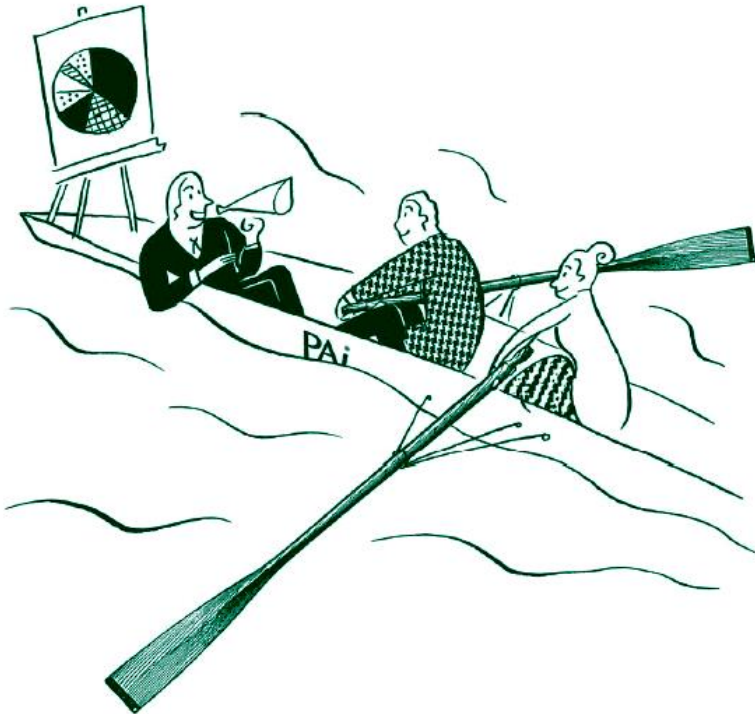


Changing Times:

Leading agile and adaptable organisations



Two-week professional development workshop
12 to 23 May 2025 in London

Week one: Re-Energising the Public Sector:
Motivation, productivity and getting results
Week two: Implementing Change Successfully



ACCREDITED
BRITISH ACCREDITATION COUNCIL
ACCREDITED SHORT COURSE PROVIDER

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

About the workshops

This two-week modular workshop will focus on Re-Energising the Public Sector: Motivation, productivity and getting results in week one and on Implementing Change Successfully in week two.

One of the biggest issues challenging the public sector is measuring effectiveness of public service delivery. All organisations depend on their leaders, managers and frontline staff to fulfil their organisation's mandate and achieve outcomes and results. This becomes increasingly difficult during times of change.

The workshop 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 identify how your organisation tends to manage change and learn to choose from a variety of alternative approaches that work with systems and relationships. You will learn to develop strategies that the most important factors, attract resources and gain support from stakeholders. 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 recognising the need to increase productivity, motivate teams and develop a committed workforce.

Who are the workshops for?

These workshops are designed for Directors, senior leaders or managers in the public and private sectors who have been newly promoted and who are keen to enhance and develop their skills and thinking. These workshops are an excellent opportunity to network and explore a range of tools and new ways to energise your teams and yourself for the future journey with your organisation.

How participants will benefit

During the two weeks you will be able to:

- Take time to reflect on the challenges and plan for the future as a leader
- Explore leadership and management
- Identify areas for improvement and be enabled to create a plan to implement the changes
- Undertake an organisational health check
- Explore new ways of working and thinking
- Exchange learning with like-minded leaders, through the use of leadership action groups
- Look to the future with a positive mindset and create enthusiasm and commitment in your teams
- Recognise whether problems are simple, complex or chaotic and choose an appropriate and systematic response to what is emerging
- Identify what needs to change and think strategically and collaboratively to plan and achieve it
- Project manage continuous change using agile and scrum approaches to help manage complexity
- Identify root causes of problems, risks to strategic change and plan to overcome barriers
- Work collaboratively with others to lead them by engaging in a successful change process
- Learn from practitioners how continuous improvement can result in effective change.

What the workshops will cover

Week one will address:

- Refreshing your thinking on the vision, mission and purpose of your organisation
- How to assess your effectiveness and that of your teams so as to add more value to organisational outcomes
- Exploring the impact of organisational culture and your role in creating a positive culture
- Understanding what motivation is and what motivates individuals
- How to deal with those individuals who are not performing
- The benefits of building strong and highly engaged leadership teams and the effects this will have in developing a more productive organisation
- Working together on strategic and creative thinking
- Improving collaboration and communication
- Breaking down silos and creating cross-departmental collaboration
- Introducing executive coaching as a leadership tool for individual development.

