

Leaders as Change Agents



Two-week professional development workshop
21 June to 2 July 2021 in London
11 to 22 October 2021 in London



BRITISH ACCREDITATION COUNCIL
ACCREDITED SHORT COURSE PROVIDER

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

"It is not the strongest of the species that survives, nor the most intelligent, but the one most responsive to change."
Charles Darwin

About the workshops

These workshops are in two modular weeks which can be attended as separate modules or combined to gain a more comprehensive understanding of change management.

They will equip you with all the skills you need to respond to what is changing in your environment and to plan and implement strategies that improve systems, adapt behaviour and achieve organisational objectives. You will gain insights into your approach to leadership, power, authority and change and how your behaviour impacts on others and contributes to organisational culture. More broadly you will identify how your organisation tends to manage change and learn to choose from a variety of alternative approaches that can improve organisation systems and relationships. You will learn to develop strategies that incorporate the most important factors, attract resources and gain support from stakeholders. You will explore how to use emotional intelligence and intuition to identify what is important and how to become flexible and adaptive. You will be able to learn from your own and other people's experience. The workshop will enable you to identify and adapt what works for you in your situation.

Who are the workshops for?

The workshops are 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. They are also suitable for HR practitioners and anyone who is responsible for implementing, guiding or managing change.

How participants will benefit

The workshops will enable you to:

- Undertake a phased approach to managing and implementing change
- Build implementation strategies that identify the human, technical and financial resources required for change
- Apply leadership and change agent skills and strategies that influence behaviour
- Identify what needs to change, and why, and how to plan for it
- Engage internal and external stakeholders in the change process
- Manage barriers and risks to successful change
- Influence attitudes through listening, coaching and motivating and develop a more effective culture using HR to align behaviour and performance with strategy
- Learn from your own and other people's experience of change, including case studies of responses to the complexity of the COVID-19 pandemic
- Develop your capacity for agile approaches to cope with unplanned, emergent change
- Engage your team and build teamwork skills to secure organisational objectives
- Recognise how organisations and teams can be less bureaucratic and more collaborative to respond to changing conditions
- Create continuous improvement projects by understanding and adapting organisational systems
- Identify the values that lie behind different organisation cultures and learn how to practise and promote values that create more effective cultures.

What the workshops will cover

The workshops will include seminar sessions, discussions, case studies and a range of visits. There are also exercises to diagnose existing practices and attitudes and help you understand key change theories and their practical implementation.

The workshops have been designed to be flexible so that they 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: Planning and implementing your change strategy

Week 1	AM	PM
Day 1	Welcome and introductions: <ul style="list-style-type: none"> Overview of strategic change Change theories and models Rationale for change: speed and focus in a post-pandemic world 	Participants' informal presentations Change readiness assessment Change agents: competencies, responsibilities and accountabilities
Day 2	Leading strategic change: <ul style="list-style-type: none"> Leading through change Flexible styles and skills Developing a cadre of change leaders Communication strategies	Leading strategic change: case study presented by a change practitioner
Day 3	Analysing the current state of the organisation: <ul style="list-style-type: none"> A holistic model for organisational change Tools for analysis	Examining working culture: <ul style="list-style-type: none"> Analysing current culture, gap analysis Anticipating and managing resistance to change Developing resilience Strategies to encourage culture change
Day 4	Project management during change: <ul style="list-style-type: none"> Project management processes Tools and techniques Prioritising strategies Risk analysis and dealing with uncertainty	<i>Visit to a public sector organisation to discuss change strategies</i>
Day 5	Putting it all together: <ul style="list-style-type: none"> Group case studying using all tools and techniques 	<ul style="list-style-type: none"> Participants' personal action plans Review and evaluation Presentation of certificates of attendance

