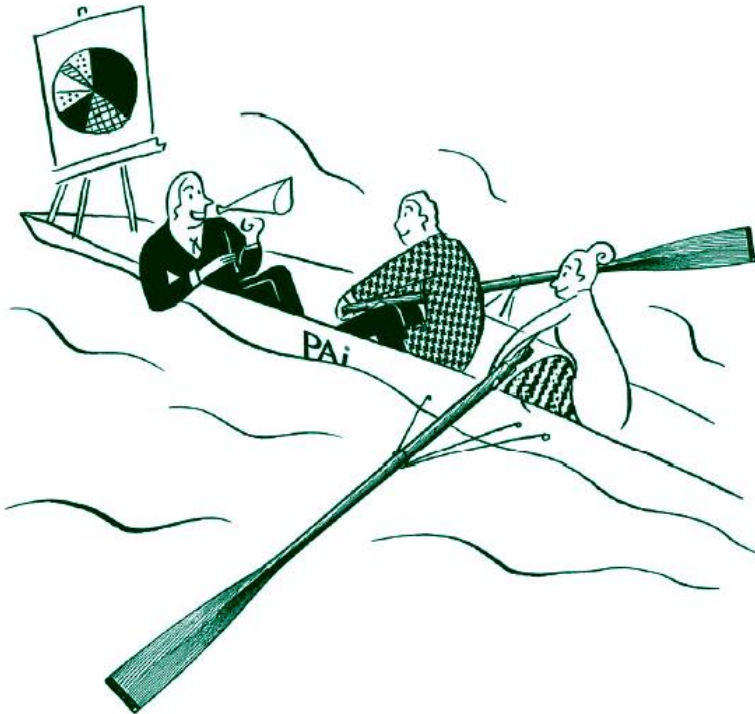


Leading and Managing for Results in the 'New Normal'



Two-week professional development workshop
15 to 26 March 2021 in London
27 September to 8 October 2021 in London

Week one: High Impact Leadership: Creating real value in public services
Week two: Advanced People Engagement Skills



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

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

This workshop 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. The workshop covers managing performance including increasing better performance and productivity, developing staff engagement, motivation and building resilience to manage the day to day stresses of organisational life.

The workshop will explore the key capabilities that managers need to demonstrate for effective delivery of public services. You will learn about the UK approaches that have been successful during challenging times and review other examples of good practice, including practical exercises and case studies from practitioners.

Who is it for?

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

How participants will benefit

The workshop will enable you to:

- Develop the personal management capability to make an impact and contribute to the future of your public service
- Tackle existing and future people management and performance issues and understand the ways good management can enhance positive outcomes and increase productivity
- 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 performance, motivation, capability and productivity in your organisation
- Recognise the approaches you can use and changes you can implement to enhance public service delivery through effective use of resources
- Grow and develop your international network and share good practice.

What the workshop will cover

The workshop will focus on practical management skills. There will be briefings, practical work and feedback. This participative programme will have discussions on: the role of the manager; the qualities and capabilities of effective managers and their support to leaders; turning plans into action and personal effectiveness.

The overall objectives for the workshop are to:

- Enhance your understanding of advanced management capability requirements in public service policy and delivery
- Develop a suite of advanced management skills including: people management; managing performance; engagement and resilience; building relationships; decision making, influencing and coaching skills; team work and implementing improvements
- Give an insight into techniques for improving motivation and productivity
- Develop self-awareness and enhancing your personal impact.

We believe that training should be learner-centred and should help you to develop strategies that work both inside and outside the training room. We recognise that individuals have different aims, cultural differences, 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 an Android tablet for you to use during the workshop and to take home with you for future reference and follow up. At the start of the workshop, we will ask you to complete a diagnostic questionnaire (Myers Briggs Type Indicator - MBTI) which we will use during the week. We 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.

“The workshop was perfectly delivered, in a very professional way. Thanks to Janet Waters – well done.”

