

WHO IS A CHANGEMAKER?

We'd like to introduce you to Lusi. Lusi is a changemaker. Here is her story:

For the last three years **Lusi Manukyan**, 19, volunteered practically every day. Her most recent posting was with Newcastle City Council, helping them to improve their engagement with young people. A laudable achievement, but nothing special until you realise that Lusi came to the UK with her family from Armenia as an asylum seeker three years ago only speaking minimal English. She is barred from working or studying until her leave to remain status is established, which she is hoping will happen in the next year so she can begin a degree in International Relations at Newcastle University. "It's all very frustrating", Lusi says, "but I feel I can do practically any job now as I have led projects in so many different places. It's my leadership skills that have improved most; I feel completely confident to lead now. I've been offered jobs through organisations that I have worked with but frustratingly cannot take them up.

"Developing my leadership skills and keeping myself busy has definitely stopped me getting very depressed – in my situation you have to have something to keep you going and to feel part of, and it's so rewarding. Doing my Leadership Development project at Newcastle Council was a great experience for me because I got to evaluate and plan my project and met lots of important people. And I left a legacy of change – I led them into changing the way they work." Lusi's example to other young people is inspiring. "Showing commitment to an organisation by leading a project means you can feel justified in saying 'take me on'."

Lusi is one of the many young people who Changemakers has worked with to unleash their leadership potential - our vision is a world in which young people have the confidence to lead in business, public life and society at large and that everyone understands we need them to.



IT'S ALL ABOUT THE CHANGEMAKERS VALUES

In working with you to unleash your leadership potential, we would want you to recognise these values as part of how you develop your leadership style. Values are often described as 'something to go by or the way in which I live my life'. We feel they describe what it means to be a changemaker and are absolutely fundamental in developing your leadership style and potential. Have a read:

BEING AUTHENTIC

Leadership starts with being authentic. It's about being comfortable in your own skin and not trying to be someone you're not.

You know when someone's being a bit "fake" - like the young person who changes their voice to fit in or the exec in a suit who's trying to be 'street' and 'down with the kids' No-oooo!...

It's about being yourself, valuing all of who you are (including your identity / origins) and being open to others around you - i.e. not feeling the need to wear someone else's wardrobe.

How do you know when a leader is authentic:

- ✓ Authentic leaders know their style and flex how they 'show up' to build rapport with the people around them.
- ✓ They regularly reflect and learn from experiences to help them achieve this.

BEING SAVVY

Savvy isn't a sophisticated science; it's a mindset. It's about 'having one eye in the NOW and the other on the end game'.

It's being a bit clever about how you achieve your end result... knowing when to accept defeat, because there are greater battles to be won down the line, and when to keep going by finding another route to get to your end result. It's not manipulative... more pragmatic, realistic... acknowledging there are a range of tactics at your disposal, you just need to know which one to select.

How do you know when a leader is savvy:

- ✓ Savvy leaders understand the rules of the game and set realistic objectives.
- ✓ They know how to pick their battles to win the war.
- ✓ They've got a range of tactics up their sleeves and know which to select to win over their audience.

BEING MAVERICK

Mavericks are born to be 'original, quirky, maybe even a bit unpopular, to shake things up and make them better'.

Being a maverick is about being original, independent, challenging the status quo even if you know it may make you unpopular... it can be a lonely place to be. It's not about uniform perspectives or thinking, which is why mavericks also value the quirky, unusual, interesting, spikey traits in others that bring colour and creativity into play... and it's not about being contrary for the sake of it... mavericks come with a positive intent.

How do you know when a leader is maverick:

- ✓ Maverick leaders bring an edgy creativity to their work.
- ✓ They are quick to think laterally (infinity and beyond).
- ✓ And have the ability to embrace loneliness.

BEING LOVING

Love is at the heart of everything we do. It's about 'genuinely looking out for the world and people around us, knowing when to be tough and when to be kind.'