Programme outline: Leading agile and responsive change

Week 2	AM	PM
Day 1	Welcome and introductions Programme overview and our change experiences Looking outwards at a complex, volatile and uncertain environment: using COVID-19 to review responses Limits to traditional approaches to change: strengths and weaknesses of strategic planning	Looking inwards at our capacity to learn from experience and how we characteristically respond to change How we learn: recognising our learning styles and strategies and their impact on whether we and our organisations are fixed or flexible The importance of relationship in learning: an experience of learning by engaging with other people
Day 2	How change impacts on our feelings – the change curve: resistance and how to deal with it Skills for supporting ourselves and others through change Attitudes to power and change: commanding, managing or leading?	Teamwork and change: self-managed and dysfunctional teams Agile and Scrum: learning from responses to COVID-19 and developing approaches for effective and responsive change A pro-action café applying these skills to a real change dilemma
Day 3	Metaphors and mindsets: <ul style="list-style-type: none"> How machine systems thinking influence our approach to change Using systems to continuously improve performance Agile problem solving: a case study in leading collaboration to improve health care systems 	<i>Visit to the Land Registry</i> <ul style="list-style-type: none"> Changing systems to improve performance and service delivery Managing a programme of change projects to develop new products and services while maintaining a culture that values staff
Day 4	Organisational culture: its origins in values and behaviour The competing values framework Four 'ideal' cultures: clan, hierarchy, market and adhocracy Diagnosing our organisational culture and how it influences our leadership strategies for change	Understanding emotional intelligence in the workplace Four people styles at work: amiable, analytical, driver and expressive Developing emotional intelligence and being able to flex our style
Day 5	Becoming an agent of change Learning from change agents about leading change Pro-action café exploring the week	Presentations of participants' action plans Review and evaluation Presentation of certificates of attendance

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 COVID-19 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 Carolyn Kerry and Philip Champness. Carolyn Kerry is a specialist in organisational change, civil service reform and the implementation and management of change. As an organisational psychologist with over 15 years' experience of working on both public and private sector initiatives, she has worked extensively with senior civil servants and executives from around the world and is equally at home in one-to-one or group settings.

Philip Champness 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 is also an Independent Member of the Care Council for Wales, and a Non-Executive Director of the Welsh Assembly Government's Corporate Governance Committee for the Public Sector and Local Government Delivery.

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 for the full three weeks is £3,990. The fee for attending just one week is £2,225. These fees include 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 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 combinations of two or three weeks to gain a more comprehensive understanding of change management.

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.

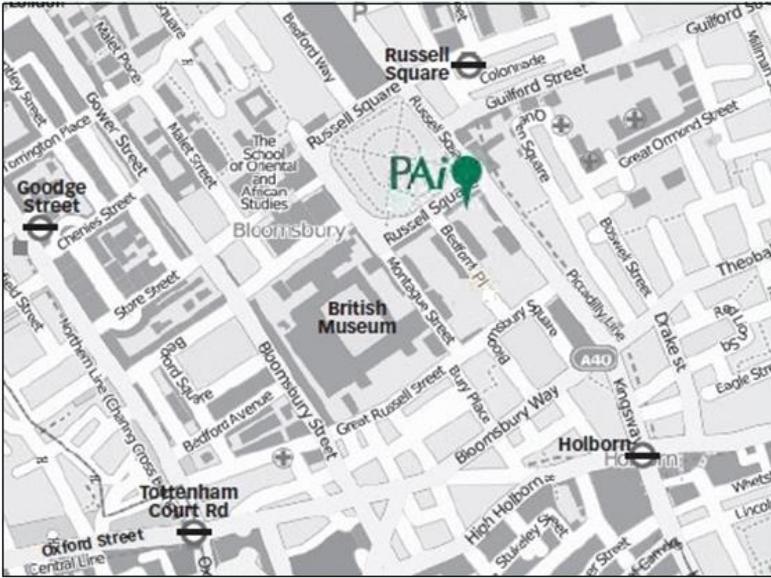
Who we are

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



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