

Meridian is the new, international name for TheKNOW, Common Purpose's personalised programme for Northern Ireland leaders. Common Purpose delivers open programmes in 12 countries, with Meridian running in cities and city regions in six. To reflect this, the UK is adopting the name Meridian from 2009 onwards. Utilising the proven leadership development techniques that Common Purpose has developed over nearly 20 years, it is specifically designed to appeal to leaders whose schedules make it difficult to commit to fixed programme days.

On Meridian, participants will investigate live issues in the Northern Ireland community, visit small businesses, multinational corporations and prisons, and trade leadership experiences and challenges with leaders who carry real-life responsibilities from a variety of fields. Participants design their own programme, to achieve a minimum of 60 hours in order to graduate.

The entire group interact on the first, middle and last days of the programme; thereafter they select from a range of modules to fit with their schedule.

## I Essential elements

### **Programme days (9 hours each)**

*Programme days provide the learning framework for Meridian. All participants are required to attend all three of the programme days.*

#### **Programme day 1: 22 March 2010 - Plotting the course**

This full day event is designed to:

- give an introduction to Common Purpose; its vision for leadership and society
- explain the methodology of Meridian
- present an overview of Leading Beyond Authority
- provide an overview and understanding of the key challenges facing Northern Ireland.

#### **Programme day 2 (midpoint): 3 June 2010 - Broadening your vision**

This full day event is designed to:

- develop an understanding of the value of difference and diversity to create change
- challenge participants' existing approaches to change
- identify the changes participants would like to make and plan how to tackle them
- broaden the networks and sources of information and support for participants to call on when Leading Beyond Authority.

#### **Programme day 3 (end): 12 August 2010 - Preparing to lead change**

This full day event is designed to give participants the time and a framework in which to:

- review their learning across the programme
- reflect on their personal priorities and areas of progress
- plan and identify actions for the future.

### **Understanding the place (4 hours each)**

*The context for the Meridian programme is Northern Ireland. The three event types in this module are specially designed to challenge the participant's view of Northern Ireland; how it works as a region and how it links to the UK and the wider world. Each of the three sessions provides the opportunity for participants to connect with and apply their learning to the environment in which they, and their organisation, operate.*

*Each event runs for **four hours**. Participants are required to attend at least one of the three events.*

### **1. Map the power**

14 April 2010 (8.30 – 1.00 PM)

Leaders need to navigate confidently the power map that links government, business and the media. This challenging and informative four hour event will give leaders the opportunity to investigate who holds the power in Northern Ireland.

### **2. Meet the people**

13 April 2010 (8.30 – 1.00 PM)

In this four-hour event, participants explore the complex nature of the relationship between Northern Ireland and its population through the eyes of current social issues such as education, health, housing, crime and transport. Participants will build an understanding of the context in which they, and their organisation, operate.

### **3. Master the money**

29 March 2010 (8.30 – 1.00 PM)

How do leaders do business in Northern Ireland? This four-hour event will build participants' understanding of the way Northern Ireland's economy works and the links it has with the UK and the rest of the world.

## **Leadership Insights (2 hours each)**

*At each leadership insight session, participants will have the opportunity to meet key Northern Ireland leaders and listen to their reflections on their personal leadership experiences first-hand, in an intimate setting. A diverse range of leaders will participate in conversations and interactive workshops that consider the themes of Leading Beyond Authority. Participants will be able to bring their own challenges to the sessions for the contributors and fellow participants to consider.*

*During a leadership insight session, participants will:*

- *develop their understanding of Leading Beyond Authority*
- *gain insight into how change happens and the role of leaders in creating it*
- *identify actions in order to develop different aspects of their own leadership.*

*Each **two-hour session** is facilitated and includes opportunities for reflection and work with other participants. Participants are required to attend at least one leadership insight.*

### **1. Adapting to a new environment**

23 March 2010 (2.00 – 4.30 PM)

Moving into unfamiliar territory is an integral part of Leading Beyond Authority. It involves acclimatising to the new world and coping with challenges to your legitimacy. It's not just about getting things right – it's about adapting quickly, creating new networks and asking the right questions. Participants will hear stories from leaders who have navigated the jump into a new environment.

### **2. Who do you need to be?**

25 June 2010 (2.00 – 4.30 PM)

Leadership is about doing the right things – and being brave enough and independent enough to say no to the wrong ones. Through conversations with leaders, participant will explore what lies behind developing – and protecting – your personal brand. What are the roles of humility and self-belief in being an authentic leader?

### **3. Courage and Caution**

14 May 2010 (8.30 – 11.00 AM)

Taking a step into the unknown, within or beyond your existing role, takes courage – courage to start and courage to continue. It involves building an understanding of the issues, challenges, risks and the other stakeholders involved. Participants will identify what it takes to start out on a process of leading change and some of the opportunities and pitfalls to be aware of along the way.

29 July 2010 (8.30 – 11.00 AM)

#### 4. Pace and timing

People who Lead Beyond Authority always keep going, sometimes slowing down to make sure others are with them, but never losing momentum and never going backwards. Participants will hear from leaders who have recognised obstacles to making change happen and used their energy and pace to overcome them.

11 May 2010 (8.30 – 11.00 AM)  
30 June 2010 (2.00 – 4.30 PM)

### Understanding Change (4 hours each)

*During each Understanding Change module, participants have the opportunity to grapple with a real-life issue from either the business, voluntary or public sector, and meet the leaders who are responsible for it.*

*The Understanding Change modules are designed to enable participants to:*

- *develop their understanding of Leading Beyond Authority*
- *gain insight into how change happens and the role of leaders in creating it*
- *identify actions in order to develop different aspects of their own leadership.*

*Each **four-hour session** is facilitated and includes opportunities for reflection and work with other participants. Participants are required to attend at least two events.*

#### 1. Sources of power

Leaders operating within their authority often draw their power from their position (legitimate), professional training or the expertise and experience gained in their career (expert). How can leaders influence and lead in situations where they have no legitimate or expert power? Participants explore the sources of power at play in the context of challenges faced by a range of organisations.

