

Cross-Sector Leadership Programmes

Better business,
Better government,
Better society



WIG

The Whitehall & Industry Group
connecting the sectors



Developing outstanding leaders – across the sectors

Over the past 40 years, The Whitehall & Industry Group (WIG) has been working collaboratively with public, private and not-for-profit organisations, helping leaders to gain tri-sector insight that enriches their personal performance and helps them to add value to their organisations and society as a whole.

This is what makes WIG's leadership development programmes different; a unique practical focus on cross-sector peer learning brings true **diversity of ideas**, encourages **curiosity**, **openness** and **innovation** – helping individuals and organisations to find inspiration and fresh ideas from others.





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Rethinking collaborative leadership for the 21st century

The interdependent challenges facing the world today require business, government and the not-for-profit sector to work collaboratively and adaptively to create lasting and sustainable solutions for a better future for society.

Developing outstanding leaders across these areas is now even more prominent than ever.



The global COVID-19 pandemic has brought into sharper focus the need to develop leaders across the sectors to:

- Build cross-sectoral trust, a sense of community and a culture of constant innovation through developing integrated relationships with stakeholders across the sectors.
- Create public value across organisational boundaries, whether through responsible influence, social and environmental impact or wealth generation.
- Hone their capabilities of nurturing inclusion, empathy and perspective across the sectors.
- Actively embrace diversity and pursue the development of cross-sector experience and relationships at different stages in their careers.



About our programmes

Cross-sector leadership development has been at the heart of the WIG purpose for the past 40 years.



Programmes for every step of a leader's journey

Open-minded, dynamic leadership can be a powerful enabler for positive socio-economic change – we believe it should thrive throughout organisations. Every leader must take responsibility and play a part.

For this reason, WIG has developed transformational leadership programmes for a wide range of stages of an individual's career. From early-career leaders and middle-managers to senior leaders and the

C-suite, we consistently receive excellent feedback on the personal and organisational impact of our highly experiential development programmes.

WIG's cross-sector open enrolment programmes address all stages of the leadership journey



WIG's in-house bespoke programmes



Tailored to any stage of the leadership journey to meet your specific talent needs





Why choose WIG for your leadership development?

Purpose and impact

The WIG leadership development framework, focusing on connection and collaboration, underpins our approach to leadership and learning.

Our fundamental aim is to encourage and enable the mindsets, behaviours and actions that leaders need in order to successfully navigate the complexities of the 21st century leadership landscape. Participants will complete their WIG programme with fresh insights, clarity of focus, a revitalised sense of purpose and the tools and frameworks for leadership success.

Values are the principles that we live out as successful leaders. The WIG leadership values have been developed through extensive discussion with our leadership participants and the wider WIG community. These values underpin the learning outcomes of all our programmes.



Our leadership values

Our facilitator team

- Carefully selected for their extensive and successful experience of working across the sectors during their career.
- Possess relevant senior, highly successful organisational experience and exceptional leadership facilitation skills.
- Consistently receive excellent feedback on their knowledge of practical leadership and their ability to support leaders, yet also to challenge with compassion.
- Enable leaders to make breakthroughs in achieving their full potential.

Our leadership development team

- A dynamic and responsive team of leadership development and programme management experts who design and deliver our leadership programmes.
- Prioritise delivering memorable learning experiences of the highest quality and impact.
- Offer a wrap-around service to client organisations and individual leaders that extends beyond the end of the programme.



Future Leaders Programme

At WIG, we believe leadership development is for life and that leadership exists at all levels within organisations. We are experienced and passionate about equipping early-career leaders with the skills, knowledge, mindsets, behaviours, actions and connections they need to be outstanding leaders from the outset.



AT A GLANCE

Ideal for

Professionals with between two and 10 years' work experience. For those curious to explore diverse ways of thinking as well as to challenge conventions. Laying the foundations for a successful cross-sector career for high potential leaders.

Leadership stage

Early career and future leaders with a strong passion to constantly learn, improve and transform in the context of a volatile and rapidly changing external environment.

Leadership capabilities developed

- Strengthen leadership influence and impact.
- Develop communication techniques, presence and self-confidence.
- Become more self-aware and deepen emotional intelligence.
- Develop agility and adaptability to change.
- Assess their impact on others individually and in high-performing teams.
- Extend and deepen their network and connections.
- Develop a growth mindset and apply the learning.