Love starts from within, loving yourself so that you can come from a place of love in how you relate to the world, towards other people and bring a genuine passion to the work you do... It's a way of being that genuinely looks out for the people around you, and knows when to be tough and when to be kind... and it doesn't expect anything in return.

How do you know when a leader is loving:

- ✓ Loving leaders bring optimism to their work.
- ✓ They know when to be tough and when to be kind to the people around them.
- ✓ They do this selflessly.

BEING BRAVE

This is about 'having the quiet, inner confidence to stand up for what really matters to you'.

This is about taking risks, pushing your boundaries as a person, having the courage of your convictions to keep going even when others doubt or question you... it's not egotistical or showy, it's the kind of quiet, inner confidence that gives you strength to stand up for what really matters even in tough situations, because you know what's right and what's needed.

How do you know when a leader is brave:

- ✓ Brave leaders speak up because they know something is being left unspoken.
- ✓ They're resilient and can pick themselves up when they've had a setback.
- ✓ They challenge appropriately (closely aligned to 'savvy'.)

WHAT DOES A CHANGEMAKER DO?

Changemakers puts young people in real situations with real problems to learn as well as lead. In the process we develop a new generation of leaders, leaders who we call changemakers.

Our Organisational Development programme is a year-long programme for young people aged between **16 – 25**. At Changemakers, we believe that the best way to develop leadership skills is by putting them into action. The programme aims to unleash and develop leadership potential through an exciting mix of a real life placement within a Host Organisations*, training, expert input, challenges, experiences and one to one support from our experienced staff team.

*An organisation which is hosting a changemaker (you) for a minimum of 10 days over a period of 6 months.

ABOUT THE PROGRAMME

Changemakers works with organisations offering them practical, hands on support and advice to unlock young people's leadership potential. We have Host Organisations in **London**, the **West Midlands** and the **North East** who have been selected to be part of our Organisational Development Programme. They have been selected because they want to improve the way they listen to, communicate with and involve young people in their organisations.

We believe that the most effective way for an organisation to improve the way they listen to, communicate and involve young people is to work alongside a changemaker (you!) for a minimum of **10 days over 6 months** to develop and lead a project which will support the organisation in improving how they engage with young people.

PURPOSE OF THE ROLE

With support from your Host Organisation, your role will be to design and deliver a project that will fundamentally improve the way that your Host Organisation engages with young people. Our hope is that after your time at your Host Organisation you can leave knowing that you have created a positive change.

SUPPORT

Each Host Organisation nominates a staff member who will be your Champion. They will support you throughout the project, attend the Organisational Development Programme events listed above and will ensure the organisation is truly committed to improving their engagement with young people.

