

# Leaders as Change Agents



Two-week professional development workshop  
15 to 26 April 2024 in London

Week one: Planning and implementing your  
change strategy  
Week two: Leading agile and responsive change



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 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 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
- 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 changes 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.

Programme outline: Planning and implementing your change strategy

Week 1	AM	PM
Day 1	Welcome and introductions: <ul style="list-style-type: none"><li>• Programme overview</li><li>• Change as learning</li><li>• What is strategy?</li><li>• Our experience of change strategy</li></ul>	<ul style="list-style-type: none"><li>• Participants' informal presentations</li><li>• Assumptions about complexity</li><li>• Are your problems simple, complicated, complex or chaotic?</li></ul>
Day 2	Leading strategic change: <ul style="list-style-type: none"><li>• Analysing the organisation using SWOT</li><li>• Readiness to change?</li><li>• Deciding what needs to change using McKinsey 7s framework</li><li>• Becoming an agent of change</li></ul>	Communicating effectively  Roles and responsibilities in the change process: a case study of strategic change  Reflections on strategic planning in a pro-action café
Day 3	Effective teamwork: <ul style="list-style-type: none"><li>• Team roles</li><li>• How teams change</li><li>• Teamwork dysfunctions</li><li>• Self-managed teams would they work in your context?</li></ul>	Emotional intelligence: <ul style="list-style-type: none"><li>• Four roles, analysts, amiables, drivers and expressives</li><li>• Anticipating and managing resistance to change</li><li>• Developing resilience</li></ul>
Day 4	Project management during change: <ul style="list-style-type: none"><li>• Project management processes</li><li>• Tools and techniques</li><li>• Waterfall or scrum?</li></ul> Risk analysis and dealing with uncertainty	<i>Face-to-face or a virtual visit to a local authority</i>
Day 5	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, evaluation and scope for follow-up</li><li>• Presentation of certificates of attendance</li></ul>

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  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 in whether we and our organisations are fixed or flexible  The importance of relationships in learning: an experience of learning by engaging with other people
Day 2	How change impact 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: 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"><li>• How machine and systems thinking influence our approach to change</li><li>• Using systems to continuously improve performance</li></ul> Agile problem solving: a case study in leading collaboration to improve health care systems	<ul style="list-style-type: none"><li>• Changing systems to improve performance and service delivery</li><li>• Managing a programme of change projects to develop new products and services while maintaining a culture that values staff</li></ul>
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 changing it by mapping values	<i>Face-to-face or a virtual visit to a local government department</i>
Day 5	Becoming an agent of change  Learning from change agents about leading change  Pro-action café exploring the week	<ul style="list-style-type: none"><li>• Participants' personal action plans</li><li>• Review, evaluation and scope for follow-up</li><li>• Presentation of certificates of attendance</li></ul>

We reserve the right to change the programme as necessary.

Workshop Director

The Workshop Director will be Philip Champness.

Philip 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 was, until recently an Independent Member of the Care Council for Wales, a Non-Executive Director of the Wales Corporate Governance Committee for Public Sector and Local Government Delivery and a Non-Executive Director of Gwent Healthcare Trust. He was a Chief Executive of a Housing Association for nine years and a Director of the Housing Corporation for six years. He holds an MPhil in Town and Regional Planning and an MSc in Change Agent Skills and Strategies.

### 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 for the full three weeks is £4,195. The fee for attending just one week is £2,340. These fees include 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 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.

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

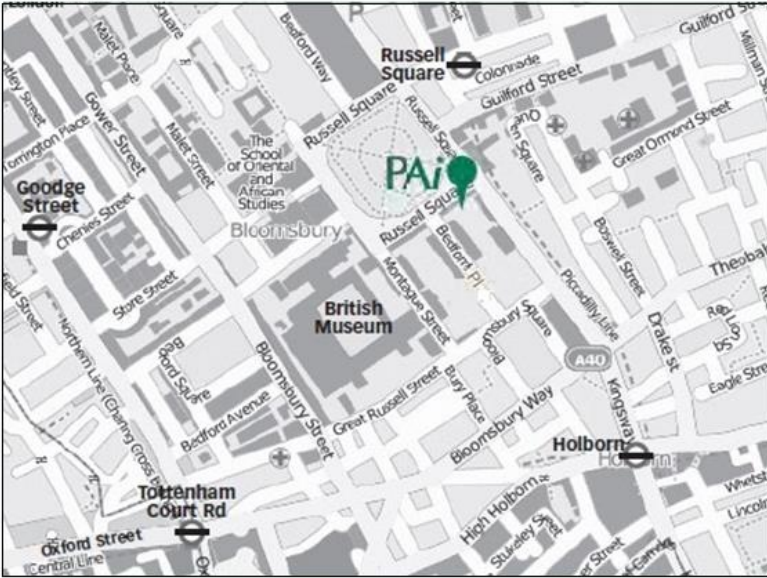
### Who we are

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)