

Leadershaping charities

The Evolve leadership development and transformational change programme helps people understand the power they have to make a difference, equipping them with the skills to inspire and empower others to do the same. The programme fosters a powerful shared sense of purpose in an organisation or community, which makes it possible for creativity and high morale to exist alongside accountability, ambition and high performance.

Introduction

Evolve is the product of 15 years of experience in organisational effectiveness and leadership development working within charities, schools, global financial services, healthcare organisations, entertainment and sporting bodies. The programme supports people in creating and sustaining a culture where everyone takes responsibility for success, responds positively to challenges and can thrive individually and together.

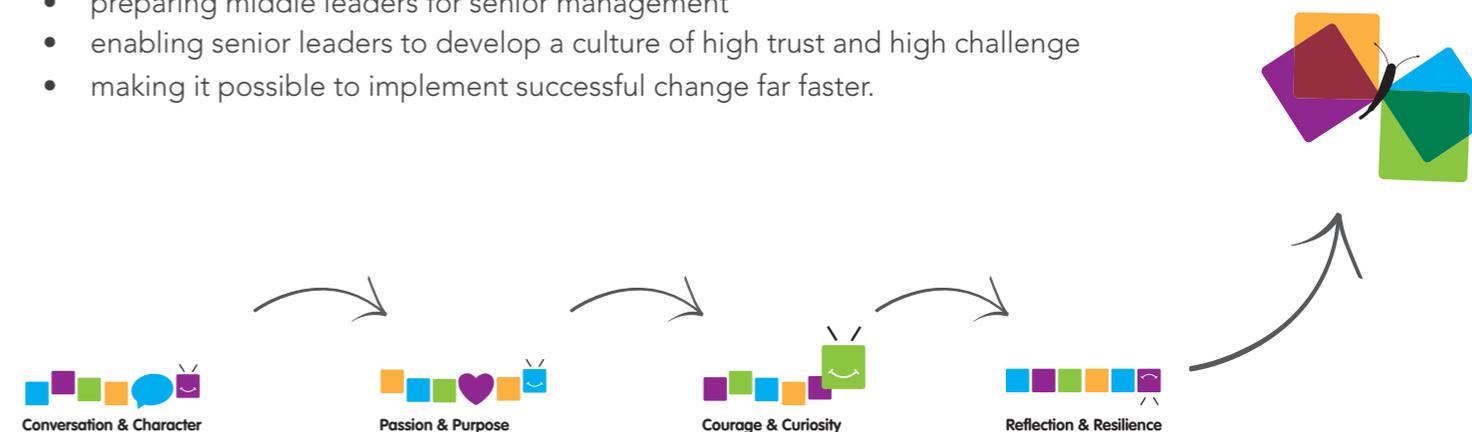
The programme's key goals and benefits

By increasing **individuals'** self-awareness and emotional intelligence the programme leads to:

- increased confidence, ambition and self-belief
- greater effectiveness in managing, leading and motivating others
- improved ability to have meaningful and challenging conversations that move people and situations forwards.

This in turn benefits the whole school by

- aligning staff goals and creating a shared sense of purpose
- increasing trust, respect and personal responsibility for the school's success
- boosting staff morale and reducing staff turnover
- improving collaboration between senior and middle management
- preparing middle leaders for senior management
- enabling senior leaders to develop a culture of high trust and high challenge
- making it possible to implement successful change far faster.





The Evolve Model of Leadership

Rather than being a chalk and talk programme, Evolve is a process that challenges people to rethink their approach to themselves and to others, showing them how they can make a powerful and positive difference to their teams, organisations and communities. The Evolve journey explores eight elements that are at the heart of good leadership:

Conversation and Character

Good leaders lead with good character. They are mindful of how their choices affect others and use their power to help people flourish. They must master the art of having meaningful conversation – the kind of conversations that move people and situations forward.

Passion and Purpose

Good leaders focus on how to apply and develop their strengths to ignite passion in others. They are energised by a cause greater than themselves and are adept at inspiring others to find purpose in their own life and work.

Courage and Curiosity

Good leaders make bold decisions and have the courage to challenge the status quo when they believe a better outcome is possible. Their curiosity and belief in the potential of others means that they are never defensive or arrogant, and can lead people to be all that they can be.

Reflection and Resilience

Good leaders have the self-belief and strength of mind to navigate ambiguity and maintain the course during adversity. They reflect on setbacks and aggravations and help their teams to learn from mistakes, maintaining faith in their ability to overcome the issues they face.

“Jill has worked with my organisation both as a coach to me and some of my leadership team, and as a facilitator for sensitive discussions and training for all our staff. I genuinely can’t recommend her enough. She has bags of empathy, huge insight into people, is a brilliant storyteller and motivator, and is courageous and skilled at having difficult conversations – both one-on-one and with big groups. She has helped me work through some big leadership challenges as a young CEO learning on the job, and is an inspiring person to have around – professionally and personally.”