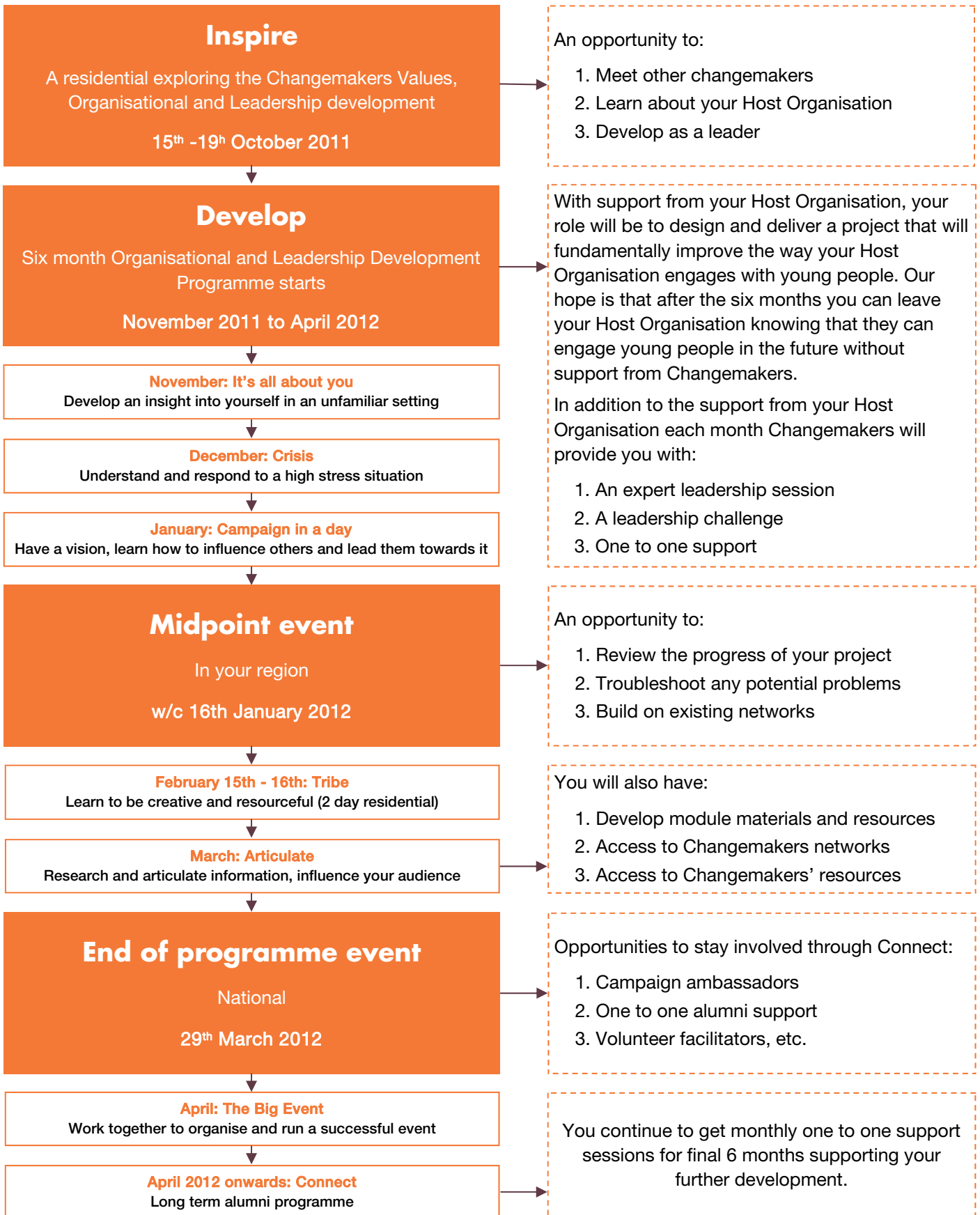
GETTING PAID

For the time you are working directly in your organisation influencing how they engage with young people, you will be paid **£50** a day for a maximum of **10 days**. Your project must be designed, delivered and finalised between **October 2011 and April 2012**.

"Changemakers gave me the opportunity to make my mark, and do something that's accounted for. It's so rewarding to know that my time spent has been a benefit to others as well as to myself."

Alysha Ong, changemaker, RoSPA

WHAT DOES THE PROGRAMME LOOK LIKE?



DEVELOP MODULES

MODULE 1: IT'S ALL ABOUT YOU

A chance to explore and understand why you are you! Taking a step back to reflect and focus on yourself is something that we rarely get the chance to do, and this module highlights the importance of understanding yourself before trying to understand others. Learning how you prefer to work, how you make decisions and who you work with well is a crucial part of being a strong leader, and enables you to work more effectively, especially when working in a team.

The first day will be spent working through the Myers Briggs Type Indicator, a psychometric tool designed to provide insight into how you prefer to work, how you form ideas, what you need to make decisions and crucially how you can influence others. You will understand more about yourself and the other changemakers in your cohort through a series of practical activities and discussions.

The second day will be spent on site and will focus on identifying the leader you would like to be and what you think you need to do to get there. You will spend time individually, in pairs and as a group identifying role model leaders and the behaviours they demonstrate which make them inspirational leaders. We'll also cover any challenges and concerns that you have and how you plan to overcome them. You will be introduced to the coaching element of this programme and finally, you will finish this day with a personal development plan which will capture your goals and dreams for your development as you work through the programme.

