





ClubsNSW

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CEO **The Leadership Program**

Lead your club with greater confidence, strengthen your judgement and connect with fellow club CEOs through a practical, expert-led learning experience delivered in partnership with ClubsNSW.

Why this matters now: the leadership challenge

As a club CEO, you carry responsibility for a business that matters to its community. You answer to a Board, lead your people and make decisions that affect members, staff and your club's future. You may also be closely involved in daily operations, moving between strategic decisions and immediate demands with little time to step back.

Your club has its own history, priorities and challenges. Across the industry, fellow CEOs are also balancing financial sustainability, member expectations and the responsibility of leading people. That can mean:

- Making important decisions with limited opportunities to discuss your thinking with other CEOs
- Finding that operational demands leave little time to develop yourself or plan for the future
- Balancing your Board's expectations with the needs of staff, members and the wider community

The Leadership Program gives you a regular opportunity to invest in your own leadership, with the support of experts and peers who understand the club environment.

Through the partnership between ClubsNSW and The CEO Institute, you can develop your capability alongside other club CEOs. You will explore practical approaches, consider different perspectives and apply what you learn within your own club. The aim is to help you lead more effectively today while strengthening your ability to guide the club's future.

Your solution: The Leadership Program

The Leadership Program for ClubsNSW is a 12-month virtual development experience for a cohort of 15 club CEOs. It brings you together with peers from different clubs to strengthen your leadership practice, share experience and build relationships beyond your own organisation.

Each month, you will join a live, two-hour session with a dedicated facilitator and expert contributors. Discussion, practical exercises and peer learning will help you examine ideas and consider how they apply to your responsibilities as a CEO. You will have space to ask questions and reflect on approaches you can use back at your club.

The experience draws on The CEO Institute's long history of supporting business leaders. ClubsNSW brings the industry perspective, helping connect leadership development with the responsibilities of running a club and serving its members and community.

Each CEO brings different objectives, pressures and experience. The value comes from exploring shared leadership challenges and deciding what is useful in your own setting. Expert contributors add perspectives from business and leadership, while your fellow participants bring first-hand knowledge of club life.

This program is for club CEOs who want to:

- Lead their club and its people with greater clarity and confidence
- Strengthen their judgement and create more time for strategic thinking
- Learn from experienced practitioners and fellow CEOs in a respectful environment
- Build the leadership capability needed to support their club's future
- Apply practical ideas to their own responsibilities throughout the program

Why now: leadership expectations are evolving

A club's success depends on the quality of decisions made today and the leadership capacity being built for tomorrow. CEOs need to:

- Sustain performance while responding to changing member and community needs
- Communicate clearly with their Board, staff and other stakeholders
- Develop capable people and support continuity and succession within their club
- Balance immediate operational demands with the club's longer-term direction

Making time for your development supports both your effectiveness as CEO and your club's ability to adapt. Regular reflection can help you recognise where a different approach would make a practical difference.

The Leadership Program creates that space over 12 months, with a manageable monthly commitment and opportunities to put learning into practice between sessions.

What you can expect

Functional Benefits

- / Apply practical leadership approaches to decisions and conversations within your club
- / Strengthen communication with your Board, staff, members and other stakeholders
- / Build confidence in setting expectations, giving feedback and addressing difficult issues
- / Access tools and frameworks you can adapt to your club's needs
- / Connect daily decisions with your club's priorities and longer-term sustainability

Social Benefits

- / Build lasting connections with other CEOs across the ClubsNSW network
- / Learn with a consistent group that understands the responsibilities of leading a club
- / Hear how peers approach familiar challenges in different club environments
- / Contribute your experience and draw on the experience of others
- / Develop relationships that encourage continued learning and professional support

Emotional Benefits

- / Feel more assured in your judgement and your ability to lead under pressure
- / Gain perspective when responsibilities compete for your time and attention
- / Have a respectful setting to ask questions and explore different approaches
- / Reconnect with the purpose of your club and your contribution to its community
- / Feel supported by peers who recognise the demands of the CEO role



Who this program is for

This program is designed specifically for CEOs within the ClubsNSW network who want to:

- Strengthen their effectiveness in the CEO role they hold today
- Develop their thinking and leadership practice as their club's needs evolve
- Invest in their own development while continuing to lead their club

Whether you have recently taken on the CEO role or bring many years of experience, you will join fellow club leaders with a shared commitment to learning. Your experience is a valuable contribution to the cohort, and the decisions about what to apply remain yours.

