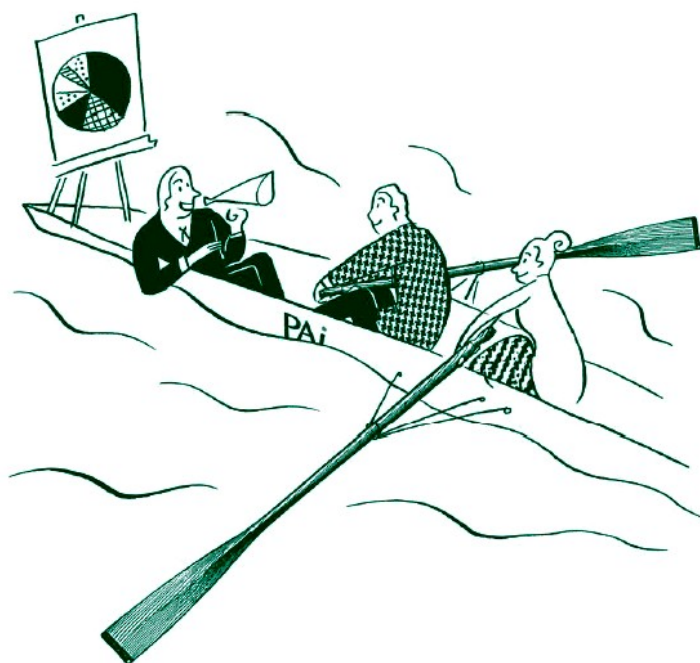


# Leading and Managing for Results



Two-week professional development workshop  
1 to 12 April 2019  
23 September to 4 October 2019

**Week one:** Strategic Leadership: Creating real value in public services

**Week two:** Developing Your People Management Skills



BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

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

## 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 how to lead and manage to gain results.

Organisations need leaders and managers, and the skills of managing are essential for providing services to the public and for building the human capital to deliver an efficient and effective organisation fit for today and the future.

## Who is it for?

The workshop is designed to improve management skills, knowledge and confidence of senior/middle level policy makers and managers with a view to improving overall efficiency and professionalism in public institutions.

## How participants will benefit

### *Week one will enable you to:*

- Develop the personal leadership capability to make an impact and contribute to the future of your public service
- Tackle existing and future strategic challenges and understand the links to operational delivery
- Review and implement plans to increase leadership capability in your organisation
- Recognise the approaches you can use and changes you can implement to enhance public service delivery
- Grow and develop your international leadership network and share good practice.

### *Week two will enable you to:*

- Develop the personal management skills to make an impact and contribute to the future of your public service
- Tackle existing and future people management issues and understand the ways good management can enhance positive outcomes
- Develop self-awareness and increase your personal impact, drawing on a comprehensive, individual Myers Briggs Type Indicator Report
- Review and implement plans to increase management capability in your organisation
- Recognise the approaches you can use and changes you can implement to enhance public service delivery
- Grow and develop your international network and share good practice.

## What the workshop will cover

The overall objectives of both weeks are to develop your self-awareness and your personal impact, enhancing your understanding of strategic leadership and management in public service policy and delivery. Both workshops are participative and will include briefings and discussions, practical management skills, models and tools to help you turn plans into action and enhance your personal effectiveness.

Week one of the workshop will focus on leadership capability, which is crucial to the delivery of public services, and to building an efficient and effective organisation fit for today and the future. It focuses on the latest development in managing public services and what they mean for people leading change to the public sector. Leadership is critical to organisational success and to ensuring that the workshop is aligned to contribute to a successful and responsible public service.

Week two of the workshop will focus on the latest developments and skills in management, their relevance to public services and what they mean for people managing others to deliver a transformed public sector.

It will equip you with a suite of advanced management skills to help you face the many challenges of day-to-day management. During the week, you will undertake a Myers Briggs Type Indicator (MBTI) psychometric assessment. The assessment will provide you with feedback on how you interact with your staff, allowing you to improve your interpersonal skills in people management, management performance, dealing with conflict, developing staff engagement and building resilience. You will learn about approaches that have been successful and review examples of good practice, including practical exercises and case studies from practitioners.