Future Leaders has given me the confidence to see that I am already a leader, whilst also providing skills and tools to take my natural style and ability to the next level. WIG are first class facilitators and work hard to help you get the most out of the programme.

Katy Samuels HM Treasury



Duration

Modular over 6 months.

Delivery/location

Virtual as well as face-to-face delivery (London venues).

Experiential elements

Charity project work in diverse cross-sectoral teams.

Personalised learning

1:1 performance coaching.

Fees

WIG members: £2,199 +VAT

Non-members: £2,849 +VAT

www.wig.co.uk/future-leaders



Step Up Step Across Programme

Research by the CIPD showed that 40% of organisations reported inadequate development of middle managers*. Mid-career managers are often caught between the demands of senior leaders and the needs of those reporting to them. They must take on many different functions and priorities, whilst simultaneously inspiring their people to succeed.

*UK Working Lives survey report 2018



AT A GLANCE

Ideal for

Mid-career professionals. Heads of departments and service managers; grades 6 and 7 in the public sector. Those responsible for significant or strategically important parts of an organisation and want to realise their authentic leadership potential. Those passionate about building the best organisational environment in which their team can excel in their performance.

Leadership stage

The “squeezed” middle who need to carve out time for reflective learning at a critical moment in their careers; those who are highly aspirational and committed to leadership development as well as accelerating the breadth and depth of their career and impact.

Leadership capabilities developed

- Accelerate their progress and raise their team’s and their own performance.
- Heighten impact and contribution to organisational performance.
- Strengthen emotional intelligence and adapt leadership style.
- Develop resilience, curiosity and a focus on long term psychological growth.
- Develop awareness of inner and outer factors relevant for their own leadership context.

This is a very high-quality development programme. I would have no hesitation in recommending it to others - one of the best of my career!

Ciara Magee PwC



Duration

Modular over 6 months.

Delivery/location

Virtual as well as face-to-face delivery (London venues), with one night residential.

Experiential elements

Organisational visit to learn from the lived experience and stories of outstanding leaders and people managers. Cross-sector practitioner speakers.

Personalised learning

1:1 coaching sessions with the facilitators and guided peer learning.

Fees

WIG members: £5,899 +VAT

Non-members: £7,669 +VAT

www.wig.co.uk/step-up-step-across



Women's Leadership Programme

Research shows that having more women in senior leadership roles enables organisations to perform better, from both financial as well as people engagement perspectives. So why then have the gains in share of women in leadership improved so slowly over the past 20 years?

Our Women's Leadership Programme provides high achievers with the safe space to build supportive and enduring connections, explore their authentic leadership style and develop the confidence and capabilities to break through to even greater leadership success.



AT A GLANCE

Ideal for

Talented women with potential for top leadership roles, who are: senior managers, senior civil servants (deputy directors); or local government assistant directors or directors.

Leadership stage

At a transition stage in mid-career; highly motivated to breakthrough barriers and navigate their organisation and team through uncertain and challenging waters towards new horizons and opportunities.

Leadership capabilities developed

- Articulate their purpose as a leader.
- Express their own authentic leadership style and 'brand'.
- Believe in their ability to make a meaningful difference as a leader.
- Develop self-confidence to ensure fulfilment of their leadership potential.
- Learn and apply practical leadership tools.
- Develop more effective strategies to deal with barriers or blockages.
- Learn and gain perspective from women from diverse backgrounds and sectors.

Thanks to the Women's Leadership Programme: I am more open to wider possibilities, making a bigger and more fulfilling contribution. It's been a while since I have been so comfortable in my own skin.

Jaspal Roopra Department for Business, Energy & Industrial Strategy



Duration

Modular over 7 to 8 months.

Delivery/location

Virtual as well as face-to-face delivery (London venues), with one night residential.

Experiential elements

Facilitated action learning; advising a host not-for-profit organisation on a real-time workplace challenge; learning from inspirational womens' leadership stories.

Personalised learning

Experienced senior leader mentorship; 1:1 executive coaching sessions.

Fees

WIG members: £6,699 +VAT

Non-members: £8,700 +VAT

www.wig.co.uk/womens-leadership



Enhancing Your Leadership Presence

This programme will prepare senior leaders to make tangible progress in developing their skills in connecting with people at deeper levels. Credibility and rapport are the bedrock of building a leadership brand. Through the programme, leaders grow leadership qualities that are often talked about but far less often truly developed, practised and embedded.