Victoria Xerri Frendo
Manager Directorate of Customer Services
Ministry for Gozo Social Housing
Malta

Programme outline

Week 1	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Setting the context: a UK and international perspective</p> <p>Participants' informal presentations</p> <p>Plenary review</p>	<p>Public service trends and country priorities: group work to determine national and local level priorities</p> <p>Leadership exercise:</p> <ul style="list-style-type: none"> In groups with a leader – strategic vision Presentations from each group <p>Introduction to “high impact leadership” behaviours</p> <p>Public service leader presentation: a practical case study of leadership challenges in the delivery of a UK public service</p>
Day 2	<p>Review of the stages of changes in participants' countries/regions:</p> <p>Leadership and good governance</p>	<p>Public service leader presentation: practical insights into values, competence and emotional intelligence, and their relationship with authentic and trustworthy leadership</p>
Day 3	<p>An organisational review of public service: tools and processes</p> <p>Tools that support gap analysis, such as horizon scanning and SWOT</p> <p>Country focus: group presentations to share and discuss analysis</p> <p>'Smarter' working: public service goals, objectives and success indicators</p>	<p>Overview of models and tools relevant to public service improvement and change:</p> <ul style="list-style-type: none"> Problem solving, analytical and creative thinking skills, decision making <p>Group exercises to review and use tools</p>
Day 4	<p><i>Visit to a public sector organisation to discuss public service delivery and explore leadership challenges in challenging times including leading people through significant transformational change to ways of working</i></p>	<p>Leading people to increase capability and performance:</p> <ul style="list-style-type: none"> Review of pre-workshop leadership questionnaire <p>Practical session on managing individuals and teams, coaching and managing performance – meeting standards and strategies to raise performance</p>
Day 5	<ul style="list-style-type: none"> Review of leading for engagement – understanding the leadership capabilities to get the best out of people <p>Leadership big picture and development planning</p>	<p>Review and closure:</p> <ul style="list-style-type: none"> Action plan presentations by participants Review, feedback and scope for follow-up <p>Presentation of certificates of attendance</p>
Week 2	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Setting the context for critical management capabilities: a UK and international perspective</p> <p>Participants' informal presentations</p> <p>Sharing views</p> <p>Introduction to action planning</p>	<p>Public service expectations of the workforce in a changing world</p> <p>Group work to determine current strengths and areas for improvement in management</p> <p>Understanding the need for management capability building</p>
Day 2	<p>Building self-awareness: Myers Briggs Type Indicator</p> <p>Understanding difference and flexibility of managerial style</p> <p>Managing for an engaged and motivated workforce: discussion and practical exercise to review methods of monitoring and raising engagement</p>	<p>Core competences, Success Profiles and management requirements: links with leadership</p> <p>Review, discussion and personal actions: capturing insights</p> <p>Public Service Manager presentation: a practical case study of building management capability in a UK public service</p>
Day 3	<p>Managing individual and team performance and productivity</p> <p>Group work establishing criteria and measures to raise performance</p> <p>The role of the manager and key capabilities to manage effective performance</p> <p>Building feedback skills: practical work and feedback</p>	<p>Managers' performance capability toolkit</p> <p>Review of the capability to manage effective relationships: positive feedback, support and ways to manage poor performance, including joint problem solving techniques including handling difficult performance conversations</p>
Day 4	<p><i>Visit to Civil Service Learning to discuss management capability building and learning support</i></p> <p>Review of visit and planning to implement managerial development</p>	<p>Selecting the right staff: an overview of selection and talent development</p> <p>Managing people to increase engagement and performance:</p> <ul style="list-style-type: none"> Communication methods and approaches <p>Practical session on communicating with individuals and teams to inspire improved engagement and performance</p>
Day 5	<p>Problem solving and decision making skills</p> <p>Coaching skills for managers: practical input and skills practice to build capability including managing performance scenarios</p> <p>Reputation building as a great manager: actions</p>	<p>Review and closure:</p> <ul style="list-style-type: none"> Action plan presentations by participants Review, feedback and scope for follow-up <p>Presentation of certificates of attendance</p>

At the time of preparing this brochure, we are planning to include site visits in the programme as indicated above. However, if Government guidelines relating to the COVID-19 pandemic advise visit hosts against accepting visiting groups we will arrange to connect with them virtually. We reserve the right to change the programme as necessary.

Workshop Directors

The Workshop Directors will be Janet Waters and Sheena Matthews.

Janet Waters is an Associate Consultant and Workshop Director for PAI and a number of other 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" 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 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.

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 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 £3,940. The fee for attending just week one is £2,245 and the fee for just week two is £2,270. It includes tuition, travel to and from one of the London airports into central London, travel on scheduled visits which form part of the programme¹, presentation material and other documentation. It 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.

Substitutions and transfers (continued)

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 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



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