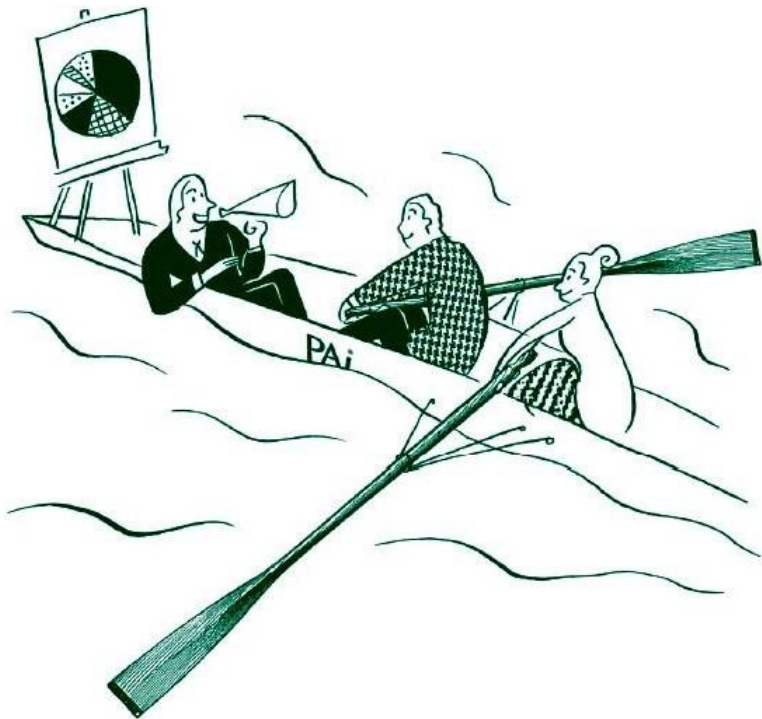


Inspiring Leaders and Managers

Unlocking high performance
from individuals and teams



Two week professional development workshop
29 July to 9 August 2024 in London

Week one: Inspiring Leadership: Engaging and motivating
individuals and teams

Week two: Results-Oriented Management: All about people



ACCREDITED

short course provider

BRITISH ACCREDITATION COUNCIL
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PAi is accredited by the
British Accreditation Council
for Independent Further and Higher Education

About the workshops

Organisations are dynamic and subject to constant and often complex change. This dynamism is often stimulated by technology, but societal, cultural and generational factors can also be significant drivers of change. All of these elements need to be recognised and taken into consideration when seeking to manage people effectively. People management is not a skill or competence where 'one size fits all'. Critically, managers must be willing to identify and respond to the inherent differences in experience, background, education and potential performance for individual members of their team.

These workshops will provide you with an opportunity to review your leadership style by exploring a range of proven leadership techniques and methods. They review a number of traditional leadership typologies and draw upon proven products, guidance and application. In addition, they will introduce you to the techniques of modern leadership within a safe learning and development setting that will encourage your engagement and active participation. They will refresh and build upon your existing knowledge, in addition to developing your skills in performing consistently as an effective leader within your current working environment.

The workshops consists of two self-contained but interlinked modules. They will run for two weeks but you are welcome to attend just week one or just week two.

Who are the workshops for?

The workshops are for leaders, aspiring leaders and anyone managing teams in the public, private or non-government sector. Regardless of whether you are an experienced manager or relatively new to leadership, these workshops will enable you to hone your skills in communication, relationship management, influencing and inspiring people – ultimately achieving synergy within your working teams.

How participants will benefit

The workshops will:

- Enable you to understand how the key elements of the effective management of people, resources, projects and stakeholders can contribute to a high-performing organisation
- Explore current good practice in human resource management, focusing especially on getting the best out of individuals and teams
- Provide you with an opportunity to challenge traditional leadership approaches and mindsets and re-think your leadership style
- Review and assess your own management skills and identify strengths, areas for development and your preferred management style
- Explore new techniques which you can adapt to the changing needs of your workplace
- Guide you in developing a roadmap for effective and sustained optimum performance for you and your team
- Enable you to practise problem-solving and decision-making skills
- Improve your ability to communicate effectively with colleagues and stakeholders and enhance your impact as a leader.

What the workshops will cover

- Models and styles of leadership, including leadership development
- Influencing, persuading, problem-solving and decision-making
- Leading change, effective communication and raising competency
- Organisational development and performance management
- Managing people and negotiation and conflict management
- Managing projects and multiple stakeholders
- The Balanced Scorecard.