Participants will be:

- CEOs of ClubsNSW member clubs
- Open to different perspectives and willing to contribute to shared learning
- Committed to attending, respecting confidentiality and applying useful insights

Format & delivery

The program runs over 12 months, with 12 live virtual sessions of two hours each. The same cohort of 15 club CEOs learns together throughout. Every session is:

- Delivered live via Zoom, making participation accessible across metropolitan and regional NSW
- Guided by an experienced facilitator, with input from expert contributors
- Focused on leadership learning that participants can consider in the context of their own club

Sessions include:

- Check-ins & Peer Sharing: Reflect on recent experience, exchange observations and connect the session's learning with the realities of leading your club
- Facilitated Learning Modules: Explore expert insight and practical frameworks, with opportunities to question, discuss and consider their application
- Virtual Collaboration: Take part in breakout discussions, practical exercises and relevant case examples that encourage participation and learning from one another
- Live Feedback & Coaching: Receive feedback and constructive challenge within the session to develop your thinking and consider alternative approaches

Learning resources support reflection and application between sessions, with minimal additional preparation. The monthly format gives you regular development time while recognising the demands of running your club.

Methodology

Our approach blends five key elements:

Real-World Learning: Connect expert insight with the decisions and responsibilities of club leadership

Interactive Design: Develop understanding through discussion, exercises and reflection

Community Support: Learn with a consistent cohort of club CEOs, building trust and professional connection

Behavioural Impact: Put useful ideas into practice and reflect on what changes as a result

Leadership Evolution: Strengthen your judgement and leadership approach in ways that suit your club and its community

Solving real problems. Delivering real gains.

Pain	Gain
/ Broad CEO responsibilities and little time to reflect / Balancing Board, staff, member and community expectations / Operational demands crowding out strategic thinking / Limited access to development that fits around club operations / Few opportunities to learn with peers outside your own club	/ Regular space to step back and strengthen your leadership / Practical approaches to clearer communication and better-informed decisions / Tools to connect daily priorities with your club's longer-term direction / Live virtual learning for two hours each month, wherever your club is based / A consistent cohort of 15 club CEOs sharing experience and perspectives



Our people: facilitators and experts

The program is guided by a dedicated facilitator experienced in working with business leaders. The facilitator creates a constructive environment, connects expert contributions with participants' experience and makes space for different perspectives. Our facilitators are:

- Experienced leadership practitioners, coaches and business advisers
- Accustomed to working with CEOs carrying broad operational and strategic responsibilities
- Skilled in translating ideas into practical discussion and application

Expert contributors complement the facilitator by bringing:

- Specialist knowledge and experience relevant to the cohort's leadership development
- Perspectives from business and other sectors that help CEOs examine familiar issues differently
- Practical approaches and examples that participants can consider within their own clubs

The Leadership Program PLUS

Expert insight. Deeper discussion. Collective experience.

Some leadership challenges benefit from time to explore the detail, question assumptions and hear how other CEOs would approach them.

Designed specifically for medium-sized club CEOs, The Leadership Program PLUS combines the standard two-hour virtual Leadership Program with an additional 90-minute peer advisory roundtable. Across 12 monthly sessions, a consistent cohort of 15 club CEOs develops its leadership capability and works through real business challenges together.

Part One: Thought Leadership

Two hours of expert insight and practical learning

The Leadership Program experience continues as described in this brochure, bringing together expert contributors, interactive discussion and practical approaches you can apply within your club.

Part Two: Thought Diversity

90 minutes of structured peer advisory

Bring a challenge, concern or decision to the table. With guidance from an experienced Chair, your peers help you examine the issue, consider different perspectives and explore practical ways forward.

The discussion draws on the experience around the virtual table. A fellow CEO may have navigated a similar situation, asked a question you hadn't considered or found an approach you could adapt.

Selected challenges receive focused attention, while every participant contributes and learns from the conversation.

Guided by an experienced CEO Syndicate Chair

An experienced Chair from The CEO Institute's CEO Syndicate community leads the entire three-and-a-half-hour session, replacing the standard program facilitator.

The Chair brings the judgement and skill to navigate sensitive issues, encourage constructive challenge and help the group move towards considered action.

What the PLUS experience adds

- Fresh perspective on decisions that are difficult to work through within your own club.
- Practical options informed by other CEOs' experience.
- Constructive challenge to test your thinking before you act.
- Continuing accountability as you revisit actions and share progress.
- Trusted connections with peers who understand the responsibilities of club leadership.

Cohort composition will be considered with ClubsNSW, including geographic and competitive relationships. Clear confidentiality expectations support open, respectful discussion.

**Twelve months. Three and a half hours online each month.
Expert learning followed by dedicated peer advisory.**

Sample program outline



ClubsNSW

The following modules illustrate the type of learning available through The Leadership Program. They are examples only. The ClubsNSW curriculum, topics and sequence are yet to be confirmed.

Module 1

Leadership Fundamentals

Explore essential leadership styles, traits, and communication strategies that build influence and trust across diverse team settings.

- Identify different leadership styles and their practical application
- Apply effective communication techniques to build engagement
- Strengthen trust within hybrid or remote teams

Module 2

Leading with Emotional Intelligence (EQ)

Understand how self-awareness and emotional intelligence enhance your leadership impact and relationships.