AT A GLANCE

Ideal for

Senior leaders who would benefit from a unique, practical and impactful leadership immersion that will deliver visible and lasting results for their leadership practice and performance.

Leadership stage

For leaders who want to develop influence, inspiration and engagement to lead their organisation through complex times.

Leadership capabilities developed

- Craft their vision, build alignment to it and champion its execution.
- Develop new techniques to tell their unique story.
- Learn the four behavioural styles the best leaders can employ.
- Build authenticity in the virtual world.
- Enhance communication delivery skills holistically.
- Build trust and inclusive micro-behaviours.
- Deal with challenges mindfully in the moment.

Duration

5 modules over 4 months.

Delivery/location

Virtual as well as face-to-face delivery (London venues).

Experiential elements

Expert and inspirational speakers talking on different areas of leadership presence. Live pitches to a range of senior leader.

Personalised learning

Two exclusive 90 minute 1:1 coaching sessions delivered by a communications expert, tailored to the individual's needs. Individualised feedback from experts on development of presence for further reflection and action.

Fees

WIG members: £4,300 +VAT

Non-members: £5,000 +VAT

www.wig.co.uk/enhancing



Senior Leaders Programme

Too often, senior leadership development programmes focus on teaching leadership theory and concepts without applying them to real-world leadership contexts. At WIG, we take real-world relevance seriously by balancing modules covering concepts and practices interspersed with expertly facilitated Action Learning Sets. These provide participants with a supportive but stretching environment to work on live leadership issues and organisational challenges.



AT A GLANCE

Ideal for

Director-level leaders who are highly committed and self-aware, engaged and motivated by peer leadership development to draw on the wealth of experience of other senior leaders from across the sectors.

Leadership stage

For those invigorated by the opportunity to learn from some of the most experienced facilitators of leadership development and personal effectiveness. The programme enables leaders looking to grow and build on their creativity, perception and innovation skills to achieve beyond what they thought was possible for their people and their organisation.

Leadership capabilities developed

- Understand their own impact as a leader in a global as well as organisational context.
- Learn how to leverage leadership strengths more effectively.
- Develop cross-sector dexterity and perspective through intense and rewarding peer learning sessions.

Duration

Modular over 7 months with facilitated Action Learning Sets.

Delivery/location

Virtual as well as face-to-face delivery (London venues and organisational locations) with one night residential.

Experiential elements

Facilitated Action Learning Sets, of 6 to 8, based in participant organisational settings working on leadership issues co-created by the group. Hear from the stories of inspirational cross-sector leaders.

Personalised learning

Participant's own experiences, alongside that of peers help them explore the world and their roles within it. Knowledge gained is used to further their own leadership practices and context beyond the programme.

Fees

WIG members: £7,799 +VAT
Non-members: £10,199 +VAT

www.wig.co.uk/senior-leaders

This has been a programme like no other I have been on because of the huge range of organisations from different sectors. It has challenged my preconceptions and left me a more rounded professional.

Paul Morrison Ministry of Housing, Communities & Local Government





Exchange Programme

Run in partnership with the Cabinet Office, Exchange encourages top leaders to step back, reflect and look inwards and outwards to revitalise the inclusive and collaborative leadership required in today's volatile times. Leaders will gain a unique opportunity to design their own development sessions and continue to develop their journey of self-discovery; to challenge and also to receive feedback, all within a very safe, yet stimulating peer leadership environment.



AT A GLANCE

Ideal for

High calibre leaders – just below management board in the private sector or C-suite; Director General level in the public sector; top leaders in the not-for-profit sector.

Leadership stage

Enthusiastic and committed to dedicating time to focus on their leadership development at this senior point in their leadership journey. Eager to learn from shared leadership issues and opportunities across the sectors. Prepared to challenge and have challenged their thinking through building close and lasting relationships.

Leadership capabilities developed

- A realistic but optimistic exploration of the complex dilemmas, predicaments and global opportunities faced as a top leader in an ever-changing external environment.
- Renewed creative spirit and reinvigorated leadership focus and resilience.
- Heightened awareness of possible blind-spots and unintended consequences in leadership decision-making.

This is a great programme – so eye opening. So important if we want to make successful societal change that government and business work together. We need great minds from across the sectors to work in harmony to make things happen.

