

R&A



**WOMEN IN GOLF  
LEADERSHIP  
PROGRAMMES.**

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# Overview.

The R&A is pleased to announce the continuation of the Women in Golf Leadership Programmes. These programmes are providing women across the golf industry with opportunities to enhance their leadership capability confidence and connect with a growing alumnae across the world.

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 with over 300 women having graduated from around the world and over 75% of them gaining promotion after graduation.



**OVER 300 WOMEN HAVE  
GRADUATED FROM  
AROUND THE WORLD**



**75% OF OUR GRADUATES  
HAVE GAINED PROMOTION  
AFTERWARDS**

# 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.
- Discover what kind of leader you want to be and begin to develop a vision for the impact you want to have.
- Raise your levels of self awareness by exploring your emotional intelligence capability and your preferred ways of operating.
- Develop your personal resilience so that you bounce back quickly from knock backs.
- Learn to communicate more effectively by ensuring your key messages land with impact.
- 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



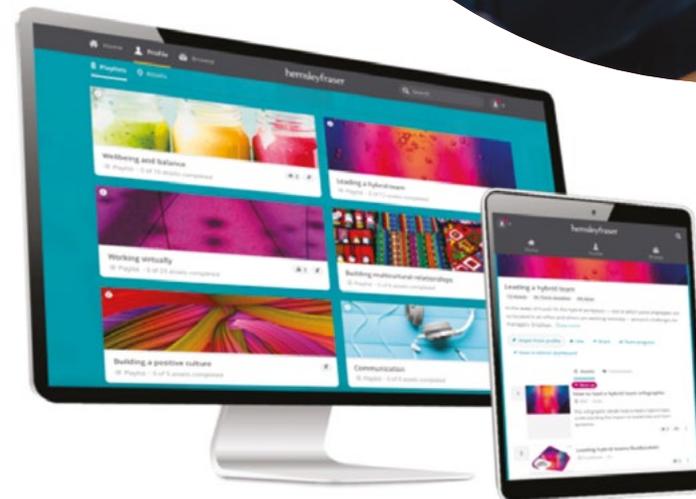
## To ensure your learning impacts your personal and professional goals, you will:

**Partner with a coach** who will support you in how you apply your learning back into 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 session.



## Cohort 1 workshop/training dates 2026-27

This six month progression pathway programme is a blended development solution, offering guided learning through Hemsley Fraser's Digital Hub, virtual workshops and five one hour sessions of coaching support.



<b>10 November 2026</b>	<b>8 December 2026</b>	<b>20 January 2027</b>	<b>23 February 2027</b>
<b>Onboarding</b> <ul style="list-style-type: none"> <li>• Introduction to programme</li> <li>• Setting up for success</li> <li>• Developing a learning mindset</li> <li>• 360 feedback</li> </ul>	<b>Developing a Growth Mindset</b> <ul style="list-style-type: none"> <li>• How to cultivate a growth mindset</li> <li>• Discovering your learning style</li> <li>• An introduction to coaching and how this will benefit you</li> </ul>	<b>Leader vs Manager</b> <ul style="list-style-type: none"> <li>• Understanding the difference between leading and managing</li> <li>• Setting your leadership vision and values</li> </ul>	<b>Developing Emotional Intelligence</b> <ul style="list-style-type: none"> <li>• Exploring the components of EQ</li> <li>• Applying EQ to self</li> <li>• Practicing EQ through scenario based learning</li> </ul>
<b>23 March 2027</b>	<b>20 April 2027</b>	<b>18 May 2027</b>	
<b>Building Resilience</b> <ul style="list-style-type: none"> <li>• Understanding how to bounce back from set backs</li> <li>• An introduction to tools and techniques that support you in pressured situations</li> </ul>	<b>Effective Communication</b> <ul style="list-style-type: none"> <li>• Establishing a clear goal for communications</li> <li>• The art of story telling</li> <li>• First steps to preparing your final presentations</li> </ul>	<b>Programme Close</b> <ul style="list-style-type: none"> <li>• Presentations on learning journey</li> <li>• Next steps in your development</li> </ul>	



### Coaching

Throughout the course you will receive five coaching sessions, further enabling your learning and development.



### Digital Resources

A series of resources will be available throughout the course from the Hemsley Fraser Digital Hub.



## Cohort 2 workshop/training dates 2026-27

This six month progression pathway programme is a blended development solution, offering guided learning through Hemsley Fraser's Digital Hub, virtual workshops and five one hour sessions of coaching support.



