

# How to Improve an Organisation's Effectiveness



Two-week professional development workshop  
29 November to 10 December 2021 in London

Week one: Managing the Performance of Your  
Organisation  
29 November to 3 December 2021

Week two: Re-Energising the Public Sector: Motivation,  
productivity and getting results from leaders, managers  
and frontline staff  
6 to 10 December 2021



ACCREDITED  
SHORT COURSE PROVIDER

BRITISH ACCREDITATION COUNCIL  
ACCREDITED SHORT COURSE PROVIDER

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

## About the workshop

All organisations depend on their leaders, managers and front-line staff to fulfil their organisation's mandate and achieve results. Developing an organisational culture, a working environment and good policies and practices which enable individuals and teams to perform at their best is key to helping public, private and non-government organisations to function efficiently, effectively and successfully. In order to progress, organisations need to define their performance objectives and measure performance against them. This means that politicians and senior managers need assurance that systems and processes are in place to deliver economically, efficiently and effectively the performance objectives the organisation must achieve.

Our workshop will give you an understanding of what motivates people to do a good job. It will provide you with guidance and practical skills in leading teams and managing individual and organisational performance. It will look at how organisations can improve performance and productivity at three levels – strategic, operational and individual.

Week one looks at performance management at an organisational level. It explores how performance frameworks can be developed to enable senior managers to evaluate progress towards overall strategic objectives, how to align performance and financial management to deliver value for money, and how to demonstrate value for money to external stakeholders.

Week two of the workshop focuses on the importance of effective human resource management and developing people's capacity, motivation and productivity. It will explore strategies for engaging staff in achieving your organisation's mission and business objectives and will introduce you to agile and responsive approaches to managing people through change.

## Who is it for?

The workshop is designed to provide participants with skills and tools needed to help promote good working relationships to support high performance from leaders, teams and individuals. The workshop will benefit middle to senior level leaders who need to understand the factors influencing high performance, how to inspire, enhance and harness motivation so that staff give their best.

It will be particularly beneficial for:

- Leaders and managers who want to improve staff motivation and productivity
- Senior managers responsible for maintaining or introducing performance management or organisational change programmes
- People responsible for business planning, corporate performance or reform projects
- All those concerned with ensuring high-performing teams and value for money for their organisation.

## How you will benefit

The workshop will provide you with:

- A better understanding of what motivates individuals who are members of a team and what is getting in the way of outstanding performance
- A deeper personal and organisational awareness of what enables high performance
- An appreciation of how to set targets and monitor team and individual performance
- Insight into techniques for improving motivation and productivity, including how to manage poor performers
- A better understanding of the key ingredients of teamwork and team spirit
- Tips on the use of coaching and mentoring to develop a positive organisational culture and work ethic
- Understand performance management in its organisational context
- Apply the concept of value for money to programmes and projects
- Share experience of good practice developments and practical lessons learned from their implementation in the UK and other countries
- Enable you to explore how these developments may be introduced and/or implemented in your own country.

## What the workshop will cover

- The importance of effective human resource management and developing people's capacity
- Strategies for engaging staff in achieving your organisation's mission and business objectives
- Recruiting, retaining and developing the right people
- Managing performance and setting and monitoring targets
- Agile and responsive approaches to managing people through change
- Inspiring leaders and their staff and using emotional intelligence to improve wellbeing and optimise performance
- The skills and resources needed to develop a framework for organisational performance management
- How to align performance management with financial management to deliver value for money
- Performance assessment and the use of Key Performance Indicators
- Creating the right conditions for a performance-oriented culture.

The workshop will involve discussion sessions and practical case study material, with a range of visits to key practitioners to examine the elements of good practice in these important and developing areas. It aims to be highly interactive and you are encouraged to share your own experiences. 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.

