

# Leaders as Change Agents

Leading agile and responsive change



One-week professional development workshop  
27 June to 1 July 2022 in London  
17 to 21 October 2022 in London



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**

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 will enable you to develop new skills. It will help you to motivate and manage others on complex circumstances. It also will help you identify and harness the attitudes and behaviours embedded in successful change. The workshop will include a visit to an organisation that has managed change successfully.

The workshop is week two 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 is the workshop 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:

- Develop a learning strategy that can transform our capacity for responsive change management
- Build communication skills that enable us to listen, coach, contract with facilitate our colleagues and build trust, confidence, and self-esteem
- Recognise and analyse organisational systems and using a systems approach to continuously improve organisational processes
- Acknowledge how change impacts on people and using emotional intelligence to support ourselves and others
- Develop skills to apply agile approaches to strategies for change
- Explore case studies of responses to the COVID-19 pandemic will reveal effective learning and decision-making strategies when problems are complex and change unpredictably
- Become an agent for change and adopting best practice from private, public and third sector organisations
- Understand group dynamics to lead team meetings and deal with conflict more effectively
- Recognise resistance in ourselves and others and learning creative ways of responding to it
- Develop our capacity for recognising and managing risks to a change strategy
- Diagnose and change organisational culture using the competing values framework.

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

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 to develop more creativity and choice over your options and behaviour.

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.

## Programme outline

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

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

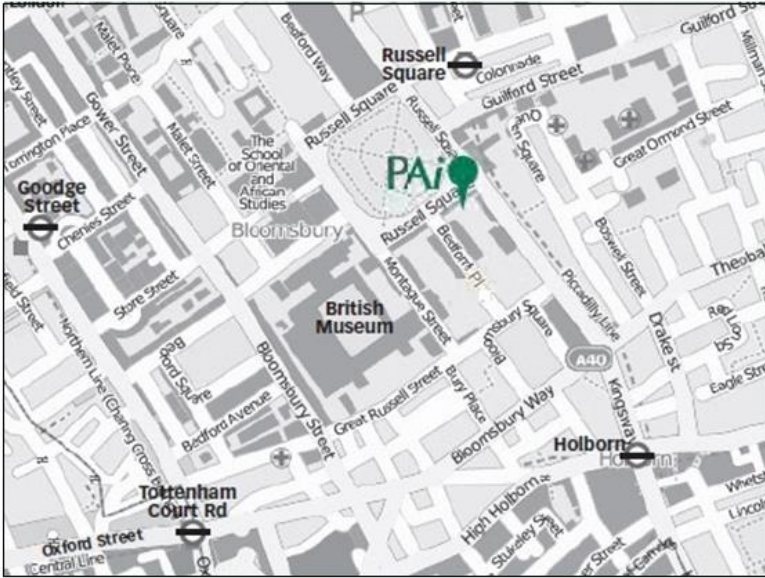
## Who we are

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



## 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)