Programme outline: Inspiring Leadership: Engaging and motivating individuals and teams

Week 1	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Setting the learning climate</p> <p>Programme overview</p> <p>Leadership development</p> <ul style="list-style-type: none"> Defining leadership Essential traits, qualities and skills for leading people <i>Exercise: group/individual (psychometric) development activities</i> Models of leadership Contingency leadership Transformational leadership <i>Syndicate exercise: case study</i> 	<p>Models of leadership (continued)</p> <ul style="list-style-type: none"> Situational leadership <i>Individual exercise</i> Action Centred Leadership (ACL) Task – individual – team syndicate exercise Leadership agility Leadership shadow Leadership disposition Johari's Window model <i>Exercise: developing openness</i> <p>Participants' informal presentations</p>
Day 2	<p>Leadership development (continued)</p> <p>Leadership styles</p> <ul style="list-style-type: none"> Identifying your natural leadership style Individual activity (psychometric) <p>Communication and impact</p> <ul style="list-style-type: none"> Effective communication Styles of communication 3-step model for assertive communication <i>Pair exercise: developing assertive communication</i> Making the right impact Verbal and non-verbal communication 	<p>Influencing and persuading</p> <ul style="list-style-type: none"> Using influence: persuading techniques Gaining commitment Stakeholder engagement Choosing the right approach <i>Group / individual (psychometric) – discovering preferred influencing style</i> <i>Role-play</i>
Day 3	<p>Leading change: Part one (over three sessions, a five-stage developmental syndicate exercise)</p> <p>Identifying the need for change: ADKAR model</p> <p>Assessing internal and external drivers for change: STEEPLE – STACK..... MAUT application</p>	<p>Leading change: Part two</p> <ul style="list-style-type: none"> Analysing the need for change: strategic "gap analysis" ANSOFF Setting the strategic change 'goal statement' SWOT: Dual dimension SMART objective setting Change engagement process: Kotter
Day 4	<p>Leading change: Part three: dealing with loss and resistance</p> <ul style="list-style-type: none"> Reactions to commitment Understanding 'loss': Kubler-Ross 'loss curve' Managing conflict: Thomas Kilmann Handling difficult situations <i>Exercise: Strategy for dealing with resistance to change</i> 	<p>Problem solving and decision making</p> <ul style="list-style-type: none"> Definitions Four-stage model Identifying the problem Generating options Eliminating alternatives Implementing preferred option SARA model Pros and cons model <i>Making effective decisions exercise</i>
Day 5	<p>Raising competency</p> <ul style="list-style-type: none"> Competency assessment Learning styles Coaching: GROW model Giving feedback <i>Coaching role-play exercise</i> 	<ul style="list-style-type: none"> Evaluation of the workshop Review and reflection Presentation of certificates of attendance

Programme outline: Results-Oriented Management: All about people

Week 2	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Setting the learning climate</p> <p>Programme overview</p> <p>Organisational development</p> <ul style="list-style-type: none"> Defining organisational development Drivers for organisational development Organisational development intervention in practice Diagnostic cultural analysis Modelling organisational development (characteristics) Business review improvement 	<p>Performance management: Part one</p> <ul style="list-style-type: none"> Time management Core performance management requirements Performance regimes Managing by objectives Linking and measuring achievements; targets, objectives and performance standards <p>Participants' informal presentations</p>
Day 2	<p>Performance management: Part two</p> <ul style="list-style-type: none"> Delegation Management information Group dynamics Motivating others 	<p>Managing people</p> <ul style="list-style-type: none"> 5-way management model Managing emotions: emotional intelligence Team development and team building
Day 3	<p>The Balanced Scorecard (BSC)</p> <ul style="list-style-type: none"> The model The four balanced perspectives The five strategic management principles Benefits of implementing the BSC Strategic management systems, tools and techniques 	<p>Understanding and managing conflict</p> <ul style="list-style-type: none"> What is conflict? Core reasons for conflict Conflict and negotiation What is the cost of conflict? Range of resolution outcomes

Day 4	Developing negotiation capacity <ul style="list-style-type: none"> • Appreciating key factors and range of outcomes • Choosing style and approach • Personality types • Phases of negotiation 	Managing multiple stakeholders <ul style="list-style-type: none"> • Stakeholder analysis • Stakeholder engagement / consultation • Allegiance types • Stakeholder engagement communication strategies • Levers for cultural change • Gaining commitment
Day 5	Managing projects <ul style="list-style-type: none"> • What is a project? • Benefits of good project management • Project fundamentals: <ul style="list-style-type: none"> • Definition • Organisation • Planning • Control • Cost benefit analysis 	Evaluation of the workshop <ul style="list-style-type: none"> • Review and reflection • Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

Workshop Director

The Workshop Director will be Derek Driver.

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.'

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 fee.

Fees

The fee for the workshop will be £4,495. The fee for attending just one week is £2,550. 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



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