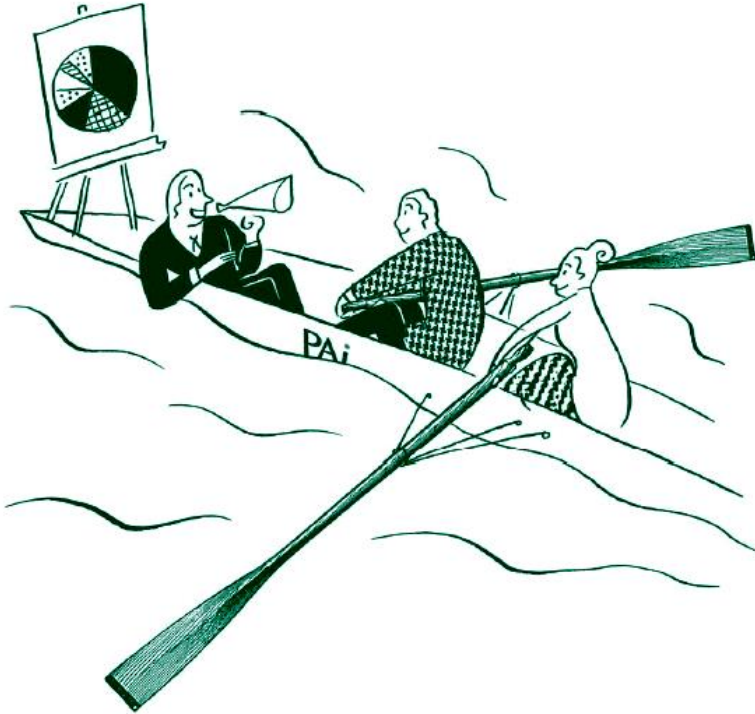


Leading and Managing for Results



Two-week professional development workshop
11 to 22 March 2024 in London
23 September to 4 October 2024 in London

Week one: High Impact Leadership: Creating real value in public services

Week two: Advanced People Engagement Skills: Getting the best out of your people



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BRITISH ACCREDITATION COUNCIL
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About the workshops

Leadership capability is crucial to the delivery of public services and to building an efficient and effective organisation fit for today and the future. This workshop will focus on the latest development in leading public services in challenging times and what they mean for people leading change in the public sector. Leadership is critical to organisational success and to ensuring that the workforce is aligned to contribute to a successful and responsive public service.

The workshops will also focus on the latest developments and skills in management and their relevance to public services and what they mean for people managing others to deliver a transformed public sector.

Week one will explore the capabilities that leaders need to make an impact in the changing arena of the public service. You will learn about approaches that have been successful and review international examples of good practice, including practical exercises and case studies from practitioners.

Week two will equip you with a suite of advanced management skills to help you face the many challenges of day-to-day management. During the week, you will undertake a Myers Briggs Type Indicator (MBTI) psychometric assessment. The assessment will provide you with feedback on how you interact with your staff, allowing you to improve your interpersonal skills in people management. The programme will focus on managing performance including tackling poor performance, developing staff engagement, motivation and building resilience to effectively manage personal and organisational stresses.

The workshops will explore the key capabilities that leaders and managers need to demonstrate for effective delivery of public services. It will cover examples of good practice and will include practical exercises and case studies from practitioners.

Who are the workshops for?

The workshops are designed to develop the leadership and management skills, knowledge and confidence of senior public sector leaders, policy makers and managers with a view to improving overall efficiency and professionalism in public institutions.

How participants will benefit

The workshops will enable you to:

- Develop the personal leadership and management capability to make an impact and contribute to the future of your public service
- Tackle existing and future strategic challenges and understand the links to operational delivery
- Review and implement plans to increase leadership capability, management performance and capability in your organisation
- Consider existing and future people management issues and understand the ways in which good management can enhance positive outcomes
- Develop self-awareness to enable high performance and increase your personal impact, drawing on a comprehensive, individual Myers Briggs Type Indicator Report
- Recognise the approaches you can use and changes you can implement to enhance public service delivery
- Grow and develop your international leadership network and share good practice.

What the workshops will cover

The first week of the workshop will include briefings and discussions on: strategic leadership; good governance; policy formulation and implementation; practical management skills: turning plans into action; personal leadership effectiveness. Week two will cover a wide range of practical management skills. There will be briefings, practical work and feedback. The programme will have discussion about: the role of the manager; the qualities of effective management and support to leaders; turning plans into action and personal effectiveness.

The overall objectives for the workshop are to:

- Enhance your understanding of strategic leadership in public service policy and delivery
- Develop a suite of leadership skills, including leading yourself and others, strategy delivery, effective communication, teamwork and implementing change
- Enhance your understanding of advanced management capability requirements in public service policy and delivery with an insight into techniques for improving motivation and productivity
- Develop advanced management skills, including: people management; managing performance; engagement and resilience; building relationships; decision making, influencing and coaching skills; team work and implementing improvements
- Develop self-awareness and your personal impact to enable high performance.

We believe that training should be learner-centred and should help our participants develop strategies that work both inside and outside the training room. We recognise that participants have different aims, world knowledge, learning styles and experiences and that motivation is crucial to successful learning.

We aim to create an enjoyable learning environment in which you will develop the skills and knowledge to enable you to be effective in as wide a variety of situations as possible. At the same time, we work to provide opportunities for personal and professional development. We value the different learning styles and personalities that each participant brings to the workshop and we encourage you to innovate and experiment with new ideas and activities.

Workshop notes, presentations and a range of different materials will be provided to you. We will ask you to complete a pre-workshop diagnostic questionnaire which we will use during the workshop. We will also invite you to give a short informal presentation about your work and how leadership and management skills are being developed in your organisation.