<p><b>12 November 2026</b></p>	<p><b>10 December 2026</b></p>	<p><b>21 January 2027</b></p>	<p><b>25 February 2027</b></p>
<p><b>Onboarding</b></p> <ul style="list-style-type: none"> <li>• Introduction to programme</li> <li>• Setting up for success</li> <li>• Developing a learning mindset</li> <li>• 360 feedback</li> </ul>	<p><b>Developing a Growth Mindset</b></p> <ul style="list-style-type: none"> <li>• How to cultivate a growth mindset</li> <li>• Discovering your learning style</li> <li>• An introduction to coaching and how this will benefit you</li> </ul>	<p><b>Leader vs Manager</b></p> <ul style="list-style-type: none"> <li>• Understanding the difference between leading and managing</li> <li>• Setting your leadership vision and values</li> </ul>	<p><b>Developing Emotional Intelligence</b></p> <ul style="list-style-type: none"> <li>• Exploring the components of EQ</li> <li>• Applying EQ to self</li> <li>• Practicing EQ through scenario based learning</li> </ul>
<p><b>25 March 2027</b></p>	<p><b>22 April 2027</b></p>	<p><b>20 May 2027</b></p>	
<p><b>Building Resilience</b></p> <ul style="list-style-type: none"> <li>• Understanding how to bounce back from set backs</li> <li>• An introduction to tools and techniques that support you in pressured situations</li> </ul>	<p><b>Effective Communication</b></p> <ul style="list-style-type: none"> <li>• Establishing a clear goal for communications</li> <li>• The art of story telling</li> <li>• First steps to preparing your final presentations</li> </ul>	<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>	



### Coaching

Throughout the course you will receive five coaching sessions, further enabling your learning and development.



### Digital Resources

A series of resources will be available throughout the course from the Hemsley Fraser Digital Hub.



## Who should apply?

- Women from organisations that are signatories of The R&A Women in Golf Charter and who have active commitments in play.
- Women in supervisory or first time management roles.
- Women who have responsibility for the delivery of projects/ initiatives and/or operational elements of their organisation.
- 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 six months.
- Star contributors with at least two years of work experience who have been identified as outstanding prospects for leadership roles in the future.
- Active volunteers who have at least two years left of tenure.

## How to apply?

If you would like to apply and you fit the selection criteria, please:

### Step 1 by 27 April 2026 at 10am BST (UTC +1)

- Register your interest using this [link](#)

### Step 2 by 27 April 2026 at 10am BST (UTC +1)

- E-mail [HollySitch@randa.org](mailto:HollySitch@randa.org) with:
  - An up-to-date CV (please include your email).
  - A letter of support from your nominating organisation, and signed by your line manager.
  - A personal statement covering:
    - (i) Why you want to participate in this programme.
    - (ii) What you hope to achieve from a personal development perspective from attending the programme.
    - (iii) The continued contribution and impact you would like to make to The R&A Women in Golf Charter aims and objectives.
  - If your nominating organisation is a golf club, a copy of the clubs Women in Golf Charter Commitments must be submitted along side your CV and personal statement.

### Step 3 by 10 July 2027

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 and agreement to pay the levy of £75.00 for the Hemsley Fraser learning hub access (see page 16 of this document).

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



# 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, develop your own leadership vision and consider the leadership impact you want to have.
- Have the opportunity to develop higher levels of personal resilience and confidence as a leader.
- Learn the skills to lead high performing teams.
- Better understand your leadership style and how to flex it.
- Increase your leadership profile and impact through the completion of a live R&A project.
- Play a direct role in raising the levels of awareness for The R&A Women in Golf Charter within your organisation and in the wider golf industry.



## What graduates say about the Leadership Development Programme...

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

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

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,  
FORMER GOLF OPERATIONS  
MANAGER – IMG ARENA

## 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 implement and embed your learnings and look to apply for your next role.

Your Line Manager will be fully involved in supporting you and will be invited to take part in some elements 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 an R&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><b>15/16 September 2026</b></p>	<p><b>2 &amp; 3 November 2026</b></p>	<p><b>15 December 2026 &amp; 19 January 2027</b></p>	<p><b>2 March 2027</b></p>
<p><b>Onboarding and programme kick off</b></p> <ul style="list-style-type: none"> <li>• A virtual introduction to the programme</li> <li>• Line Manager attends</li> </ul>	<p><b>Leading Self Workshop face to face (St Andrews)</b></p> <ul style="list-style-type: none"> <li>• Understanding self</li> <li>• Developing a leadership vision</li> <li>• Building resilience</li> </ul>	<p><b>Leading Others Workshop 1 and 2 (Virtual 1/2 day)</b></p> <ul style="list-style-type: none"> <li>• Developing your leadership style</li> <li>• Increasing your leadership impact</li> </ul>	<p><b>Leading in Practice Workshop 1 (Virtual 1/2 day)</b></p> <ul style="list-style-type: none"> <li>• How to develop a high performing team</li> <li>• Teaming in project mode</li> </ul>
<p><b>February - August 2027</b></p>	<p><b>27 April &amp; 22 June 2027</b></p>	<p><b>24 August 2027</b></p>	<p><b>12 &amp; 13 October 2027</b></p>
<p><b>R&amp;A Women in Golf Charter Project</b></p>	<p><b>Supporting Webinars</b></p> <ul style="list-style-type: none"> <li>• Content to be based on need and project team input</li> </ul>	<p><b>Leading in Practice Workshop 2 (Virtual 1/2 day)</b></p> <ul style="list-style-type: none"> <li>• How to develop a high performing team</li> <li>• Teaming in project mode</li> </ul>	<p><b>Participant Impact showcase (face to face)</b></p> <p><b>Graduation (face to face)</b></p> <ul style="list-style-type: none"> <li>• In person at St Andrews</li> <li>• Line Manager attends</li> </ul>