Kate, CEO,
UK Charity

The programme structure

Each programme is tailored to the organisation and its specific challenges. A programme will usually include a set-up day, a series of between 4 and 8 workshops, one-to-one coaching sessions and an evaluation. It will usually be run over a period of 3 to 6 months, but the total number of days required varies. In some instances we work with key senior executives, in others with groups of middle managers or a senior management team.

Elements of a typical evolve programme:

A 360° survey and personal profile gives each participant insight into team challenges and helps raise their self-awareness.

An initial set up day where participants agree on individual and team objectives for the programme, while also establishing the ground rules for how they will interact. This is vital to establishing an environment of trust in which participants can have honest and challenging conversations. The process includes giving participants the skills to do the same with others they manage or work with.

Workshops and coaching practice sessions each themed around one of the elements of the Evolve Model of Leadership and has a dual purpose: to develop leadership effectiveness and to build and continually develop a strategy for creating a culture of outstanding performance and leadership across the organisation.

1:1 coaching sessions to sustain and embed learning and encourage personal responsibility for the wider change effort across the school. It includes personal development planning for continuing skill development.

Between workshops, delegates conduct coaching practice with two individuals within the school, lead a small training session and come prepared to share learning with peers during the workshops. Participants are sent reading materials and videos between sessions to inspire and engage them around upcoming topics..

An evaluation that includes a repeat 360° survey and an organisational impact survey are used to measure the sustainability of the learning as well as impact on the broader school context.

“As a young organisation both undergoing significant change and growth, and for whom facilitating sustainable change is part of our service to partner governments, Jill has been a great companion. Her experience, insight and great passion for what she does has helped us to explore the concepts and practices of leadership, coaching, and what it is to have “meaningful conversations”.

Case study – The Tony Blair Africa Governance Initiative

We’ve worked with the Tony Blair Africa Governance Initiative (AGI) since 2012. This relationship illustrates how our knowledge around leadership development and transformational change can be applied to strengthen an organisation internally and support it in achieving its vision.

Launched in 2008, AGI provides practical advice and support to presidential offices and centres of government across Africa. Their aim is to bridge the gap between a leader’s vision and their capacity to achieve it. Their work develops a government’s ability to set and deliver their own priorities in areas such as healthcare, agriculture, power and natural resources.

The organisation’s model of support combines shoulder-to-shoulder support provided through teams of professionals based in a country long term, with leader-to-leader support through a one-to-one relationship between AGI’s patron, Tony Blair, and the President or Prime Minister of that country. AGI works to embed and improve government capability through system and organisational design, training and coaching, and support with prioritisation, planning and performance management. The organisation is currently working with the presidents and governments of Rwanda, Sierra Leone, Liberia, Guinea, Nigeria and Senegal, with plans for further growth.

Nick Thompson, CEO of AGI explains how Jill McMillan Associates have supported his organisation in providing the services that they do:

“We first began working with Jill in 2012, after she had – fittingly – met our former CEO on a course for “remarkable women”. Since then she has supported us at a number of levels, working with the Senior Management Team, wider leadership group, and joining the whole organisation for a week-long training week in Rwanda when we celebrated our fifth anniversary. Not least, she has acted as a personal coach to myself over the last 12 months.

As a young organisation both undergoing significant change and growth, and for whom facilitating sustainable change is part of our service to partner governments, Jill has been a great companion. Her experience, insight and great passion for what she does has helped us to explore the concepts and practices of leadership, coaching, and what it is to have “meaningful conversations”. She is someone who walks the journey with you. And as we in AGI take on the next stage in our growth and evolution, with new countries, new partnerships, and new ways of working to deepen our impact, we and I will continue to seek and appreciate Jill’s support.”

About Jill McMillan Associates

Jill McMillan Associates was born out of an overwhelming belief in the power of leadership to make a difference in the world. In 2012, having worked in business strategy with Accenture and in senior organisational effectiveness roles with RBS and Bank of America Merrill Lynch, Jill felt compelled to start her own business to focus solely on leadership development. She drew together a team of associates who she knew shared her belief in the potential of people and the potential of leadership to make real and sustainable changes.

They've worked with organisations of all shapes and sizes, in the private and public sector – from multinational companies to international charities, from schools to start-ups. Despite being vastly different in their activities, these organisations have all had one thing in common: they value their people and they understand that leadership is crucial to making change happen, not only in their own organisations, but in the wider world.

**Contact us if you would like an initial conversation about what your school needs:
0208 819 2674 or jill@jillmcmillan.com**