*"The workshop was interactive and added value to my profession. Interesting discussions with the Wales Audit Office and the internal auditor were the best."*

Faith Waithira  
Internal Auditor  
Public Sector Accounting Standard Board  
Kenya

**Programme outline:**

**Week one: Managing the Performance of Your Organisation**

Week 1	AM	PM
Day 1	Welcome and introductions What is performance management (PM)? Why is it important? Previous approaches to performance measurement	Analysis of how geopolitical issues, economic change and other events, such as COVID-19, can impact on organisational management Participants' informal presentations Performance frameworks Outline of the steps required for success
Day 2	Agreeing the important elements: <ul style="list-style-type: none"> <li>Organisational vision, mission and goals</li> <li>Understanding outputs and outcomes</li> <li>Logframes and theories of change</li> </ul>	Managing and developing staff: <ul style="list-style-type: none"> <li>Understanding staff perceptions</li> <li>Agreeing objectives and targets</li> </ul> Appraising performance
Day 3	Agreeing the important elements (continued) <ul style="list-style-type: none"> <li>Target operating models</li> <li>Stakeholder analysis and consultation</li> <li>Governance arrangements</li> </ul>	Performance assessment and the use of performance indicators <ul style="list-style-type: none"> <li>What should we measure?</li> <li>Using measurement to learn and develop</li> <li>Dashboard reporting</li> </ul>
Day 4	Creating the right conditions <ul style="list-style-type: none"> <li>Building a supportive culture</li> <li>Budget and target setting</li> <li>Finance business partnering</li> </ul> Different models for performance management e.g.: <ul style="list-style-type: none"> <li>European Foundation for Quality Management (Europe)</li> <li>Capability review (UK, Australia)</li> </ul>	Governance and scrutiny: <ul style="list-style-type: none"> <li>The role of governors</li> <li>Internal and external audit</li> <li>Inspectorates</li> </ul> Managing change: responding to economic, geopolitical and other events, including COVID-19
Day 5	Value for money: <ul style="list-style-type: none"> <li>What does it mean?</li> <li>A case study on applying the concept</li> <li>How to adapt the principles to your organisation</li> </ul>	Putting developments into practice Workshop conclusions <ul style="list-style-type: none"> <li>Action planning</li> <li>Review and evaluation</li> <li>Presentation of certificates of attendance</li> </ul>

**Programme outline:**

**Week two: Re-Energising the Public Sector**

Week 2	AM	PM
Day 1	Welcome and introductions Personal objectives Reflecting on the impact of COVID-19 on your organisation, teams and individuals Using an organisational reflection tool: group discussions	The importance of organisational culture Research and models of culture The role of leaders in a post COVID-19 world Introducing leadership action groups Peer groups
Day 2	Building a top team: tools and techniques to enhance and strengthen your organisation Review of your organisational strategy <ul style="list-style-type: none"> <li>Understanding what motivates individuals and teams</li> </ul>	Introducing strategic thinking How to use a strategic thinking model: individual reflection and discussions Exploring creative thinking as a leader
Day 3	The importance of communicating with our teams to build and encourage collaboration across your organisation	New ways for your staff to deliver the future for your organisation Leadership learning groups: peer group work
Day 4	Encouraging your staff to solve problems and make decisions Building trust with your staff	<ul style="list-style-type: none"> <li>Ensuring that staff know what the future looks like</li> <li>Participants' individual presentations</li> </ul>
Day 5	Executive coaching tools and approaches Peer coaching session	Presentations of key learning Review and evaluation of the workshop Presentation of certificates of attendance

We reserve the right to change the programme if necessary.

**Workshop Directors**

The Workshop Directors will be Dr Phil Gibby and Ann Hall.

The Workshop Director for week one will be Dr Phil Gibby. Phil has in-depth experience in performance management. He is a qualified accountant and former Director of Value for Money in the UK National Audit Office. He understands the challenges of having to meet performance targets with limited resources when bound by public sector rules and having to operate in a political environment. He has a PhD on the conceptualisation of value for money and also provides advice and guidance to a range of central and local government organisations, as well as NGOs.

The Workshop Director for week two will be Ann Hall. Ann is a qualified and very experienced trainer who has been designing and delivering training sessions and programmes for over 20 years. Ann's creative approach to training is to ensure that participants are fully engaged and can participate actively in the learning event. She has designed a wide range of human resources, leadership, coaching and training programmes, as well as negotiation and mediation skills programmes in both the UK and overseas. Ann has delivered training in a approximately 17 countries, including Botswana, The Gambia, Libya, Uganda, Thailand, Bahrain and St. Lucia. She has worked widely in the UK and other European countries. Ann is a qualified workplace mediator through the Law Society and has undertaken numerous mediation cases in both the public sector and the private sector. She is qualified by the Chartered Institute of Personnel and Development as a coach and is currently working with senior civil servants as an associate executive coach.

### **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 two-week workshop will be £3,955. The fee for attending just one week is £2,300. 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.

## 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

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)