Paul Friston Marks and Spencer



Duration

Modular over 11 months, including evenings.

Delivery/location

Virtual as well as face-to-face delivery (London venues and organisational locations) with one night residential.

Experiential elements

Participants will engage in peer-learning exchanges often in one of the participants' own organisational settings, to bring the sharing to life and to challenge their thinking. Exposure to a diverse range of external speakers.

Personalised learning

Participants' interests and live challenges provide the focus for each session. Before the launch, participants meet facilitators to talk through their aspirations as well as the themes, experiences and insights they can contribute.

Fees

WIG members: £7,999 +VAT
Non-members: £10,450 +VAT

www.wig.co.uk/exchange



Bespoke Leadership Programmes

Complementing our open enrolment programmes, our bespoke interventions offer organisations an entirely tailored solution alongside the benefits of WIG's cross-sector approach. With our bespoke programmes, we make the most of our power to convene relevant and insightful inputs from the high calibre and diverse WIG community. We draw upon our extensive track record in the delivery of experiential and practical leadership development to make a lasting difference to your leaders and their performance.



AT A GLANCE

Ideal for

Leaders at any stage of the leadership lifecycle. We work with commissioning in-house L&D and Talent experts as well as senior leaders, to translate needs into practical solutions.

Leadership stage

Cohorts of leaders from an organisation with similar needs and desired learning outcomes from public, private and not-for-profit sector organisations. We work closely with you to listen, explore and understand your leadership development needs for specific groups within your organisation.

Leadership capabilities developed

We have long experience in designing and delivering programmes to develop the widest range of leadership capabilities and skills, often to support organisational change and culture development. Depending on an organisations' objectives, we will deliver programmes that have a measurable impact on leadership behaviours and performance, aligned closely with organisational change initiatives.

Duration

According to the needs and desired outcomes. We recommend modular programmes over a number of months for maximum input.

Delivery/location

Virtual as well as face-to-face delivery – location according to need.

Experiential elements

We will incorporate our tried and tested experiential cross-sector methodology into all of the programmes that we co-create with organisational clients for their participants. These may include organisational “raids”, cross-sector input, co-coaching and support and challenge mentoring.

Personalised learning

We will work with participants in mentoring and coaching interventions according to the organisational client and participant needs.

Fees

As a not-for-profit organisation, we are committed to offering exceptional value-for-money to suit different organisational budgets, whilst providing personalised and high quality practical leadership interventions.



Application process

Open enrolment programmes

Admission to the WIG open enrolment programmes is by application only. We'll ask participants for further information about their objectives for joining in order to ascertain these fit well with the programme's overall learning outcomes. Our aim is to curate a diverse cohort of participants to maximise the learning opportunities for all those attending. Our WIG programme team is happy to discuss an individual's learning needs further. Please **email us** for further information on the application process.

In-house bespoke programmes

Our expert team will work with you through an iterative and creative process, to design and structure a high impact programme of development that best fits your needs. Please **email the team** to set up a needs-analysis call prior to co-design of your programme.

We're an approved supplier for Government Campus (Civil Service Learning)

For government sector participants who are part of Civil Service Learning, all our programmes (open enrolment and bespoke) are bookable through Government Campus portal.

leadership@wig.co.uk

www.wig.co.uk/leadership-programmes





About WIG

The Whitehall & Industry Group (WIG) is an independent charity and membership organisation founded in 1984. Our mission is to connect the public, private and not-for-profit sectors through improving shared learning, mutual understanding and collaboration. WIG has approximately 230 members spanning sectors, including every central government department, wider public sector organisations, around 120 industry members and a growing number of universities and national charities.

The WIG community

- After programme completion, join the WIG Leadership Alumni Network, stay in touch with fellow participants, make new connections and gain access to our alumni events programme.
- Member organisations gain free access to wider WIG membership benefits including over 120 events from cross-sector roundtables and panels to webinars and high-profile conferences.
- Connect with an incredibly diverse range of leaders from government, the wider public sector, not-for-profits and across the private sector.



For any queries and to discuss WIG's leadership development programmes, please get in touch with our team by emailing leadershipprogrammes@wig.co.uk

wig.co.uk | 020 7222 1166



The Whitehall & Industry Group
Registered Charity Number: 1061584
Registered in England Number: 3340252



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