### Coaching and Team Coaching

You will receive five 90-minute one-to-one coaching sessions and each project team will receive three team coaching sessions.



### Mentoring

You will receive four mentoring sessions, supporting you to implement your learning into your role as leader.



### Line Manager

Your Line Manager will be engaged throughout the programme and will be expected to take part in various elements.

## Who should apply?

- Women whose organisations are signatories of The R&A Women in Golf Charter and committed to increasing impact in this space.
- Experienced managers who are ready for the next level of leadership.
- Recently promoted senior level managers eg directors.
- Star contributors with three to five years of work experience who have been identified as outstanding prospects for increased senior leadership responsibility.



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

JOHN QUINCY ADAMS

## How to apply?

### Step 1 by 27 April 2026 at 10am BST (UTC +1)

- Register your interest using this [link](#)

### Step 2 by 27 April 2026 at 10am BST (UTC +1)

- E-mail [HollySitch@randa.org](mailto:HollySitch@randa.org) with:
  - An up-to-date CV (please include your email).
  - A letter of support from your nominating organisation, and signed by your line manager.
  - A personal statement covering:
    - (i) Why you want to participate in this programme.
    - (ii) What you hope to achieve from a personal development perspective from attending the programme.
    - (iii) What difference it will make to you as a leader and in your aspiration to achieve a senior leadership role in the golf industry.
  - If your nominating organisation is a golf club, a copy of the clubs Women in Golf Charter Commitments must be submitted along side your CV and personal statement.

### Step 3 by 1 June 2026

Progressed applicants will be invited to submit a short video outlining the impact they would like to have as a result of attending the programme.

An additional video including a sponsoring advocate for the participant must also be submitted.

### Step 4 by 16 June 2026

A final shortlist will be invited to a virtual interview along with their Line Manager.

### Step 5 by 10 July 2026

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 16 of this document).

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



## Conditions of Participation

- All participants' organisations must be signatories of The R&A Women in Golf Charter.
- If your nominating organisation is a golf club, a copy of your club's Women in Golf Charter commitments will need to be submitted along side your CV and personal statement.
- All dates as published will be attended by participants.
- For Leadership Foundation Programme participants a fee of £75 for access to the Hemsley Fraser learning hub will be paid by the sponsoring organisation.
- 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 one-to-ones pre and post workshops, and will support and offer guidance throughout the programme.
- The R&A in partnership with its affiliates are starting to run in-country programmes and if appropriate we may propose you join one of these programmes at a future date.
- 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.



## Programme Delivery

The R&A is delighted to engage **Becca Hembrough** and **Adie L. Saunders** in leading the facilitation of the Women in Golf Leadership Development Programme.

Becca, founder of Steel Coaching, has over 16 years of experience in high-performance sport, including leading a top programme at England Golf and working as a sport psychologist with Olympians. In 2024, she received the Women in Golf Leadership Award and serves as a Non-Executive Director and Trustee in sport.

Adie is a graduate from the Master Trainer Institute in Geneva, a professional, articulate and driven corporate facilitator, with a strong background in Leadership Development. Previously an elite team gymnastics, where she earned World Cup and European Championship medals.

Becca will also deliver the Women in Golf Leadership Foundation programme alongside **Miriam Mooney**.

Miriam brings leadership experience from the U.S. and Irish insurance and healthcare sectors, where she led high-performance sales teams. Since 2014, she has worked as an Executive Business and Life Coach, focusing on performance, self-awareness, and motivation.

The R&A will continue to partner with **Alison Townson** from Leadership Generation to support the delivery of the programmes, assisted by **Nicola Baseley**. Both are highly experienced and qualified development specialists, providing the quality assurance in maintaining the world class credibility of the programmes.

The expertise of our team of skilled facilitators, combined with the programme's coaching and mentoring elements offers a powerful learning experience with proven impact across the global golf industry.



Alison Townson



Rebecca Hembrough



Nicola Baseley



Miriam Mooney



Adie L. Saunders