

# The R&A Women in Golf Leadership Programmes.





# Contents

Overview	3	About the Women in Golf Leadership Development Programme	11
About the Women in Golf Leadership Foundation Programme	4	What graduates say	12
What graduates say	5	Dates for the Programme	14
Dates for the Programme	7	Who should apply?	15
Who should apply?	8	How to apply?	16
How to apply?	9	Programme Delivery	17
		Conditions of Participation	18

## Overview

The R&A is pleased to announce the continuation of the Women in Golf Leadership Programmes. The success of these various programmes is evident from the many women in the golf industry who have already benefitted from the guidance, learning and support provided.

The Women in Golf Leadership Programmes form a significant part of The R&A's ongoing commitment to the Women in Golf Charter. We are delighted with the impact of the programmes among over 100 women who have graduated from around the world.



# Women in Golf Leadership Foundation Programme

An exciting programme specifically designed for women looking to develop a foundation level of leadership capability and confidence.

## On this programme, you will:

- Develop a Growth Mindset for learning and be challenged to translate your learnings into action.
- Raise your levels of self-awareness by exploring your levels of emotional intelligence and your preferred ways of operating.
- Understand what it takes to be a success and be the best version of you.
- Begin to build your leadership vision.
- Start dialling up your leadership presence within your organisation.
- Build long-lasting relationships and a valued network with your fellow participants.



## What graduates say about the Leadership Foundation Programme

“The course content was fantastic and really helped me move out of my comfort zone. During the graduation ceremony I talked through my experiences. I could genuinely feel a shift in my personal and professional growth, which felt amazing.”

*Rebecca Tully, Head of Merchandise – Carnoustie Golf Links, Scotland*

“I just want to extend my gratitude again to The R&A and the wonderful women who put this together and delivered such an incredible course. It was really something completely different to anything I’ve ever studied or experienced in the workplace.”

*Julie Bruyns-Leach, Class AAA PGA Teaching Professional – Bryanston Country Club, South Africa*



## To ensure your learning impacts your personal and professional goals, you will:

Partner with a coach who will support you in how you apply your learning back in the workplace. Where possible, these coaches will be women who have participated in The R&A Women in Golf Leadership Development Programme, all of whom hold senior leadership positions within the golf industry.

It is important that Line Managers support you as you progress through the programme. We will be encouraging this dynamic throughout and will guide you on how to engage with your Line Manager from the outset.

You will be provided with access to the Hemsley Fraser Digital Hub. There will be an expectation that you complete signposted online learning before each workshop.

This 6-month progression pathway programme is a blended development solution, offering guided learning through Hemsley Fraser's Digital Hub, seven virtual workshops of 3 hours each and five x 1-hour sessions of coaching support.

<p>14 November 2022</p> <p><b>Onboarding</b></p> <ul style="list-style-type: none"> <li>• Introduction to programme</li> </ul>	<p>8 December 2022</p> <p><b>Developing a Growth Mindset</b></p> <ul style="list-style-type: none"> <li>• Understanding the importance of a Growth Mindset</li> <li>• Setting us up for success</li> <li>• Coaching</li> </ul>	<p>10 January 2023</p> <p><b>Introduction to EQ</b></p> <ul style="list-style-type: none"> <li>• Introduction to Emotional Intelligence (EQ)</li> <li>• Exploration of the aspects of EQ and how they link to leadership</li> </ul>	<p>7 February 2023</p> <p><b>Driving for Success</b></p> <ul style="list-style-type: none"> <li>• Exploration of drive behaviours</li> <li>• Overcoming barriers and limiting beliefs</li> <li>• Driving for a change agenda</li> </ul>	<p>1 March 2023</p> <p><b>Effective Communication</b></p> <ul style="list-style-type: none"> <li>• Exploration of communication and building relationships</li> </ul>
<p>17 April 2023</p> <p><b>Leadership vs. Management</b></p> <ul style="list-style-type: none"> <li>• Understanding the difference</li> <li>• Getting the right balance</li> </ul>	<p>24 May 2023</p> <p><b>Programme Close</b></p> <ul style="list-style-type: none"> <li>• Presentations on learning journey</li> <li>• Next steps in your development</li> </ul>	 <p><b>Coaching</b></p> <p>Throughout the course you will receive five coaching sessions, further enabling your learning and development.</p>	 <p><b>Digital Resources</b></p> <p>A series of resources will be available throughout the course from the Hemsley Fraser Digital Hub.</p>	

## Who should apply?

- Women currently working or volunteering in golf (if in a volunteering role, the tenure must be for at least another 2 years).
- Women who have had previous volunteering experience in a leadership capacity and who have a desire to become part of the golf industry.
- Women who have the potential to be promoted or appointed to a first-time leadership role within the next 6 months.
- Star contributors with at least 2 years of work experience who have been identified as outstanding prospects for leadership roles in the future.

# How to apply?

If you would like to apply and you fit the selection criteria, please email Holly Sitch: [hollysitch@randa.org](mailto:hollysitch@randa.org)

## *Step 1 by 12 September 2022*

- An up-to-date CV (please include your email)
- A letter of application covering:
  - Why you want to participate in this programme.
  - What you hope to achieve from a personal development perspective from attending the programme.
  - The continued contribution and impact you would like to make to The R&A Women in Golf Charter aims and objectives.

## *Step 2 by 14 October 2022*

Those who are successful will be invited to attend the programme. Confirmation of attendance will be announced once the agreement has been signed outlining the Conditions of Participation (see page 18 of this document).

Feedback will be provided if requested for those who are not successful.



“If your actions inspire others  
to dream more, do more and  
become more, you are a leader.”

