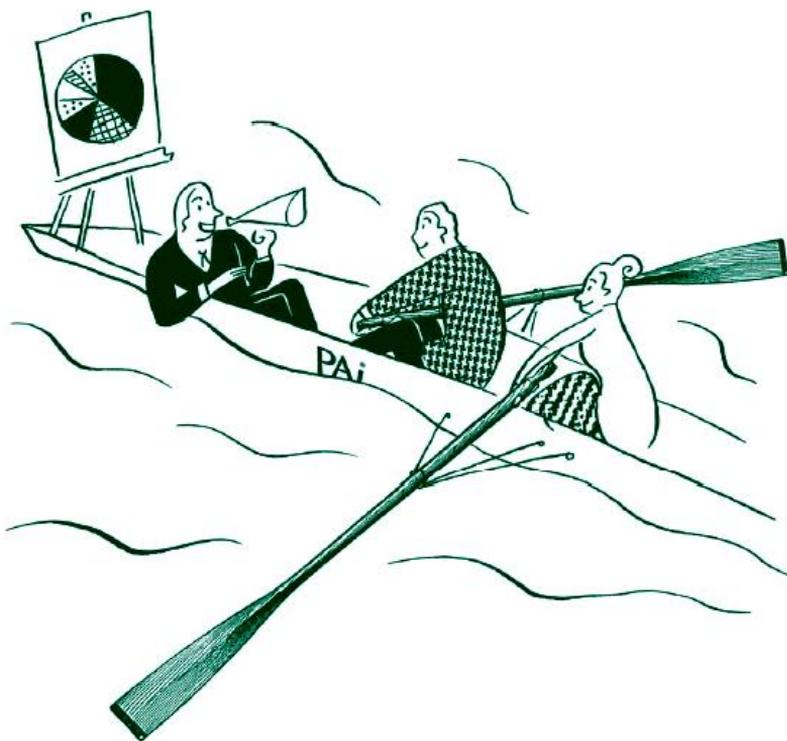


# High Impact Leadership

Creating real value in public services



One-week professional development workshop  
23 to 27 March 2020, London  
28 September to 2 October 2020, London



ACCREDITED  
BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

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

### About the workshop

Leadership capability is crucial to the delivery of public services and to building an efficient and effective organisation fit for today and the future. This workshop will focus on the latest developments in leading public services and what they mean for people leading change in the public sector.

Leadership is critical to organisational success and to ensuring that the workforce is aligned to contribute to a successful and responsive public service.

The workshop will explore the competences that leaders need to make an impact in the changing arena of the public service. You will learn about the UK approaches that have been successful and review other international examples of good practice, including practical exercises and case studies from practitioners.

### Who is it for?

The workshop is designed to develop the skills, knowledge and confidence of senior public sector leaders, policy makers and managers with a view to improving overall efficiency and professionalism in public institutions.

### How participants will benefit

The workshop 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.

### What the workshop will cover

The workshop will include briefings and discussions on: strategic leadership; good governance; policy formulation and implementation; practical leadership skills: turning plans into action; personal leadership effectiveness.

The overall objectives for the workshop are to:

- Enhance your understanding of strategic leadership in public service policy and delivery
- Develop a suite of leadership skills, including leading self and others, strategy delivery, effective communication, teamwork and implementing change
- Develop self-awareness and your personal impact.

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 participants 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 will develop the skills and knowledge to enable you to be effective 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 an Android tablet for you to use during the workshop and take home with you for future reference and follow up. We will ask you to complete a pre-workshop diagnostic questionnaire which we will use during the week. We will also invite you to give a short informal presentation about your work and how leadership is being developed in your organisation.