We believe that training should be learner-centred and should help you develop strategies that work both inside and outside the training room. We recognise that individuals have different aims, world knowledge, learning styles and experiences and that motivation is crucial to successful learning.

We aim to create an enjoyable learning environment in which you can develop your skills and knowledge as an effective leader in as wide a variety of situations as possible. At the same time, we work to provide opportunities for personal and professional development. We value the different learning styles and personalities that each participant brings to the workshop and we encourage you to innovate and experiment with new ideas and activities.

Workshop notes, presentations and a range of different materials will be provided on a sim enabled Android tablet for you to use during the workshop and for future reference and follow up. We will ask you to complete a pre-workshop diagnostic questionnaire for week one and at the start of week two, we will ask you to complete a diagnostic questionnaire (Myers Briggs Type Indicator – MBTI) – both will be used during the respective weeks. Both workshops will also invite you to give a short informal presentation about your work and how management and leadership capabilities are being developed in your organisation.

Week one programme outline: Strategic Leadership: Creating real value in public services

	AM	PM
Day 1	Welcome and introductions Setting the context for critical management capabilities: a UK and international perspective Participants' informal presentations Sharing views Introduction to action planning	Public service expectations of the workforce Group work to determine current strengths and areas for improvement in management Management capability building Emotional intelligence (EQ): introduction to EQ and practical work in groups
Day 2	Managing individual and team performance Group work establishing criteria and measures The role of the manager and key capabilities to manage effective performance Building feedback skills: practical work and feedback	Public Service Manager presentation: a practical case study of building management capability in a UK public service Core competences and management requirements – links with leadership Review, discussion and personal actions: capturing insights
Day 3	Managers' capability toolkit Review of the capability to manage effective relationships: positive feedback, support and ways to manage conflict, including joint problem solving techniques	Building self-awareness: Myers Briggs Understanding difference and flexibility of managerial style Managing for an engaged workforce: discussion and practical exercise to review methods of monitoring and raising engagement
Day 4	<i>Visit to a Government Ministry to discuss management capability building and learning support</i> Review of visit and planning to implement managerial development	Managing people to increase engagement and performance: <ul style="list-style-type: none"> <li>• Communication methods and approaches</li> </ul> Practical session on communicating with individuals and teams to inspire improved engagement and performance
Day 5	Coaching skills for managers: practical input and skills practice to build capability Reputation building as a great manager: actions	Review and closure: <ul style="list-style-type: none"> <li>• Action plan presentations by participants</li> <li>• Review, feedback and scope for follow-up</li> </ul> Presentation of certificates of attendance

Week two programme outline: Developing Your People Management Skills

	AM	PM
Day 1	Welcome and introductions Setting the context: a UK and international perspective Participants' informal presentations Plenary review	Public service trends and country priorities: group work to determine national and local level priorities Leadership exercise: <ul style="list-style-type: none"> <li>• In groups with a leader – strategic vision</li> <li>• Presentations from each group</li> </ul> Introduction to “leading strategically” behaviours
Day 2	Review of the stages of change in participants' countries/regions: Leadership and good governance	Public service leader presentation: practical insights into values, competence and emotional intelligence, and their relationship with authentic and trustworthy leadership
Day 3	An organisational review of public service: tools and processes The Capability Review Model: tools that support gap analysis, such as horizon scanning and SWOT Country focus: group presentations to share and discuss analysis 'Smarter' working – public service goals, objectives and success indicators	Public service leader presentation: a practical case study of leadership challenges in the delivery of a UK public service Personal leadership: coaching and mentoring session with the Workshop Directors
Day 4	<i>Visit to a public sector organisation to discuss public service delivery and explore leadership challenges</i>	Leading people to increase capability and performance: <ul style="list-style-type: none"> <li>• Review of pre-workshop leadership questionnaire</li> <li>• Practical session on managing individuals and teams, coaching and managing performance</li> </ul>
Day 5	Overview of models and tools relevant to public service improvement and change: <ul style="list-style-type: none"> <li>• Problem solving, analytical and creative thinking skills</li> <li>• Group exercises to review and use tools</li> </ul>	Review and closure: <ul style="list-style-type: none"> <li>• Action plan presentations by participants</li> <li>• Review, feedback and scope for follow up</li> </ul> Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

### Language

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

### Location and arrival arrangements

The workshop is 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 arrival details in good time. The cost of airport transfers is included in the fee.