23 March 2010 (8.30 – 1.00 PM)  
4 August 2010 (8.30 – 1.00 PM)

#### 2. Playing different roles

Who makes change happen? People standing outside and demanding change, or those producing change from the inside? It is likely that we have a 'successful' default role we play in most situations. An essential part of Leading Beyond Authority is understanding the need for, and being able to play, different roles.

30 June 2010 (8.30 – 1.00PM)  
27 July 2010 (12.00 – 4.30 PM)

Participants will develop an understanding of the different roles involved in leading change and be encouraged to consider the roles they choose to play both in and outside of work.

#### 3. Consensus versus coalition

How do you start to lead change? The people involved are central - so how do you ensure you gather the necessary intelligence and build the coalitions you need? Participants will investigate the difference between seeking consensus and building coalitions, and gain insights from other leaders into what it really takes to build effective coalitions that make change happen.

26 April 2010 (12.00 – 4.30 PM)

#### 4. Passion and resonance

Beyond your authority you have to have passion. It comes in different forms. It may either be direct, loud, and demanding, or softly spoken, private, and understated. But passion alone is not enough – you need to have resonance too. Participants will experience the ways in which key local leaders find ways to resonate with others, express their passion and get people listening. Participants will be given the space to identify their own passions, and to think about the way in which they choose to communicate them.

19 May 2010 (8.30 – 1.00 PM)

## **Learning groups (3 hours each)**

*The diversity of each Meridian participant group is an integral benefit of the programme, as different perspectives and contexts can be used as a source of inspiration for tackling difficult leadership challenges and issues.*

*In the learning group sessions, small groups of participants will work together to:*

- *gain new and different insights into personal leadership challenges*
- *develop new thinking and greater creativity*
- *create action plans for personal leadership challenges.*

*Each learning group will meet for a period of **three hours**, on **three consecutive months**. It is important that learning group members commit to attend all three sessions.*

### **Set 1**

8 April 2010 (8.30 – 12.00 PM)

21 April 2010 (8.30 – 12.00 PM)

6 May 2010 (8.30 – 12.00 PM)

### **Set 2**

21 May 2010 (8.30 – 12.00 PM)

7 June 2010 (8.30 – 12.00 PM)

29 June 2010 (8.30 – 12.00 PM)

## **II Intensive options (9 hours each)**

*We recognise that, as a busy leader, your commitments can change. If your schedule means that you are unable to attend the minimum necessary essential elements of the Meridian programme, there are two 'intensive days' to ensure you still have a chance to attend enough hours to be able to graduate.*

### **Intensive Option: Day 1: 25 May 2010**

### **Day 2: 2 August 2010**

Intensive options are a combination of the essential elements of the programme – Understanding the Place, Understanding Change and Leadership Insights – in a concentrated two-day format. All Intensive options will cover the following themes:

- Leadership Insights: "Courage and Caution" & "Who do you need to be"
- Understanding Change: "Playing different roles" & "Consensus vs Coalition"
- Understanding Place: "Meet the People"

## **New modules for 2010 (2 hours each)**

### **Meet and Greet**

A chance to meet up with the rest of the group before the programme begins.

8 March 2010 (8.30 – 11.00AM)

### **Social Media, a basic introduction**

This module will give a basic introduction into the Common Purpose 360 website, the Meridian website (used for booking modules), Facebook and Twitter.

26 March 2010 (8.30 – 11.00AM)

## **III Optional elements**

### **Practices**

Practices build on the concept that to develop new ways of working, we need to regularly push ourselves to try new things and remember what it feels like to be in unfamiliar situations. Every two weeks, participants will be set a series of optional small challenges to complete.

By completing the challenge and sharing their learning with others, participants will:

- gain insight into their existing attitudes and behaviours
- develop new behaviours that support their ability to lead beyond authority.

### **Marketplace Experiences**

To ensure the maximum opportunity for exposure to different people's worlds, all participants will be able to offer to share or ask for experiences in the Meridian marketplace. The type of experiences could vary from an opportunity to work-shadow an entrepreneur, spending an afternoon observing an A&E department or exploring what happens backstage at a theatre.

By using these experiences, participants will:

- deepen their understanding of a wide range of organisational contexts
- develop connections with leaders from different sectors
- gain insights into different leadership challenges.

### **Quests (9 hours plus some travelling time)**

To become a more outward-facing leader, it is important to view our own approach to leadership from a broader context. Quests provide an opportunity to spend a day immersed in the economic, political and social context of another city (within the UK, i.e. Manchester, or overseas i.e. Frankfurt). Each Quest day is designed to:

- help participants to step outside the confines of their current location to view the world and their own approach to leadership in a broader, more connected way
- give participants the opportunity to broaden their networks in another location
- provide new insights into the issues and challenges being faced by local leaders.

#### **Please note:**

- All costs for travel to and from Quest days (both UK and International) and any accommodation required will be borne by participants. These costs are in addition to programme fees (all travel, food and materials costs during the agenda itself will be covered by Common Purpose)
- There may be some additional extended travel time on a Quest day
- Participants are required to arrange their own travel insurance
- Whilst Quests carry a value of 9 hours, hours spent on Practices and Marketplace Experiences do not count towards graduation