

Leading Change

Strategy, implementation and people



One-week professional development workshops
10 to 21 June 2019
7 to 18 October 2019



PAi is accredited by the
British Accreditation Council
for Independent Further and Higher Education

*“It is not the strongest of the species that survives,
nor the most intelligent, but the one most
responsive to change.”*

Charles Darwin

About the workshop

These workshops are in two modular weeks which can be attended as separate modules or combined to gain a more comprehensive understanding of change management.

They will equip you with all the skills you need to plan and successfully implement sustainable change within your organisation, including effectively leading and supporting your people through this process. You will analyse theory and proven strategic approaches to implementing successful change and explore how they can be applied or adapted to your organisation. You will develop skills for learning from experience, your own and other people’s that will enable you to identify what works for you in your situation.

Who are the workshops for?

The workshop are designed for public and private sector leaders and managers who are directly responsible for planning change programmes at any level, whether organisation wide or within departments. They are also suitable for HR practitioners and anyone who is responsible for implementing, guiding or managing change.

How participants will benefit

The workshop will enable you to:

- Undertake a phased approach to managing and implementing change
- Build implementation strategies that identify the human, technical and financial resources required for change
- Apply leadership and change agent skills and strategies that influence behaviour
- Identify what needs to change, and why, and how to plan for it
- Engage internal and external stakeholders in the change process
- Manage barriers through listening, coaching and motivating to build trust, confidence and self-esteem
- Learn from your own and other people’s experience of change
- Better manage your capacity to cope with unplanned, emergent change
- Identify and practice the values that will create a more effective organisational culture.

“It helped me to conceptualise the plans for change that have been made by the Inspectorate. I feel I have a way forward.”

Irene Mulyagonja
Inspector General
Government of Uganda

“It was a very good reflective week on my strengths and weaknesses. Expert lecturers with down to earth examples. Extremely knowledgeable and broadened my experience.”

Mario Azzopardi
Director Corporate Services
Government of Malta

What the workshop will cover

The workshops will include seminar sessions, discussions, case studies and a range of visits. Workshop notes, presentations and a range of different materials will be provided on an Android tablet for you to use during the workshop and for future reference and follow up. There are also exercises to diagnose existing practices and attitudes and help you understand key change theories and their practical implementation. The workshops have been designed to be flexible so that they can be adjusted wherever practicable to meet your requirements and those of your organisation. You will be invited to give an informal presentation on change programmes and strategies from your own country.

Programme outline

WEEK 1	AM	PM
Day 1	Welcome and introductions <ul style="list-style-type: none"> Change theories and models Identifying drivers for change, required speed and focus 	<ul style="list-style-type: none"> Participants' informal presentations Establishing change agent teams and competencies Stakeholder engagement strategies
Day 2	Leading strategic change <ul style="list-style-type: none"> Leading through change Change leadership styles and skills Developing flexible styles Communication and relationship building Developing a cadre of change leaders 	<ul style="list-style-type: none"> Communication strategies Planning for change: the process
Day 3	Communication strategies <ul style="list-style-type: none"> Developing and communicating vision and purpose of change Selling the need to change and building supporters Case study: leading strategic change 	<ul style="list-style-type: none"> Planning change implementation Organisational culture
Day 4	Tools for managing resistance to change: influencing skills <ul style="list-style-type: none"> Three classic styles: adopting a flexible approach Planning and conducting an influencing exercise 	<i>Visit to the Advisory, Conciliation and Arbitration Service (ACAS)</i>
Day 5	Putting it all together <ul style="list-style-type: none"> Case study using all tools and techniques 	<ul style="list-style-type: none"> Personal action plans Review and evaluation Presentation of certificates of attendance
WEEK 2	AM	PM
Day 1	Welcome and introductions Programme overview What is organisational learning? How do we learn? Our learning styles - activists, reflectors, theorists and pragmatists What is our instinctive attitude to change?	What are attitudes and behaviour? Understanding attitudes from experiences of change: <ul style="list-style-type: none"> Personal leadership and organisational challenges Changing attitudes by engaging with others
Day 2	Attitudes to power and change: commanding, managing or leading? Recognising our organisation style and its origins in values and culture The competing values framework	Emotional intelligence: <ul style="list-style-type: none"> Understanding and naming feelings People styles at work
Day 3	Metaphors and mindsets: <ul style="list-style-type: none"> How machine and systems thinking influence our approach to change Diagnosing and continuously improving systems of behaviour Questioning skills for systems leadership 	<i>Visit to the Land Registry</i> <ul style="list-style-type: none"> Changing systems and the style of leadership to improve performance
Day 4	Change agent skills for emergent change Understanding and changing the root causes of behaviour in systems Improving teamwork by understanding how interpersonal relations change and develop	A case study for leading systems change in health Change agent practice in public services internationally The change curve - how our feelings affect our response to change
Day 5	Attitude change in relationships with others Pro-action café Presentation of action plans	Review and evaluation Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

Language

The workshops are conducted in English. You will need to have a good working knowledge of the language.

Location and arrival arrangements

The workshops are based in central London. We can arrange travel to and from one of the London airports into central London if you let us have your flight arrivals details in good time. The cost of airport transfers is included in the fee.

Fees

The tuition fee for the full three weeks is £3,900. The fee for attending just week one is £2,125, and for week two is £2,135. These fees include tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme¹, presentation material and other documentation. It also includes a sim enabled Android tablet for you to use during the workshop and take home with you. We also provide a light lunch and refreshments during each working day as part of the fee.

