



Charlotte Sweeney Associates



CAMBRIDGE  
CUBED

# Diversity, Equity and Inclusion Professional Leadership Programme

A unique and practical leadership development programme designed by Charlotte Sweeney Associates and Cambridge Cubed



The CPD Standards Office  
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# The Need for DE&I Professional Leadership Development

The imperative for all organisations across diverse sectors and countries to embrace diversity, reduce inequity and cultivate inclusion becomes even stronger post the global pandemic.

As our ongoing pandemic experience has often been described: we are all sailing in the same ocean, however we are not all sailing in the same boats. It is our responsibility as DE&I leaders to ensure that inequalities are not further exacerbated as we enter into the next post-pandemic phase and the future of work. The forced disruption of the crisis may well enable old assumptions to be challenged, and many organisations have good reasons to be proud of the flexibility, innovation and resilience their people have shown during this period.

We must engage our colleagues and influence our leaders and organisations to make the most of these opportunities, despite the continuing and intensified health and economic pressures. This leadership programme will help to equip you as DE&I leaders with the capabilities to build on this change moment, ensure the integration of DE&I with leadership strategy and further embed systemic inclusive leadership processes and behaviours throughout the organisational ecosystem.

In 2020, the CEO of Goldman Sachs stated that as from later this year they will not support companies going through an Initial Public Offering (IPO) that do not have at least one woman on the board.

Organisations are increasingly placed in the spotlight from their clients, stakeholders, and investors. They want to know what they are doing to create a more inclusive and diverse culture to meet the needs of a complex and often disrupted external environment. Beyond merely increasing their brand equity, an organisation's reputation, the extent to which the organisation has the interests of society at its heart beyond the pursuit of profits, is becoming a key determinant of success.

Recent reports and research demonstrate that there is a **17% increase** in the number of Chief Diversity Officers (CDO's) employed in the US since 2015, and this is reflected in other corporations around the world.


In view of all of this, the role of a DE&I Professional within organisations is increasingly important and often expected to operate at a senior leadership level to successfully bring about real measurable results and transformation. Some people attain the role of Global DE&I Director because of their passion for the subject matter and not because of their honed leadership capabilities for creating sustainable cultural change. The challenge being that many do not get the professional development or the appropriate support to be successful in their roles.

Organisational leadership must go beyond paying lip service to Diversity, Equity and Inclusion. Organisations must enable their DE&I Professionals to operate at senior leadership levels if they are to reap the rewards. The time is NOW for inclusive leadership development for DE&I Professionals, developing their leadership skills and qualities to enable transformational strategic success.

Our two-modular leadership programme, taking place over a period of 8 months from March to October 2022, addresses this gap. The programme is highly interactive, delivered remotely and is uniquely designed by highly experienced experts and practitioners from the DE&I and leadership development areas.

# Who is the Programme for?

The DE&I Professional Leadership Programme prepares DE&I professionals operating across any sector, to step up to your leadership challenges and potential.

A photograph of a diverse group of professionals in a meeting room. The room has large windows and modern decor. Several people are seated around a long table with laptops and water bottles. One person in the center is raising their hand, suggesting an interactive session or a Q&A period. The overall atmosphere is professional and collaborative.

Whatever your background, academic qualifications or career path the DE&I Professional Leadership Programme will enable you to mobilise others to want to get extraordinary things done in your organisation.

Through participating, equip yourselves with the confidence, tools and growth mindset to progress systemic DE&I challenges on behalf of your organisation.

Our programme will welcome existing, new, or aspirant senior DE&I professionals. Limited up to 25 participants, it will provide an inspirational, memorable and high impact development experience spanning 8 months. It will culminate in membership to the programme alumni network for life.

Participants will receive a Certificate of Achievement after successfully completing all aspects of the programme.



This programme is for you if



**You are highly motivated to build and develop your leadership skills amongst a group of similarly driven and diversely talented global DE&I professionals.**



**You are eager to add the highest measurable value and impact possible to your organisation in DE&I.**



**You wish to deepen your knowledge and understanding of the DE&I terrain and your leadership role within it.**



**You have a desire to broaden your leadership qualities to enable you to successfully navigate your organisational DE&I transformation through the volatility and uncertainty of 21st century leadership.**

# Programme Overview and Outcomes

## Learning Outcomes



### Personal Impact

- Broaden your depth of understanding of the strategic DE&I agenda to hone your skills to deliver the role at highly effective and professional levels.
- Understand the fundamentals of exceptional leadership practice and develop self-awareness of your own leadership style and cognitive diversity.
- Benefit from a range of leadership development inputs and tools from leadership and DE&I experts that will increase your intellectual awareness, develop your emotional awareness as well as enable you to practically apply them to your own DE&I leadership contexts.
- Develop your confidence to deliver and operate at the Executive level.
- Understand the importance of personal and organisational resilience and wellbeing and how this relates to successful DE&I strategies.





## Team Impact

- Learn how to appreciate cognitive and behavioural diversity in others and use this to create and nurture high performing teams.
- Explore, challenge and support teamwork with your fellow participants in the DE&I leadership development process through shared learning of best practice, co-coaching and stimulating interaction.
- Create a globally strong ongoing support network and team with your fellow DE&I leadership professionals.