MODULE 2: CRISIS

During the Second World War, Winston Churchill and a select committee of key decisions makers met in the War Rooms – a series of rooms underneath the Treasury - to decide what course of action the UK would take. In fact, Winston Churchill said 'this is the room from which I will direct the war'. The committee had to make decisions quickly, competently with limited information and under huge amounts of pressure. The country was in **crisis**.

This module focuses on making decisions. Society doesn't see young people as qualified to make their own decisions which has resulted in some people not having the confidence to make significant decisions that affect their future.

During the first day, a leading academic in the field of humanitarian crisis response will be delivering a session on crisis decision making. This session focuses on real life events and the complex nature of responding to international crises involving many different countries, citizens, organisations and leaders.

You will learn about different types of decision making, and the different factors that can affect these decisions, and the importance of challenging and asking 'why'?

The second day involves you experiencing our very own crisis simulation activity, designed to put your decision making skills to the test! You will have to work under pressure to make consensus, democratic and autocratic decisions, based around an interactive narrative - did you remember your passport?

MODULE 3: CAMPAIGN IN A DAY

How much difference can you make in one day? How many people can you engage with our national campaign?

This is a marriage of political party style lobbying – taking to the streets with a strategy and well thought through position, knocking on doors and broadcasting a short message to the nation - with more direct action in the style of the Make Poverty History, Live Aid or the Fathers for Justice campaigns (without doing anything illegal though). This will not be about 'chugging'; your approach will need to be more sophisticated than that.

Changemakers is campaigning for an increase in the proportion of young people in leadership roles and this will be your opportunity to raise as much awareness as possible.

Working with your fellow changemakers, you will have one day to generate as much interest in the Changemakers campaign as possible. We will give you one day to prepare and access to some very useful resources such as our PR and media contacts, our political affairs advisors, campaign experts, Twitter, Facebook, flipcams, laptops, and our lovely Changemakers staff.

We will be coordinating the day when you take to the streets with the other regions so that all changemakers taking part in the programme nationally are active on the same day. Power to the people!

Develop modules continued

MODULE 4: TRIBE

Connecting with people who share the same values and passions helps in developing our changemakers.

Changemakers is our tribe. At Changemakers we recognise that it's very often the people around us who help us most in discovering our real strengths, and that we play a big part in helping others to discover theirs.

Taking you away from the hustle and bustle of the city, Tribe is a residential with a difference. Swapping a hotel bed for a piece of canvas and a sleeping bag, participants will form tribes, take part in various mental and physical challenges in order to collect resources vital to their tribe's survival.

Setting aside fear of failure, fear of the unknown, and fear of not being good enough, you and your fellow changemakers will form tribes and will operate independently from each other, but will be forced into contact to trade, exchange information and negotiate on issues that affect them all, testing each tribe's values.

We want you to go back to basics, both in the way that you sleep and eat (army ration packs - yum!), and in the way that you exercise leadership. We believe that simple things such as cooking a meal over an open fire for 10 people can be as important to your development as a young leader as other, more traditional training exercises. Similarly, we see leadership development as not only showing people how to succeed, but also how to accept failure, reflect and move on.

MODULE 5: ARTICULATE

The ancient Greeks lived in direct democracy – every adult Greek male (women, slaves and prisoners did not count in this curious democracy) could vote. Power sat with the leader who could speak the best and sway the citizens with the force of argument. For the Greeks, the art of speaking came down to three things 'logos, ethos and pathos' or in simple terms logic, credibility and passion. Logic answers the question 'why should I listen to you?', credibility answers the question 'why do I believe this person?' and passion brings alive the logic of argument and keeps the audience with you.

This module focuses on two parts. The first is how to get right the art of communication. The second is overcoming what most people put as their greatest fear – speaking in public in order to convince an audience and learning the basic techniques of presenting effectively.

You will be provided with some excellent public speaking training, including feedback and top tips to develop a style that you are comfortable with, given an opportunity to see some experts in action and then take to the stage to present your very own speech – be warned, there will be some curveballs thrown your way in the form of questions from a demanding audience. This will also be an opportunity to learn how to listen and respond to what you hear – not as easy a skill as you think!