John Quincy Adams



## Women in Golf Leadership Development Programme

Designed to support women to grow leadership confidence, to develop themselves to lead their teams and organisations, to have the drive and ambition to become senior leaders within the golf industry.

### On this programme, you will:

- Explore your preferences and develop your own leadership vision and brand.
- Have the opportunity to develop higher levels of emotional intelligence, personal resilience, presence and impact as a leader.
- Learn the skills to lead high performing teams.
- Better understand your leadership style and how to flex it.
- Improve your ability to manage conflict.
- Learn how to increase your influence across your organisation.



## What graduates say about the Leadership Development Programme

“I am delighted that this year I have been promoted to a senior management position within my organisation and I know that this programme is a huge part of the reason why. It’s really helped me to build my confidence and has had a huge impact on me professionally and personally.”

*Karen Moss, Senior Manager - Golf Now, NBC Sports*

“The programme made me realise only I can change things; I emerge from this experience better equipped to use the skills I now know I have and I’m sure this will lead to a more fulfilling time at work.”

*Sally Stewart, Tournament Business, Senior Manager - European Tour Group*

“This course has exceeded all my expectations. The R&A is inspiring in its dedication to developing the golf industry and those in it further.”

*Collette Dingley, Golf Operations Manager - IMG Arena*

Click the icon to hear more about the programme.



## To ensure your learning impacts 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 apply for your next 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.

We will support your learning using a combination of psychometric and diagnostic tools throughout the programme, ensuring that much of the delivery will be practical and interactive. You will have the opportunity to collaborate with other participants on a Women in Golf Charter project, enabling you to have a positive impact in increasing the participation of women and girls in golf.

This 12-month programme is a blended development solution, offering both in-person and virtual workshops, psychometric and diagnostic tools, five 90-minute coaching sessions and four mentor support sessions.

<p>8 &amp; 9 September 2022</p> <p><b>Onboarding Leadership Impact</b></p> <ul style="list-style-type: none"> <li>• In person at St Andrews</li> <li>• Line Manager attends</li> </ul>	<p>3 November 2022</p> <p><b>Transformational Leadership Workshop 1</b></p> <ul style="list-style-type: none"> <li>• Virtual 3-hour workshop</li> </ul>	<p>7 December 2022</p> <p><b>Transformational Leadership Workshop 2</b></p> <ul style="list-style-type: none"> <li>• Virtual 3-hour workshop</li> </ul>	<p>24 January 2023</p> <p><b>High Performing Teams Workshop 1</b></p> <ul style="list-style-type: none"> <li>• Virtual 3-hour workshop</li> </ul>	<p>March-June 2023</p> <p><b>Women in Golf Charter Project, Team Project</b></p>
<p>20 June 2023</p> <p><b>High Performing Teams Workshop 2</b></p> <ul style="list-style-type: none"> <li>• Virtual 3-hour workshop</li> </ul>	<p>14 &amp; 15 September 2023</p> <p><b>High Performing Teams Workshops 3 &amp; 4</b></p> <p><b>Graduation</b></p> <ul style="list-style-type: none"> <li>• In person at St Andrews</li> <li>• Line Manager attends</li> </ul>	 <p><b>Coaching</b></p> <p>Throughout the course you will receive five 90-minute coaching sessions, further enabling your learning and development.</p>	 <p><b>Mentoring</b></p> <p>Throughout the course you will receive four mentoring sessions, supporting you to implement your learning into your role as leader.</p>	 <p><b>Digital Resources</b></p> <p>A series of resources will be available throughout the course from the Hemsley Fraser Digital Hub.</p>

## 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 6 months.
- Star contributors with 3 to 5 years of work experience who have been identified as outstanding prospects for increased leadership responsibility.

## How to apply?

If you would like to apply and you fit the selection criteria, please email Holly Sitch: [hollysitch@randa.org](mailto:hollysitch@randa.org)

### *Step 1 by 27 June 2022*

- An up-to-date CV (please include your email)
- A letter of application covering:
  - Why you want to participate in this programme.
  - What you hope to achieve from a personal development perspective from attending the programme.
  - 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 between 1 - 6 July 2022*

Progressed applicants will be invited to a virtual interview which both they and their Line Manager must attend.

### *Step 3 by 8 August 2022*

Those who are successful will be invited to attend the programme. Confirmation of attendance will be announced once the agreement has been signed outlining the Conditions of Participation (see page 18 of this document).

Feedback will be provided if requested for those who are not successful.

# Programme Delivery

The R&A is delighted to collaborate with Alison Townson from Leadership Generation to support the delivery and facilitation of the programmes. Alison is a highly qualified development specialist with many years of experience delivering leadership development programmes.

Dr Jenny Denyer will accompany Alison to deliver the Leadership Development Programme and Nicola Basely for the Leadership Foundation Programme. Both Jenny and Nicola have considerable leadership experience in the corporate sector and fully understand the challenges and aspirations of colleagues who aspire to leadership roles in their organisations.

Their expertise, combined with the programme's coaching and mentoring elements, provides a rich learning experience that has already demonstrated significant impact throughout the international golf industry.



Alison Townson



Jenny Denyer



Nicola Basely

## Conditions of Participation

All dates as published will be attended by participants. It is expected that participants' organisations will pay for travel to and from venues, accommodation costs and any extras incurred where in-person events occur. All other aspects of the programme are funded by The R&A.

Enough time will be allocated to allow participants to reflect and review and to complete pre and post workshop exercises.

Line Managers will hold regular 1-2-1s, pre and post workshops and will support and offer guidance throughout the programme.

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

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