- Recognise emotional triggers and improve self-regulation
- Apply empathy to deepen trust and team cohesion
- Implement practical EQ strategies in everyday leadership

Module 3

Building High-Performance Teams

Understand the drivers of team culture and performance through a balance of team mechanics and dynamics.

- Analyse what makes teams thrive and succeed
- Apply the “Willing and Able” model to team development
- Use pragmatic tools to actively shape team culture

Module 4

The Habit of Achieving Goals

Reframe goal-setting as a habit to drive consistent personal and professional progress.

- Align goals with intrinsic motivation and purpose
- Balance performance and learning goals effectively
- Build disciplined routines for accountability and momentum

Module 5

Creating a Culture of Accountability

Develop leadership behaviours that foster ownership and commitment across your team.

- Understand how to build an accountability-focused culture
- Address misaligned expectations and performance gaps
- Apply frameworks that embed responsibility and follow-through

Module 6

Conflict Resolution or Transformation – You Choose

Explore conflict as an opportunity for growth and transformation through conscious leadership responses.

- Reframe conflict as a lever for leadership growth
- Recognise emotional patterns that derail resolution
- Apply tools that lead to constructive transformation

Sample program outline

Module 7

Communication & Strategic Influence

Build influence through storytelling, clarity, and presence in high-stakes conversations.

- / Craft compelling leadership messages
- / Connect with audiences through intentional communication
- / Strengthen influence in both formal and informal settings

Module 8

Thinking Strategically About the Future

Strengthen strategic foresight to anticipate change and align current actions to future outcomes.

- / Define strategic thinking in a volatile environment
- / Use trend signals to guide planning and leadership
- / Ask catalytic questions to shift long-term thinking

Module 9

Innovative Problem Solving

Learn to solve business challenges through human-centred design and innovation frameworks.

- / Apply design-thinking tools to complex problems
- / Strengthen creative decision-making and adaptability
- / Re-imagine project and process management for innovation

Module 10

Finance for Non-Finance Leaders

Gain confidence with financial fundamentals to align decision-making with business success.

- / Interpret core elements of a P&L statement
- / Connect financial data with strategic decisions
- / Strengthen financial literacy to influence outcomes

Module 11

Social Responsibility & Ethical Leadership

Examine leadership through a values lens to embed ethics and CSR into business practice.

- / Apply ethical frameworks to complex decisions
- / Understand the long-term value of social responsibility
- / Lead with integrity to build trust and credibility

Module 12

Resilience & Burnout Prevention

Build personal and team resilience to sustain performance and well-being.

- / Recognise early signs of burnout and fatigue
- / Practise resilience tools like mindfulness and boundary-setting
- / Balance performance demands with sustainable habits

Join The Leadership Program

Give your own leadership the attention you give to your club. Join fellow CEOs to explore fresh ideas, strengthen your judgement and build connections that support you in the role.

A cohort of 15 club CEOs. Twelve months. Two hours online each month for The Leadership Program, or three and a half hours for The Leadership Program PLUS.

The Leadership Program brings ClubsNSW's understanding of the industry together with The CEO Institute's experience of supporting business leaders. It is an opportunity to invest in yourself and bring useful learning back to the people and community who depend on your club.

Because no business leader should ever walk alone.

Enquire today

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Learn More



The CEO Institute

Established in 1992, The CEO Institute supports business leaders across Australia and New Zealand through expert insight, practical development and peer connection. Our purpose is simple: no business leader should ever walk alone.

We work with CEOs, business owners and senior executives who carry responsibility for their organisations and the people within them. Our experiences create space to consider important decisions, learn from others and strengthen the leadership required to move their businesses forward.

More than 6,500 leaders have been part of The CEO Institute community. Through our partnership with ClubsNSW, we bring that experience to club CEOs in a dedicated cohort, connecting individual development with the wider goal of stronger clubs and communities.

Our offering spans the full spectrum of leadership:

-  **The Boardroom Syndicate** – supports leaders in developing their contribution to Board and governance roles
-  **The CEO Syndicate** – brings CEOs and business owners together for expert insight and confidential peer advisory across non-competing businesses
-  **The CPO Syndicate** – connects senior People leaders to develop their thinking and organisational impact
-  **The Executive Syndicate** – supports senior executives with substantial leadership responsibilities
-  **The Leadership Program** – offers structured, practical professional development for ClubsNSW CEOs and leaders.

These programs are integrated into our **Leadership Journey** - supporting leaders as their responsibilities and development needs change. For ClubsNSW participants, The Leadership Program provides a consistent opportunity to invest in their leadership and learn with peers across the club network.

**Welcome to The Leadership Program for ClubsNSW.
Welcome to The CEO Institute.**

