

How to Improve an Organisation's Effectiveness



Two-week professional development workshop
25 November to 6 December 2024 in London

Week one: Planning and Implementing Your Change
Strategy

Week two: Managing the Performance of Your Organisation



BRITISH ACCREDITATION COUNCIL
ACCREDITED SHORT COURSE PROVIDER

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

About the workshop

Public services need to be able to adapt and change to each new challenge we face, whether responding to economic downturns or geopolitical events. Politicians and the public seek assurance that system and processes are in place for each organisation to deliver its services economically, efficiently and effectively. Deciding what services to prioritise and how to maintain core services that meet the needs of citizens requires leaders to be able to manage and improve the performance of their organisations, and to be ready to implement transformational change where necessary. How can the public sector deliver strong results in such circumstances?

Week one of the workshop will equip you with the skills you will need to plan and successfully implement sustainable change, including how to build a cadre of resilient, flexible change planners, leaders and managers. You will analyse theory and proven strategic approaches to implementing successful change and explore case studies featuring approaches adopted by organisations. Of key importance will be methods to engage staff during times of uncertainty and encourage them to own the future of their organisation. You will develop skills for learning from experience, your own and other people's, that will enable you to identify what works for you in your situation.

Week two looks at performance management at an organisational level. It explores the challenges created by recent events it examines how performance frameworks can be developed to enable senior managers to evaluate progress towards overall strategic objectives. Furthermore, it encourages you to consider how to align performance and financial management to deliver value for money, and how to demonstrate such achievements to external stakeholders.

Who are the workshops for?

The workshops are designed for:

- Senior managers with specific responsibility for governance, the implantation of UN Sustainable Development Goals (particularly SDG-16-peace, justice and strong institutions)
- Senior leaders responsible for implementing, guiding of managing change
- Senior managers responsible for maintaining or introducing performance management or organisational change programmers
- People responsible for business planning, corporate performance or reform projects
- All those concerned with ensuring value for money for their organisation.

How participants will benefit

The workshops are designed to allow you to:

- Undertake a phased approach to managing and implementing change
- 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 for it
- Engage internal and external stakeholders in the change process
- Manage barriers and risks to successful change.
- Understand performance management in its organisational context

- Apply the concept of value for money to programmes, projects and other activities
- Experience developments in good practice and lessons learned from the UK and other countries
- Share your own experiences of managing and implementing performance management systems with other participants
- Explore how these developments may be introduced and/or implemented in your organisation.

What the workshops will cover

The workshops will involve discussion sessions and practical case study materials, with a range of visits to key practitioners to examine the elements of good practice in these important and developing areas. They aim to be highly interactive and you are encouraged to: share your own experiences; debate the potential added value to your own situation from applying some of the features of models used in the UK; and consider skills and resources required to develop good systems for risk management, internal audit and performance management.

Workshops notes, presentations and a range of different materials will be provided on an Android tablet for you to use during the workshop and take home with you for future reference and follow up.

Programme outline: Planning and implementing your change strategy

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

Programme outline: Managing the performance of your organisation

Week 2	AM	PM
Day 1	<p>Welcome and introductions</p> <p>What is performance management (PM)?</p> <p>Why is it important?</p> <p>Previous approaches to performance measurement</p>	<p>Analysis of how geopolitical issues, economic change and other events can impact on organisational management</p> <p>Participants' informal presentations</p> <p>Performance frameworks</p> <p>Outline of the steps required for success</p>
Day 2	<p>Agreeing the important elements:</p> <ul style="list-style-type: none"> • Organisational vision, mission and goals • Understanding outputs and outcomes • Logframes and theories of change 	<p>Managing and developing staff:</p> <ul style="list-style-type: none"> • Understanding staff perceptions • Agreeing objectives and targets • Appraising performance
Day 3	<p>Agreeing the important elements (continued)</p> <ul style="list-style-type: none"> • Target Operating Models • Stakeholder analysis and consultation • Governance arrangements 	<p>Performance assessment and the use of performance indicators</p> <ul style="list-style-type: none"> • What should we measure? • Using measurement to learn and develop • Dashboard reporting
Day 4	<p>Creating the right conditions</p> <ul style="list-style-type: none"> • Building a supportive culture • Budget and target setting • Finance Business Partnering <p>Different models for performance management e.g.:</p> <ul style="list-style-type: none"> • European Foundation for Quality Management (Europe) • Capability Reviews (UK, Australia) 	<p>Governance and scrutiny:</p> <ul style="list-style-type: none"> • The role of governors • Internal and external audit • Inspectorates <p>Managing change: responding to economic, geopolitical and other events</p>
Day 5	<p>Value for money:</p> <ul style="list-style-type: none"> • What does it mean? • A case study on applying the concept • How to adapt the principles to your organisation 	<p>Putting developments into practice</p> <p>Workshop conclusions</p> <ul style="list-style-type: none"> • Action planning • Review and evaluation • Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

Workshop Directors

The Workshop Directors for week one 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.

The Workshop Director for week two will be Dr Phil Gibby.

Phil has in-depth experience in performance management. He is a qualified accountant and former Director of Value for Money in the UK National Audit Office. He understands the challenges of having to meet performance targets with limited resources when bound by public sector rules and having to operate in a political environment. He has a PhD on the conceptualisation of value for money and also provides advice and guidance to a range of central and local government organisations, as well as NGOs.

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 please 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 two-week workshop will be £4,145. The fee for attending just week one is £2,340 and for attending just week two is £2,415. It includes tuition, travel to and from the airport in London, travel on scheduled visits which form part of the programme, travel and one night's accommodation while on the visit outside London during week one¹, 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 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 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, travel on scheduled visits during the workshop.

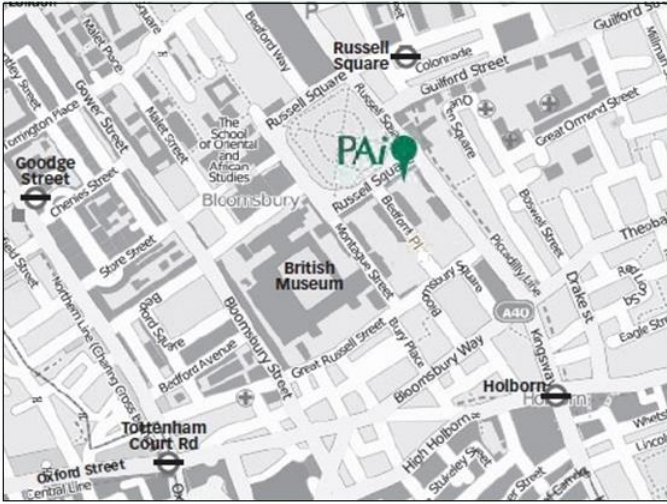
Who we are

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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