

Leaders as Change Agents

Leading agile and
responsive change



One-week professional development workshop
29 June to 3 July 2020
19 to 23 October 2020



ACCREDITED
BRITISH ACCREDITATION COUNCIL
ACCREDITED SHORT COURSE PROVIDER

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

About the workshops

Is it possible to facilitate successful organisational change? While the bad news is that many change strategies fail to meet their objectives, the good news is that some organisations and leaders do succeed. They adapt their thinking and behaviour in response to a rapidly changing environment. They cope with complexity by being agile and responsive. They learn from experience to improve performance and transform relationships with staff, customers and stakeholders.

This workshop will be practical, developing your capacity for learning, leading and facilitating individual, team and organisational change and enabling you to develop new skills. It will help you to motivate and manage others in complex circumstances. It will also assist you in identifying and harnessing the attitudes and behaviours embedded in successful change. The workshop will include a visit to an organisation that has managed change successfully

This workshop is the second week of a modular two-week programme and you may wish to attend both weeks to gain a more comprehensive understanding of change management.

Who is it for?

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

How participants will benefit

The workshop will develop your capacity for leading (and following) change. It will enable you to work through others to deliver sustainable solutions. It will help to transform your relationships with people whose support you need to achieve results. You will leave with the capacity to diagnose your organisation's culture and systems. You will develop more creativity and choice over your options and behaviour. This is an essential workshop for anyone working in an organisation that is going through change and who wants to incorporate up-to-date thinking from organisational psychology to make the change work.

What the workshops will cover

The workshop will focus on:

- Developing a learning strategy that can transform our capacity for change management
- Building communication skills that enable us to listen, coach, contract with and facilitate our colleagues and build trust, confidence and self-esteem
- Recognising and analysing organisational systems and using the systems approach to improve organisational processes continuously.

The workshop will include seminar sessions, discussions, case studies and a visit. There are also exercises to diagnose existing practices and attitudes and help you understand key change theories and their practical implementation. The workshop has been designed to be flexible so that it 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 and to prepare a presentation on how you will apply your learning on your return to work.

"All the facilitators were hands-on change managers, drawing from personal experience which enabled me to contextualise the material."

Patricia E Lakidi
Principal Assistant Secretary
Cabinet Secretariat / Office of the President
Uganda

Programme outline

	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Programme overview</p> <p>What is organisational learning?</p> <p>How do we learn? Our learning styles – activists, reflectors, theorists and pragmatists</p> <ul style="list-style-type: none"> What is our instinctive attitude to change? 	<p>What are attitudes and behaviour?</p> <p>Understanding our attitudes from experiences of change:</p> <ul style="list-style-type: none"> Personal leadership and organisational challenges Changing attitudes by listening and giving feedback by engaging with others
Day 2	<p>Attitudes to power and change: commanding, managing or leading?</p> <p>Recognising our organisation style and its origins in values and culture</p> <ul style="list-style-type: none"> The competing values framework for diagnosing and changing organisational culture 	<p>Recognising an environment that is volatile, uncertain, complex and ambiguous</p> <p>Developing informal strategies that respond to unexpected and emerging problems</p>
Day 3	<p>Metaphors and mindsets:</p> <ul style="list-style-type: none"> How machine and systems thinking influence our approach to change Diagnosing and continuously improving organisational systems and behaviour Using agile and scrum to develop responsive strategies 	<p><i>Visit to the Land Registry</i></p> <ul style="list-style-type: none"> Changing systems and the style of leadership to improve performance Managing a programme of change projects that develop products and services while securing a culture that values and retains staff
Day 4	<p>Change agent skills for effective interventions</p> <p>Understanding and changing the root causes of behaviour in systems</p> <ul style="list-style-type: none"> Improving teamwork by understanding how interpersonal relations change and develop 	<p>A case study for leading systems change in a large organisation</p> <p>Change agent practice in public services internationally</p> <p>The change curve – how our feelings affect our response to change</p>
Day 5	<p>Developing and managing change projects that respond to a volatile environment</p> <p>Pro-action café</p> <ul style="list-style-type: none"> Presentation of action plans 	<p>Review and evaluation</p> <ul style="list-style-type: none"> Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

Workshop Director

The Workshop will be Philip Champness. Philip 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 was until recently an Independent Member of the Care Council for Wales, a Non-Executive Director of the Wales Corporate Governance Committee for Public Sector and Local Government Delivery and a Non-Executive Director of Gwent Healthcare Trust.

How to apply

Please complete the PAI application form online via our website: www.public-admin.co.uk/booking-form/ You can also complete our hard copy application form. Please contact us at 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 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 is £2,225. It includes 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 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 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 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 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.

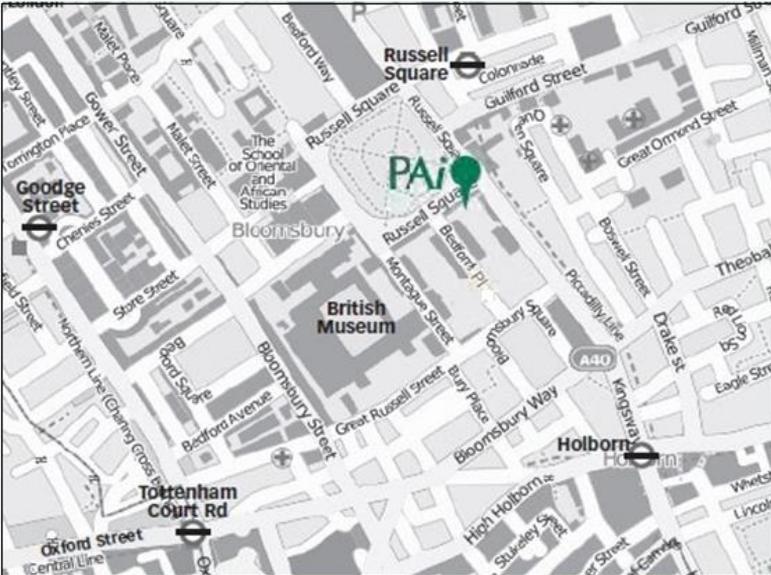
Who we are

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.

Where we are



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