These workshops are in two modular weeks which can be attended as separate modules or combinations of two or three weeks to gain a more comprehensive understanding of change management.

Other costs

Airfares and daily travel to and from the workshop venue are not included. Our workshops are non-residential and you are responsible for your accommodation costs. We can help you with booking hotel accommodation so please let us know if you would like us to advise you or make a reservation. We suggest that you should allow approximately £160 per day for a modest standard of hotel (for example, three-star), local travel in the UK, meals (apart from a light lunch on working days) and other incidental expenses.

Value Added Tax

We do not have to charge UK Value Added Tax (VAT) if you can provide written confirmation from your government or its accredited representative that you are “employed by the government in furtherance of its sovereign activities”. In all other cases, we will have to charge VAT (currently 20%) in addition to the fee.

Ways to pay

You, or your government agency, can pay by bank transfer or by cheque, made payable to Public Administration International. We also accept payment by credit or debit card but there is a surcharge for this way of paying. Please contact us if you would like to pay by credit or debit card.

Discounts

We offer a 10% reduction on the full tuition fee if we receive payment no later than 21 days before the first day of the workshop. If we receive payment after that, we will charge the full tuition fee.

Cancellation

If you have to cancel your booking, you must let us know in writing and we will acknowledge in writing your cancellation.

Substitutions and transfers

If you have booked a place on a workshop and are not able to attend, we will accept a substitute at any time without penalty but our normal terms and conditions will apply. Also, it is possible to transfer to a future workshop but only one transfer is permitted. Please get in touch with us and we will advise you about transfers.

Please see our website for our full terms and conditions. If you would prefer a hard copy of our full terms and conditions, please let us know.

<http://www.public-admin.co.uk/terms-and-conditions-for-booking/>

Insurance

We advise you to arrange travel and health insurance cover before you leave your home country.

¹Travel to and from the airport in London and travel on scheduled visits in the programme are provided at cost.

Workshop Directors

The Workshop Directors will be Carolyn Kerry and Philip Champness. Carolyn Kerry is a specialist in organisational change, civil service reform and the implementation and management of change. As an organisational psychologist with over 15 years' experience of working on both public and private sector initiatives, she has worked extensively with senior civil servants and executives from around the world and is equally at home in one-to-one or group settings. Philip Champness is a consultant and facilitator who works with public and voluntary sector clients internationally and in the UK. His particular interests are organisational strategy, complexity, change management, leadership development, culture and behaviour change and corporate governance. Philip is also an Independent Member of the Care Council for Wales, and a Non-Executive Director of the Welsh Assembly Government's Corporate Governance Committee for the Public Sector and Local Government Delivery.

Who we are

PAI (Public Administration International) specialises in management consultancy, training and development services for organisations in, and associated with, the public sector worldwide. We provide advice and support for governments going through political, economic, structural and legislative change. Our extensive network of associates includes practitioners, academics and independent consultants. Our key objectives are promoting good governance and good practice in delivering public services. These workshops are part of our range of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

We pride ourselves on our:

- High quality, practical advice and support for our clients
- Professionalism and integrity
- Ability to offer excellent value for money
- Sound experience and track record internationally
- Networks and partnerships across the world
- Flexible, collaborative approach
- Friendliness and focus on putting people first.

How to apply

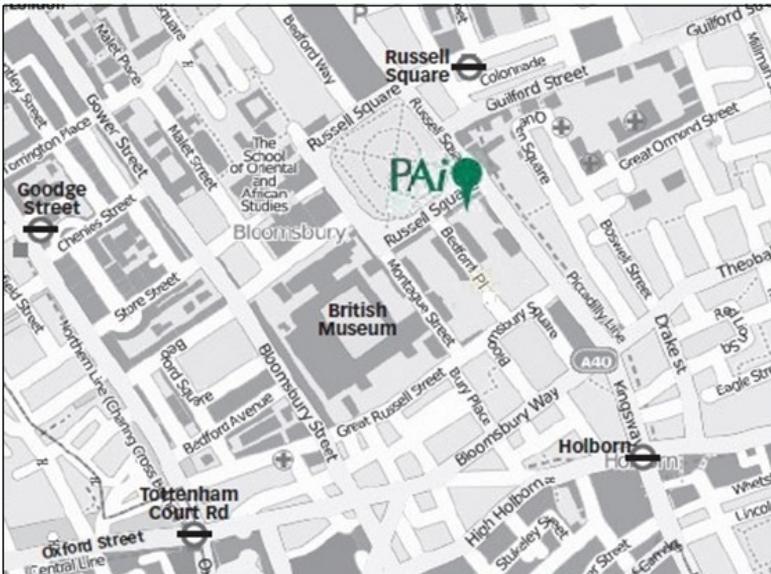
Please complete the PAI application form and post, fax or email it to Clare Walters, Programme Manager, at the address on the bottom of the page.

You can also apply online via our website www.public-admin.co.uk

If you would like to discuss this workshop, any of our other international workshops or our consultancy services, please contact Claire Cameron, Director.

We also have extensive experience of designing tailor-made training (from one day to two or three weeks) which can be run in your own country or in the UK to meet the specific needs of groups or individuals at all levels within your organisation. Please contact us if you would like further information.

Where we are



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