Programme outline: Week one: High Impact Leadership

Week 1	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Setting the context for effective leadership</p> <p>What is high impact leadership?</p>	<p>Public service trends and country priorities: group work to determine national and local level priorities</p> <p>Participants' briefing for informal presentations: what needs changing, top issues and role in improving and leading public service</p> <p>Introducing leadership action groups: what are they and how will we benefit from them?</p> <p>Reflections of leadership: a personal perspective</p>
Day 2	<p>Exploring strategic thinking: thinking "outside the box"</p> <p>Leadership styles:</p> <ul style="list-style-type: none"> • Psychometric testing: the Kilmann Model • Influencing and persuading leadership styles • Identifying your preferred leadership style 	<p>Public service leader presentation: stepping up to chief officer programme (SUTCOP) for aspiring police superintendents and chief superintendents</p> <p>Model of leadership, including STAR – transformational and action centred leadership</p>
Day 3	<p>Leading change: setting strategic goals and planning the journey</p> <p>Applying change management techniques/ tools, including:</p> <ul style="list-style-type: none"> • MAUT • STEEPLE • STACK • GAP analysis • Dual SWOT <p>Objective setting</p>	<p>Exploring Kotter's model of change</p> <p>Managing resistance to change and dealing with conflict</p> <p>Examining motivational models of leadership and their application</p>
Day 4	<p><i>Face-to-face or virtual visit to a public sector organisation to discuss public service delivery and explore leadership challenges</i></p> <p>Review of learning from visit</p>	<p>Gaining an insight to coaching, mentoring and executive coaching:</p> <ul style="list-style-type: none"> • Tools and techniques • Use of the GROW Model • Peer coaching • Raising competency <p>Coaching skills for managers: skills practice to build capacity</p>
Day 5	<p>Introducing emotional intelligence: exploring the five realms</p> <p>Participants' preparation time: opportunity to reflect and prepare for presentations/ leadership action groups</p> <p>Participants' action planning and presentations</p>	<p>Concluding discussions</p> <p>Review and evaluation of the workshop</p> <p>Presentation of certificates of attendance</p>

Programme outline: Week two: Advanced People Engagement Skills

Week 2	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Setting the context for critical management capabilities: a UK and international perspective</p> <p>Participants' informal presentations</p> <ul style="list-style-type: none"> • Sharing views • Introduction to action planning 	<p>Public service expectations of the workforce</p> <p>Group work to determine current strengths and areas for improvement in management</p> <p>Understanding the need for management capability building</p>
Day 2	<p>Building self-awareness: Myers Briggs Type Indicator</p> <p>Understanding difference and flexibility of managerial style</p> <p>Managing for an engaged workforce: discussion and practical exercise to review methods of monitoring and raising engagement</p>	<p>Core competences and management requirements: links with leadership</p> <p>Review, discussion and personal actions: capturing insights</p> <p>Public Service Manager presentation: a practical case study of building management capability in a UK public service</p>
Day 3	<p>Managing individual and team performance</p> <p>Group work establishing criteria and measures</p> <p>The role of managers and key capabilities to manage effective performance</p> <p>Building feedback skills: practical work and feedback</p>	<p>Managers' performance capability toolkit</p> <p>Review of the capability to manage effective relationships: positive feedback, support and ways to manage poor performance, including joint problem-solving techniques</p>

Day 4	<p><i>Face-to-face or virtual visit to Civil Service Learning to discuss management capability building and learning support</i></p> <p>Review of visit and planning to implement managerial development</p>	<p>Selecting the right staff: an overview of selection and talent development</p> <p>Managing people to increase engagement and performance: communication methods and approaches</p> <p>Practical session on communication with individuals and teams to inspire improved engagement and performance</p>
Day 5	<p>Problem-solving and decision making skills</p> <p>Coaching skills for managers: practical input and skills practice to build capability</p> <p>Reputation building as a great manager: actions</p>	<p>Action plan presentations by participants</p> <p>Review, feedback and scope for follow-up</p> <p>Presentation of certificates of attendance</p>

We reserve the right to change the programme as necessary.

The Workshop Directors will be Derek Driver and Ann Hall

Derek is an experienced leadership and management development trainer and consultant with a wide range of clients in the public and private sector in the UK and internationally. His areas of expertise also include strategic change, negotiation and conflict management. He is an accredited member of the Institute of Leadership and Management and has a Post-Graduate Certificate in Education.

His international work includes a three-year period working on a UK Foreign and Commonwealth Office funded project in Albania where, as Head of Strategic Development for the Reform of the Albanian Police, he worked at the Albanian Ministry of the Interior, Albanian National Police, non-government organisations, local service providers and interested community groups. He has also spent substantial periods working in Bosnia, Kosovo and Serbia and has undertaken assignments in Botswana, Indonesia, Kuwait, Nigeria, Serbia, Somaliland, Suriname, Tanzania and Thailand.

In the UK, his clients have included the Department for Work and Pensions, the Child Support Agency, the Passport Service, the Forensic Science Service, the Independent Police Complaints Commission, the Serious and Organised Crime Agency, the Immigration Service, the Fire Service, the London Metropolitan Police Service and several local government authorities.

Derek retired from the London Metropolitan Police Service, after 31 years' service, at the rank of Chief Superintendent, as Head of North-East London Territorial Operations. He had overall command for 630 police and civil staff personnel. He was commended several times during his police career, including for saving life, bravery and leadership. He was awarded the highest-level certificate at retirement: 'Exemplary Police Service.'

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

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 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 workshop will be £4,140. The fee for attending just week one is £2,360 and the fee for just week two is £2,385. It includes tuition, travel to and from one of the London airports into central London, travel on scheduled visits which form part of the programme¹, presentation material and other documentation. It 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 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. 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
- Friendliness and focus on putting people first.

Where we are



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