MODULE 6: THE BIG EVENT

This final module marks the start of *Connect*, the final 6 months of the Leadership Development programme.

2012 will see the Olympic and Paralympic Games hit London with an estimated global audience of four billion people expected to watch the opening ceremony. The London Olympics will generate £10 billion in revenue for the UK's economy, as well as providing 70,000 volunteering opportunities for Londoners. Events like the Olympics are big business, and can bring together communities around a shared cause, raise awareness of issues and challenge the status quo, as well as generating vast amounts of money.

During the 6 months of 'Connect', we will be asking you to work together to design and host 'The Big Event' - which will showcase their achievements and the work of you and your fellow changemakers, along with creating new partnerships and awareness of our national campaign. You will also be reaching out, inspiring other young people and enlisting them to our cause, spreading the Changemakers love far and wide!

ONE TO ONE SUPPORT

Alongside the Develop modules, an essential part of the programme is the one to one support that you will get from a member of the Changemakers team. This will either be a face to face meeting or phone support once a month and will focus on your participation in the programme and your leadership development journey. As well as agreeing to attend the monthly Develop modules, you are also expected to commit to this one to one support.

IMPORTANT: KEY DATES

Before continuing please make sure you are able to attend all of the dates (for your nearest region) below:

	Birmingham	London	Newcastle
Assessment day	23 rd Sept 2011		21 st Sept 2011
Inspire residential	15 th –19 th Oct 2011		
Develop module: It's all about you	15 th , 16 th Nov 2011		17 th , 18 th Nov 2011
Develop module: Crisis	6 th , 7 th Dec 2011		8 th , 9 th Dec 2011
Develop module: Campaign in a day	10 th , 13 th Jan 2012		12 th , 13 th Jan 2012
Midpoint event	16 th Jan 2012		18 th Jan 2012
Develop module: Tribe	15 th , 16 th Feb 2012		
Develop module: Articulate	13 th , 14 th Mar 2012		15 th , 16 th Mar 2012
End of programme event	29 th March 2012		
Develop module: The big event	10 th , 11 th Apr 2012		12 th , 13 th Apr 2012

Information correct at date of printing. Changemakers reserves the right to change the above dates. Participants can be held liable for expenses incurred as a result of non-attendance.

In addition to these dates you will need to be available on a flexible basis to complete a project for your Host Organisation; of a minimum duration of 10 days between a six month period of October 2011 – March 2012.

Finally Changemakers provides professional one to one support for a period 12 months from the start of the programme for each participant, this is to be taken on a flexible basis.

If you would like to apply but have some concerns about one of the dates then please get in touch with us on the details at the bottom of this page. Simply mention that you are interested in applying for 'Cohort 2 of the Organisational Development Programme' and a member of staff will be happy to help you with your enquiry.

SO, WHAT DO YOU THINK? DO YOU WANT TO BE A CHANGEMAKER?

Being a changemaker isn't easy. You have to really want it and be prepared to work for it – there are a limited number of places on the programme, so competition will be tough. We hope this won't put you off applying.

As part of our Leadership Development programme you will have the opportunity to learn and develop alongside young people with the same passion, drive and commitment as you. If your application to join the programme is successful, you will need to be free to attend a residential from the **15th–19th October 2011** – the dates for this residential are fixed so unfortunately we won't be able to change it.

If you like what you have read, and you want to apply, you can download the application form from www.changemakers.org.uk/images/stories/ApplicationFormODP.pdf. We need you to complete the application form and return it to recruitment@changemakers.org.uk by **12pm on Monday 12th September 2011**.

If your application is shortlisted we will be in touch by Wednesday 14th September 2011 to invite you the next stage of the process which is a selection day. These will be held regionally. Depending on where you are, and where you can travel to, you will be invited to either **Birmingham (on Friday 23rd September), Newcastle (on Wednesday 21st September) or London (on Friday 23rd September)**.

Good luck!