

# Leaders as Change Agents

Planning and  
implementing your change  
strategy



One-week professional development workshop  
21 to 25 June 2021 in London  
11 to 15 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 workshop**

This workshop will equip you with the skills you will need to plan and successfully implement sustainable change in a post-pandemic environment, including how to build a cadre of resilient, flexible change planners, leaders and managers. You will analyse theory and proven strategic approaches to implementing successful change and explore case studies featuring approaches adopted by organisations currently responding to the challenges presented by the events of 2020. Of key importance will be methods to engage staff during times of uncertainty and encourage them to own the future of their organisation. You will develop skills for learning from experience, your own and other people's, that will enable you to identify what works for you in your situation.

The workshop is week one of two modular weeks which can be attended as separate modules or as a combined two-week programme to gain a more comprehensive understanding of change management.

#### **Who are the workshops 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 HR practitioners and anyone who is responsible for implementing, guiding or managing change.

#### **How participants will benefit**

The workshop will enable you to:

- Undertake a phased approach to managing and implementing change
- 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.

#### **What the workshops will cover**

The workshop will include seminar sessions, discussions, case studies and a range of visits. Workshop notes, presentations and a range of different materials will be provided on an Android tablet for you to use during the workshop and for future reference and follow up. There are exercises to diagnose existing practices and attitudes to 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.

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

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 Director will be Carolyn Kerry.

Carolyn 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.

## How to apply

Please complete the PAI application form online via our website:

[www.public-admin.co.uk/booking-form/](http://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](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 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. The fee includes tuition, travel to and from the airport in 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. 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

## Cancellation continued

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.

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<sup>1</sup>Travel to and from the airport in London and travel on scheduled visits in the programme are provided at cost.

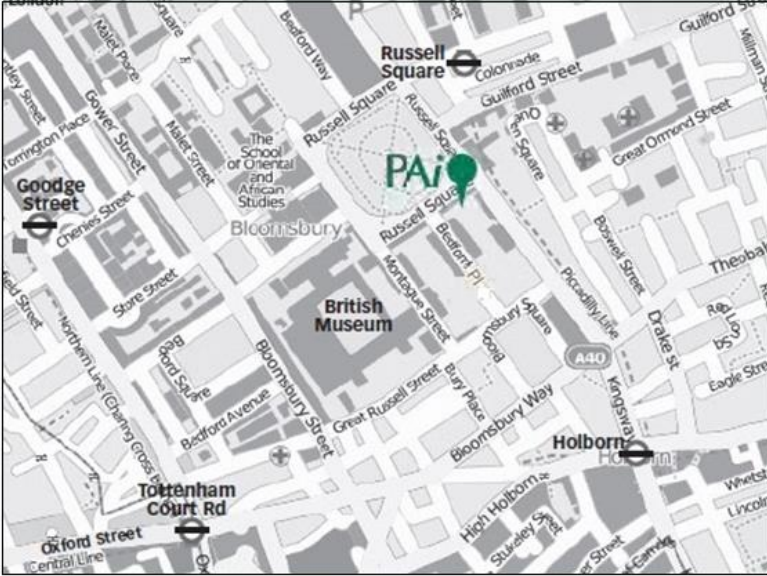
### Who we are

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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