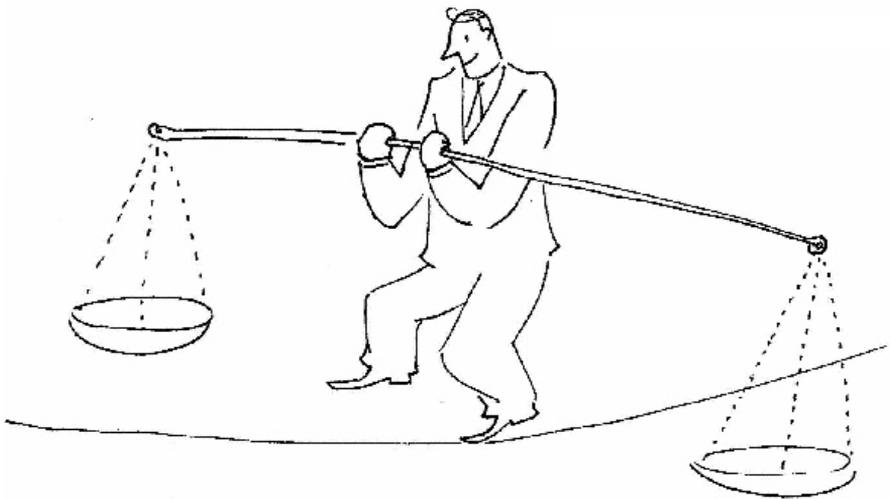


Judicial Leadership and Judicial Management

Generic or sector specific
skills?



One-week professional development workshop
24 to 28 October 2022



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

Leadership and management skills are essential for all organisations providing services for the public and for building the human capital to deliver efficient and effective public sector organisations fit for the future – and the constitutional principle of judicial independence does not exempt rule of law institutions from requiring such skills from those who work in and with them. Judicial and administrative institutions such as courts, tribunals, Ministries of Justice and related agencies, require leadership and management skills, albeit within the context of judicial independence. This is increasingly the case as external circumstances drive governments and the judiciary to consider reform and change. This workshop will look at leadership and management skills with a sector-specific focus on rule of law institutions and judicial leadership, and how these skills can help you facilitate and deliver change.

The workshop will enable you to consider the relationship between judicial independence and judicial leadership and to consider a range of possible leadership models that are relevant to rule of law institutions. It will also enable you to consider how performance and quality management can play a role in such institutions while retaining judicial independence. We will also look at change management in a legal/judicial context, at training skills for legal trainers and at administrative management roles within rule of law institutions in order to equip you with a suite of skills to help you manage day-to-day organisational stressors, develop staff engagement and motivation, and build resilience. During the week, you will undertake a Myers Briggs Type Indicator (MBTI) psychometric assessment, which will provide you with feedback on how you interact with others, allowing you to improve your interpersonal skills in people management, along with an Emotional Intelligence Profile which will enable you to better understand how you manage yourself to be personally and interpersonally effective.

Who is the workshop for?

The workshop is designed to improve the leadership and management skills, knowledge and confidence of judges, senior judicial and court administration leaders and managers, as well as others working in or with rule of law institutions and the judicial system such as Ministries of Justice and related agencies with a view to improving overall efficiency, productivity and professionalism in this unique sector.

How participants will benefit

The workshop will enable you to:

- Develop personal leadership and management capabilities to make an impact and contribute to the future of your organisation
- Tackle existing and future people management and performance issues and understand the ways good management can enhance positive outcomes and increase productivity while respecting judicial independence
- Develop emotional intelligence and increase your personal impact, drawing on both a comprehensive, individual Myers Briggs Type Indicator Report and a tailored Emotional Intelligence Profile
- Review and implement plans to increase leadership and management performance, motivation, capability and productivity in your organisation
- Recognise the approaches you can use and changes you can implement to enhance service delivery through effective use of resources and through change management
- Review your institution's training approach within the context of judicial independence
- Grow and develop your international network and share good practice.

What the workshop will cover

The workshop will focus on leadership and management roles and skills within rule of law institutions, and how these can be used effectively within the context of judicial independence. There will be briefings, practical work and feedback. This participative programme will have discussions on: judicial independence, judicial leadership, the role of the manager; the qualities and capabilities of effective managers and leaders; change management, personal effectiveness and legal and judicial training approaches.

The overall objectives for the workshop are to:

- Enhance your understanding of leadership and management roles in rule of law institutions and their interrelationship with judicial independence
- Identify and explore leadership and management skills with specific reference to rule of law institutions (including people management, performance and quality management, engagement and resilience; building relationships; decision making, influencing and coaching skills; teamwork and change management)
- Give an insight into training for trainers in the legal and judicial setting
- Develop self-awareness, enhancing your personal impact.