*"We chose PAI based on the information about the organisation, its track record and testament of people who had experienced their quality training programmes, cutting edge and world class service delivery."*

Abiola Helen Adebayo  
Deputy Director  
National Assembly  
Nigeria

## Programme outline

	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 "high impact leadership" behaviours Public service leader presentation: a practical case study of leadership challenges in the delivery of a UK public service
Day 2	Review of the stages of changes 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 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	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> </ul> Group exercises to review and use tools
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	<ul style="list-style-type: none"> <li>Review of leading for engagement – understanding the leadership capabilities to get the best out of people</li> <li>Leadership big picture and development planning</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.

## Workshop Directors

The Workshop Directors will be Sheena Matthews and Janet Waters.

Sheena Matthews is a founder and Director of "what works? Ltd" and is an Associate Consultant and Workshop Director for PAI. 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 organisations 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.

Janet Waters is an Associate Consultant and Workshop Director for PAI and is an associate of several other organisations. She designs and delivers 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 resources 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.

## How to apply

Please complete the PAI application form online via our website: <https://public-admin.co.uk/booking-form/>

You can also complete our hard copy application form. Please contact us at [pai@public-admin.co.uk](mailto:pai@public-admin.co.uk) to obtain a copy. Once completed return to Amanda Anderson, Programme Manager, at the same email address.

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.

### 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 fee for the workshop will be £2,245. It includes tuition, travel to and from one of the London airports into central London, travel on scheduled visits which form part of the programme<sup>1</sup>, presentation material and other documentation. It also includes an Android tablet for you to use during the workshop and take home with you for future reference and follow up. We also provide a light lunch and refreshments during each working day as part of the fee.

### 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 28 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. For cancellations received up to 29 days before the start of the workshop we will refund the tuition fee, minus a charge of £200 to cover our administration costs. For cancellations received within 28 days of the start of the workshop, we will charge the full tuition fee. If you have paid the tuition fee and have subsequently been refused a visa to enter the UK, we will refund the tuition fee, minus a charge of £200 to cover our administration costs, providing you send us the original letter from the British High Commission/Embassy confirming refusal of a visa and providing you have not entered the UK.

### 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.

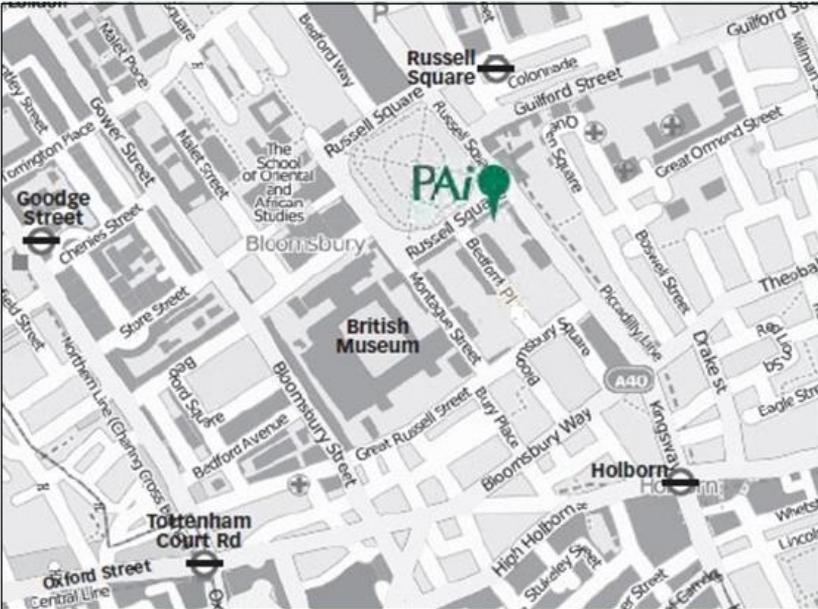
## Who we are

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.

## Where we are



## Public Administration International

56 Russell Square London WC1B 4HP UK

T: + 44 (0)20 7580 3590 F: + 44 (0)20 7580 4746 E: [pai@public-admin.co.uk](mailto:pai@public-admin.co.uk)