Week two will address

- How to undertake a phased approach to managing and implementing change
- Building implementation strategies that identify the human resources (HR) and technical and financial resources required for change
- Applying leadership and change agent skills and strategies that influence behaviour
- Identifying what needs to change, and why, and how to plan for it
- Engaging with internal and external stakeholders in the change process
- Managing barriers and risks to successful change
- Influencing attitudes through listening, coaching and motivating and develop a more effective culture, using HR to align behaviour and performance with strategy
- Developing your capacity for agile approaches to cope with unplanned, emergent change
- Engaging your team and build teamwork skills to secure organisational objectives
- Recognising how organisations and teams can be less bureaucratic and more collaborative
- Identifying the values that lie behind different organisational cultures and learn how to practise and promote values that create more effective culture.

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.

Programme outline: Week one: Re-energising the public sector

Week 1	AM	PM
Day 1	<p>Welcome and introductions Personal objectives</p> <p>Identifying the challenges you face as a leader</p> <p>Using an organisational reflection tool: group discussions</p> <p>Our vision and mission to ensure success</p>	<p>The importance of a positive organisational culture</p> <p>Research and models of culture The role of leaders in challenging times</p> <p>Introducing leadership action groups Peer groups</p>
Day 2	<p>Building a team: Tools and techniques to enhance and strengthen your organisation</p> <p>Review of your organisation's strategy</p> <p>Understanding what motivates individuals and teams</p>	<p>Strategic thinking: What is this and how can we do it well?</p> <p>How to use a strategic thinking model: Individual reflection and discussions</p> <p>Exploring creative thinking as a leader</p>
Day 3	<p>Communication: The importance of communicating with your teams to build and encourage collaboration across your organisation</p>	<p>Leading for success: New ways for your staff to deliver the future for your organisation</p> <p>Leadership action groups: peer group work</p>
Day 4	<p>Building trust with your staff Exploring performance management and some tools to use</p>	<p>Tackling poor performance and dealing with it effectively Building our resilience as leaders</p>
Day 5	<p>Executive coaching/mentoring tools and approaches</p> <p>Peer coaching session</p>	<p>Presentations of key learning</p> <p>Review and evaluation of the workshop</p> <p>Presentation of certificates of attendance</p>

We reserve the right to change the programme as necessary.

Programme outline: Week two: Implementing change successfully

Week 2	AM	PM
Day 1	<p>Welcome and introductions</p> <p>Leading in a volatile, complex and uncertain world</p> <p>Models of change and why change may fail to bring improvement</p> <p>Focussing on what matters</p>	<p>Participants' informal presentations on experiences of change</p> <p>Developing leadership capacity for strategic thinking and continuous improvement</p>
Day 2	<p>Begin with why?</p> <p>Stages in strategic thinking and action</p> <p>Importance of engaged leadership Writing your values statement</p>	<p>An example of engaged leadership in a change process</p> <p>Skills for listening empathically, responding openly and truthfully</p>
Day 3	<p>What needs to be improved?</p> <p>Mckinsey's 7s framework</p> <p>Root cause analysis using Ishikawa diagrams</p> <p>An example of strategic thinking and planning in action</p>	<p>Planning continuous improvement</p> <p>Project management in a change process Leadership skills for change</p>
Day 4	<p>Implementing strategy</p> <p>Setting aims and objectives</p> <p>Agile leadership and scrum</p> <p>Identifying and mitigating risks</p> <p>Communication strategy</p>	<p><i>Visit to an organisation with extensive experience of achieving improvement</i></p>
Day 5	<p>Becoming an agent of change</p> <p>Change agent skills and strategies</p> <p>Examples of change agents</p> <p>Putting together a group strategy</p>	<p>Presentations of key learning</p> <p>Review and evaluation of the workshop</p> <p>Presentation of certificates of attendance</p>

We reserve the right to change the programme as necessary.

Workshop Directors

The Workshop Director for week one will be Ann Hall.

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

The Workshop Director for week two 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 a BA in Geography, 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:

<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 workshop will be £4,520. The fee for attending just one week is £2,550 and is payable at least 21 days before the first day of the workshop. It 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 also provide 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. 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.

Cancellations

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 or fewer 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