## Organisational Impact

- Learn the essential elements of change leadership and the importance of cultivating a psychologically safe organisational culture as well as tactics for how to deliver this.
- Understand the importance of credibility and rapport, the foundations of influence, and how to use them to manage organisational change with stakeholders.
- Gain practical leadership influencing and communication techniques to enable you to inspire a shared vision throughout the organisation.
- Become capable of shifting the thinking of DE&I as 'initiative driven' to a pervasive systemic programme of cultural change.
- Understand the importance of the DE&I leader as role model for inclusion and diversity in your day to day behaviours and practices within the organisation.

# Programme Structure Overview

The programme will span 8 months from March to October 2022 and will be delivered by a virtual and blended learning approach.

The programme fees are set at **£5,950** (excluding VAT)

## The fees include all the following elements

- Introductory module by remote delivery in March 2022 to introduce the Programme Directors and share an overview of the programme, what to expect, connect with other delegates on the programme and give information and guidance about your pre-course work.
- Two x 3.5-day LIVE virtual modules in May and October 2022.
- Access to an online ongoing development programme and resources to support the work you have done within the LIVE elements of the programme.
- Emergenetics psychometrics debrief. Specifically focused on your thinking and behavioural attributes and how to work with these to drive inclusion and diversity as well as influencing others.
- Project work throughout the programme and between the modules. Working in smaller groups on a specific live DE&I issues (supported by project mentors currently working in the industry).
- 3 x up to 90 minute one-to-one executive coaching sessions throughout the life of the programme.
- LIVE sessions with industry experts driving DE&I change in organisations.
- Monthly check-in emails and insights each focusing on a key element of DE&I to create and deliver an effective inclusion and diversity strategy and action plan.
- Membership to the programme Alumni (and invited to meet future alumni).
- Ongoing quarterly updates on recent developments as well as thought leadership across the world on inclusion and diversity.
- Signed copy of the Inclusive Leadership: The Definitive Guide to Developing and Executing an Impactful Diversity, Equity and Inclusion Strategy book, published by The Financial Times, and shortlisted by the Chartered Management Institute (CMI) as Management Book of the Year.



## Introductory Call - 29<sup>th</sup> March 2022

- Introductory virtual presentation and warm up
- Conduct and prepare for pre-work (including Emergenetics diagnostic tool)
- Access to the online content via our Learning Management System (access to the content will be phased throughout the programme)

## LIVE Session - Module One 9<sup>th</sup> – 12<sup>th</sup> May 2022 (inclusive)

- First LIVE event (including feedback on Emergenetics tool)
- Project work set for small groups (to be conducted over the coming months)
- Continued access to online development

## On Demand, Self-directed Work (May until October 2022)

- 3 coaching sessions, virtual check-ins and email updates
- LIVE sessions with industry experts
- Support from a mentor in the DE&I industry to progress your project in small groups

## LIVE Session – Module Two 17<sup>th</sup> – 20<sup>th</sup> October 2022 (inclusive)

- Attend second LIVE event
- Receive Certificates of achievement and attendance after successful completion of all aspects of the programme
- Admittance to the Alumni programme and resources with ongoing support and networking activities and development opportunities
- Continued access to the online development and inclusion in the virtual Alumni group



# Our Teaching Approach

The DE&I Professional Leadership Programme will be directed and delivered by Charlotte Sweeney OBE, Founder of Charlotte Sweeney Associates and Cathy Butler, Founder of Cambridge Cubed.

## The fees include all the following elements

- ✓ A number of highly regarded senior Practitioners, Academics, Facilitators and DE&I Experts have been carefully selected to contribute to the programme through teaching, mentoring and various inputs to different sessions.
- ✓ We believe in an interactive and multi-dimensional approach for our delivery, which will engage all different learning styles and ensure participants are challenged and engaged.
- ✓ We will encourage participants to engage in peer learning and to relate all learning back to their respective individual leadership and organisational contexts.
- ✓ We emphasize coaching and mentoring throughout the programme, helping participants to reconnect with what is most important to them.
- ✓ The opportunity to take part in the highly successful “ExperienceChange” simulation delivered by Treehouse Innovation. This experiential workshop will allow participants to get really good at change and unlock the potential of their DE&I ideas into fully executed change projects. Through this they will be ready to build a highly engaged culture of strategic change and execution in their organisations.



# Programme Directors' Profiles

Charlotte Sweeney Associates

## **Charlotte Sweeney, OBE**

Charlotte is known as the 'go-to' expert when it comes to pushing the boundaries on creating more diverse and inclusive companies. She has specialised in large-scale change programmes with a focus on diversity, inclusion and equity for over 20 years. She works with companies and C-suite executives from many of the FTSE 100 and Fortune 500 companies around the world to drive inclusive leadership and cultural change.



Charlotte gained her executive experience in Blue Chip companies across the Financial Services sector (Barclays, Halifax Bank of Scotland (HBOS) and Nomura International) before creating her own consultancy. Charlotte is also a former Deputy Chair at the Mid Yorkshire NHS Trust in the UK with responsibility for over 7,000 staff and an annual spend of over £500 million.

