



Women in Golf

Leadership Development
Programme

Cohort Three

A personal development journey for women leaders in the golf industry who are looking to fast-track their growth and career through a transformative learning experience.

Overview.

This exciting new virtual programme is fully sponsored by The R&A and forms a significant part of its commitment to the Women in Golf Charter. It is designed for those women who are looking to grow leadership confidence in how they develop themselves; lead their teams, their organisations and who have the drive and ambition to become a senior leader within the golf industry.

On this programme, you will:

- Explore what it means to have leadership impact
- Understand and practice being a transformational leader
- Know how to lead high performing teams
- Be involved in a project that is sponsored by The R&A

To ensure your learning has an impact on your personal and professional goals, you will partner with a coach who will support you in how you apply your learning and overcome any limitations. You will also have an industry mentor, a senior leader in business who will support and guide you as you work your way through the programme and look to progress in your role.

Your line manager will be fully involved in supporting you and will be invited to attend some workshops aimed at increasing their awareness and their ability to enable your success.

The programme takes a blended learning approach, you will be expected to complete some pre-work before attending a number of virtual workshops. You will also have the opportunity to collaborate with other participants on a Women in Golf Charter project. At the end of the programme, you will have a development plan and the continued support of your mentor for a period and through evaluation and review you will be able to assess how your perspective and leadership capability has changed.

Who Should Apply?

- Experienced mid-level managers who are ready for the next level of leadership
- Recently promoted mid-level managers
- Junior managers who have the potential to be promoted to a mid-level leadership role within the next six months
- Star contributors with at least three to five years of work experience who have been identified as outstanding prospects for increased leadership responsibilities

Dates & Venues.

Duration

Running from May 2021 – May 2022 to include:

- 10 virtual workshops (including onboarding) each three hours in duration
- Four hours coaching
- A group project
- Mentor support
- A graduation

Please note the times for the workshops and onboarding event are TBC depending on the time zones of participants. These will be confirmed once we have a final participant list and may mean we deliver in the morning, afternoon, or early evening.

Learning events

4 May Virtual Onboarding – attended by participant and line manager

Leadership Impact

18 May Virtual Workshop 1 – Leading on a Changing Agenda

9 June Virtual Workshop 2 – Leading Self

29 June Virtual Workshop 3 – Developing Personal Resilience

Transformational Leadership

27 July Virtual Workshop 4 – Understating Transformational Leadership

31 August Virtual Workshop 5 – Flexing Style and Approach

14 September Virtual Workshop 6 – Virtual Onboarding – attended by participant and line manager

12 October Virtual Workshop 7 – Virtual Onboarding – attended by participant and line manager

Leading High Performing Teams

9 November Virtual Workshop 8 – Developing High Performing Teams

30 November Virtual Workshop 9 – Project commencement

Sponsorship Conditions.

The programme is fully sponsored by The R&A, and includes:

- Onboarding
- Programme workshops for participants
- Programme workshops for line managers
- Coaching
- Mentoring
- Graduation

Conditions of Participation.

All published dates will be attended by participants and line managers for their respective events and workshops.

Enough time should be given to allow participants to reflect, review, complete pre- and post-workshop exercises and project work.

Line managers will hold regular one-to-ones pre- and post-workshops and will support and offer guidance throughout the programme.

Participants will adhere to dates and times as agreed with their coaches and mentors.

If the participant drops out or is unable to commit or attend, then an appropriate percentage of the total participant cost will be applied.

Applying for the Programme.

Applicants who fit the selection criteria (see *Who Should Apply*) will be asked to submit:

Step 1 by 31 March

- An up to date CV
- A letter of application covering:
 - 1 Why you want to participate in this programme
 - 2 What you hope to achieve from a personal development perspective from attending the programme
 - 3 What difference it will make to you as a leader and in your aspiration to achieve a senior leadership role in the golf industry

Step 2 by 8 April

Those who are successful at **Step 1** will be asked to attend a Zoom call along with their line manager between the dates of 6-8 April (inclusive) where their CV and letter of application will be explored further.

Step 3 by 12 April

Those successful at **Step 2** will be invited by The R&A to attend the programme.

Confirmation of attendance will be announced once an agreement has been signed outlining the Conditions of Participation (see above). Feedback will be provided if requested for those who are not successful in the process.

Programme Delivery.

The R&A have engaged Alison Townson and Dr Jenny Denyer, from Leadership Generation, to support the delivery and facilitation of the programme. Alison and Jenny are both highly qualified development specialists with years of experience at tailoring, designing and delivering leadership development programmes.

Alison's corporate, commercial and organisational experience at Director level combined with Jenny's elite sport background and Ph.D are a proven formula for success. Both are women who have worked in senior roles in male dominated environments and fully understand the challenges and aspirations of colleagues who aspire to be senior leaders.

To Apply.

Applicants should send their CV and letter of application to: Trina Brown – trinabrown@randa.org