day will give you the basic knowledge and information required to support you in achieving your qualification.

Transformational Leadership – CMI Level 5 in Leadership Practice

In addition to attending you will be required to attend an additional day for induction to CMI. This day will give you the basic knowledge and information required to support you in achieving your qualification.

The Authentic Leadership Post Graduate Certificate in Coaching to Inspire Leadership OR CMI Level 7 Strategic Leadership Practice

In addition to attendance you will need to write a reflective essay for each of the 2 day blocks of learning (2 essays in total); each essay will be around 3000 words (4 to 6 pages) and the title of these will be negotiated to reflect aspects of work you are involved in. This qualification holds 60 credits at level 7 and on completion you will have gained a Post Graduate Certificate in Coaching to Inspire Leadership.

This qualification also requires you to submit a written assignment of approx 3000 words.

This qualification also requires you to submit a written assignment of approx 3000 words.

This can also be studied as a CMI Level 7 Qualification which requires written assignment of approx 4000 words.
There is a real need for quality management and leadership development programmes for our housing professionals which support a genuine learning culture. In our organisation, we invest time, money and energy to build on our existing strengths and enable staffs to realise their full potential.

Andrew Bowden
Chief Executive, Cartrefi Conwy
If you are interested in participating in the programme or have responsibility for learning and organisational development please contact us for further information.

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Learning to Inspire

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