She conducted an independent review on the Voluntary Code for Executive Search firms in relation to getting more women onto boards for the UK Secretary of State Dr Vince Cable, which is now referred to as 'The Sweeney Report' and was the Vice-Chair of the Dept of Business, Energy and Industrial Strategy external Diversity & Inclusion Advisory Panel. She also created and led the City of London's Diversity Programme, The Power of Diversity on behalf of the then Lord Mayor of London Dame Fiona Woolf CBE, collaborating with over 70 companies.

Over the years Charlotte has won many awards, including from Harvard, for her work in the Diversity, Equity and Inclusion field and was acknowledged by TIAW for advancing the economic empowerment of women. In October 2015, she was recognised by The Economist as in the Top 50 Diversity Professionals in the world and in 2017, by The Daily Telegraph as one of the Top 10 DE&I Consultancies in the world.

Charlotte is co-author of the book *Inclusive Leadership*, published by The Financial Times and shortlisted for Management Book of the Year 2018 by The Chartered Management Institute (CMI). She also writes regularly for professional publications including Hays, Virgin and CSR. Charlotte regularly hosts and chairs large conferences and virtual events and well as delivering keynote speeches, workshops and facilitates challenge sessions to senior leaders around the world. She is an expert contributor for BBC Radio, TV and the national press.

Charlotte has studied with several Institutes including Møller Institute, Churchill College at the University of Cambridge, The Tavistock Institute, INSEAD and Cheung Kong Graduate School of Business. She is a Fellow of the Chartered Management Institute, the Royal Society of the Arts, Professional Speaking Association and Chartered Institute of Personnel and Development. She is also a Chartered Management Consultant. She is a regular expert judge on a number of professional body awards such as the Management Consultancy Association and Personnel Today.

In the 2017 New Year's Honors she was awarded Officer of the British Empire for services to Women and Equalities.

# Programme Directors' Profiles

Cambridge Cubed

## Cathy Butler

Cathy began her 30-year career journey in commercial sales in global publishing which set her path for roles that have involved highly successful development of global clients, both individual and corporate across public and private sectors. Alongside this, Cathy's specialism is enabling performance improvement, transitions and change, for both individuals and organisations.



Whilst working in different senior roles at the University of Cambridge for the past 15 years, she has been designing and delivering leadership development interventions. These have been both programmatic for cohorts of mid to senior level leaders, as well as individual coaching for senior executives, their teams and their organisations involving multi-disciplinary inputs.

Cathy also adds value with her experience, connections and know-how to build up creative networks and communities of very diverse talents from corporate, academic and government sectors to work on specific projects and programmes. Most recently her work has focused on enabling the development of 21st Century leadership skills and the mindset for leading through disruptive volatility and complexity. She is founder of Cambridge Cubed, a specialised leadership practice offering leadership development, consulting and coaching.

Cathy loves to work across different cultures and her focus on innovation leadership, business transformation and leadership development has allowed her the privilege of developing lasting relationships with organisations and leaders in the Middle East, Japan, China, Singapore, Hong Kong, US and all over Europe. As a leadership specialist and coach, she has worked in partnership with diverse organisations to translate their desired learning outcomes into high impact, experiential and practical leadership development programmes. These are delivered both in Cambridge and globally. Her work with senior leaders most often involves effective transitional activities around behaviour change, self-image/awareness and purpose and meaning. Cathy's ethos is based firmly around designing and delivering meaningful leadership development interventions that recognise three dimensions of learning – firstly intellectual awareness (knowledge and skills), secondly emotional awareness (personal and social capabilities) and thirdly action-based application.

A linguist by educational background, Cathy has a Master of Arts in Italian Studies from the University of Edinburgh and a Postgraduate Diploma in Teaching English to Adults from the Institute of Applied Linguistic Studies at the University of Edinburgh. Cathy also completed a Masters in Business Administration (MBA) from the Open University and is qualified and certified in Business Careers Counselling and Coaching. Cathy has been trained in both personal as well as business and executive coaching and is also certified to deliver a number of well-regarded neuroscience-based psychometric profiling tools.

# Programme Manager's Profile

Charlotte Sweeney Associates



## Liz Pawson-Poon

Liz is a DE&I Consultant at Charlotte Sweeney Associates.

Liz has over 10 years' experience in the financial and professional services industries, having trained and worked as a lawyer at a Magic Circle firm and specialised in and led on the financings of high value mergers and acquisitions. Her previous clients ranged from global financial institutions, private equity funds and portfolio companies. She has extensive experience partnering with senior stakeholders in a corporate environment and has a strong grasp of organisational structures and culture spanning multiple locations at a global level.

Since joining CSA, Liz has partnered with a range of organisations on DE&I projects, ranging from supporting DE&I strategic direction to DE&I data analysis, audits on policies and practices from a DE&I perspective, conducting DE&I research on industry best practices and running focus groups and delivering DE&I training and workshops.

Having lived in Sydney and Hong Kong and worked in Singapore and London, Liz thrives on meeting and working with people from different cultures and backgrounds.







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