Programme outline:

| | AM | PM |
|-------|--|--|
| Day 1 | Welcome and introductions Judicial Independence: a UK and international perspective Participants' informal presentations: <ul style="list-style-type: none">• Sharing views• Introduction to action planning | Judicial leadership models and public service expectations of rule of law institutions in a changing world Leadership and management concepts within the framework of judicial independence Group work to determine applicability of leadership and management concepts in rule of law institutions and current strengths and areas for improvement |
| Day 2 | Building self-awareness 1: Myers Briggs Type Indicator <ul style="list-style-type: none">• Understanding difference and flexibility of managerial style Building self-awareness 2: Emotional Intelligence Profiling <ul style="list-style-type: none">• Understanding emotional intelligence and personal impact | Core competences, success profiles and management requirements: links with leadership and working with judicial independence Review, discussion and personal actions: capturing insights Judicial leader presentation: working with judicial independence Practical case study of building leadership and management capability in the UK judiciary and the Court Service |
| Day 3 | Managing performance and quality in rule of law institutions Group work establishing potential performance and quality indicators Managing effective performance Building feedback skills: practical work and feedback | Reform and change: approaches to change management Coaching skills for leaders and managers: practical input and skills practice to build capability including managing performance scenarios |
| Day 4 | <i>Visit</i> <i>(If in UK – to Judicial College to discuss their Leadership Management Development Programme or alternatively, remote presentation from Judicial College)</i> Review and planning to implement managerial development Problem solving and decision-making skills | Selecting the right people: an overview of selection and talent development in rule of law institutions Managing people to increase engagement and performance: <ul style="list-style-type: none">• Communication methods and approaches Practical session on communicating with individuals and teams to inspire improved engagement and performance |
| Day 5 | Training the trainers in a legal and judicial context | Review and closure: <ul style="list-style-type: none">• Action plan presentations by participants• Review, feedback and scope for follow-up• 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 programmes as necessary.

Workshop Director

The Workshop Director will be David Greensmith OBE

David is a Barrister with a long track record of senior legal appointments in the UK Courts Service, working with the judiciary to uphold and maintain judicial independence. David was a Justices Clerk, Chief Executive of a Magistrates Courts Committee and national President of the Justices' Clerks Society. He also sits as a member of the Valuation Tribunal for England.

Having been trained by a key figure in the international coaching and leadership development field, David has used coaching as part of his leadership role and helped deliver a national Emotional Intelligence coaching initiative within the UK Courts Service. He has extensive international experience in rule of law projects and has worked with judges and civil servants supporting judicial systems in Croatia, Serbia, Turkey, Bosnia-Herzegovina and Armenia. He has also led review teams on behalf of the UK Ministry of Justice in the United States and in the Falkland Islands.

David was appointed OBE in 2018 for services to the UK court system.

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 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 workshop fee.

Fees

The fee for this workshop will be £2,320. The fee includes 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 an Android tablet for you to use during the workshop and take home with you for future reference and follow up. We 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 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 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. These workshops are part of our range of specialist UK-based professional development workshops designed to meet the needs of public services worldwide.

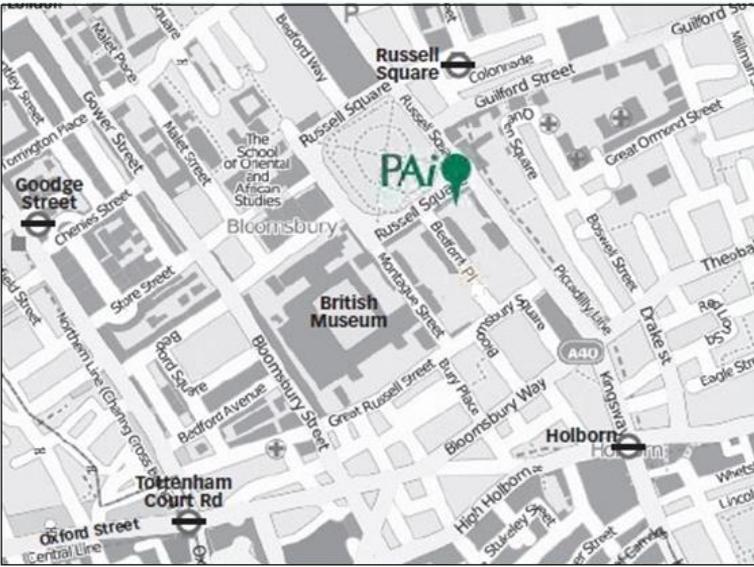
We pride ourselves on our:

- 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.

Eunoia

Eunoia is a partnership of practitioners with a wide range of experience in ethics and professional standards, governance and public sector change. Eunoia's partners have delivered highly successful organisational development projects across Africa, Asia, the Caribbean and in the UK. They are involved in current and recent anti-corruption and governance initiatives in Bangladesh, Bosnia-Herzegovina, Ghana, Kazakhstan, Uganda and the UK.

Where we are



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