### Fees

The tuition fee for the full two weeks is £3,925. The fee for attending just week one is £2,160 and for just week two, £2,215. These fees include tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme<sup>1</sup>, presentation material and other documentation. They also include 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 combined together to gain a more comprehensive understanding of how to lead and manage to gain results.

### 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 and 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 an appropriate 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 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.

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<sup>1</sup>Travel to and from the airport in London and on scheduled visits in the programme are provided at cost.

## Workshop Directors

The Workshop Directors will be Janet Waters and Sheena Matthews.

Janet Waters set up her own company operating freelance and as an associate of a number of organisations. She designs and delivers management and leadership programmes; designs and facilitates team events; coaches senior executives on talent and development programmes; designs and delivers sessions and programmes for international clients on a range of topics including strategy, policy, human resource management and leadership.

Janet is an accredited coach and facilitator offering programmes to public and private sector business leaders. She was Head of International Consulting and Director of Strategic Leadership while at the National School of Government and has worked for the Cabinet Office, the Ministry of Justice and the Home Office. She has also worked extensively with international leaders and managers from many countries, including in Africa, Asia, the Balkans, the Caribbean, Central and Eastern Europe and the Middle East.

Sheena Matthews is a founder and Director of "what works? ltd". Key competences include: international public service reform, organisation and executive development; board governance and leadership, action learning and research. Sheena has a proven track record in both innovative and practical solutions to organisational change. She has held senior positions in the UK Civil Service and has worked at national and international levels in some 30 countries.

Sheena gained her change management and organisational development experience in the profit and not for profit sectors. Since 2005 she has been an international public service reform adviser to civil servants in Abu Dhabi, Bahrain, Bosnia-Herzegovina, Bulgaria, Ethiopia, Georgia, Kosovo, Montenegro, Nigeria, Poland, UK and Ukraine.

Sheena is a Chartered Fellow of the Chartered Institute of Personnel and Development, a Fellow of the Royal Society of Arts, a Member of the Institute of Consulting and is a qualified practitioner in a range of psychometrics.

## 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. This workshop is one of a number 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

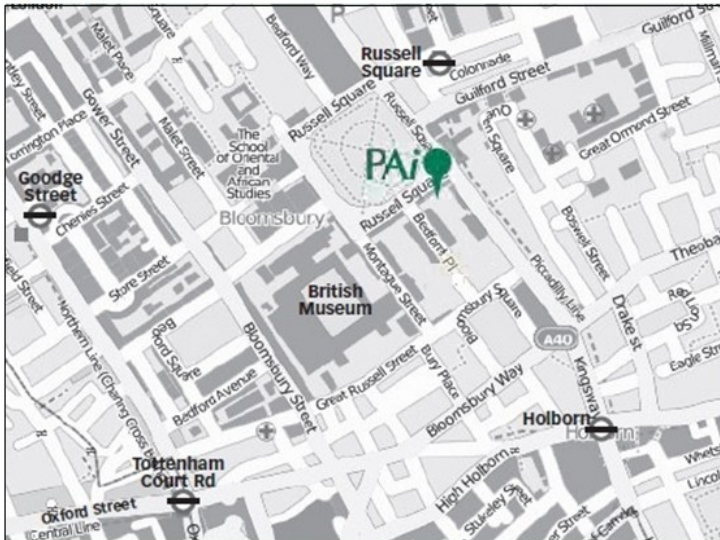
Please complete the PAI application form and post, fax or email it to Clare Walters, Programme Manager, at the address on the bottom of the page.

You can also apply online via our website [www.public-admin.co.uk](http://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



## Public Administration International

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