

# Innovating in the Public Sector



One-week professional development workshop  
5 to 9 May 2025 in Dubai



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### About the workshop

Ministers, Department Heads and individual public sector policy makers and managers are having to deal with the ever-growing challenge of new, complex and systemic societal and organisational problems that simply cannot be addressed or solved using classic, existing government practices, processes, tools and ways of thinking.

The world of policy makers, programme providers and managers is crying out for innovation - new ideas, policies, approaches, services, products and ways of doing things. Yet, being innovative in the public sector can carry significant risks.

How can you change the culture of your organisation and your colleagues - and even your managers and decision-makers - from one of accepting the status quo and "doing things right" (i.e. as they have always been done), to one of challenging the status quo and to doing "new right things in new ways"?

This workshop is designed as an integrated, experiential one-week "Policy/Innovation Laboratory" where the latest theories, models, innovation tools, processes and best practices are presented and immediately applied to "real-life" situations (brought by you, the participants) in order to develop new perspectives, insights and possibilities. This structure allows the workshop to achieve its aim of not only providing new knowledge about innovation but also to help transform participants into individuals with a natural tendency and skills to innovate.

### Who is the workshop for?

It is an ideal workshop for senior government leaders (e.g. Ministers, Assistant/Deputy Ministers, senior Ministry advisors, Permanent Secretaries, heads of public sector agencies, mayors), national and local government public servants, policy makers and managers who face new challenges and are looking for new innovative approaches to deal with them.

### How participants will benefit

The workshop will enable you to:

- Acquire a range of innovation processes, concepts and tools and apply them in real-life situations
- Better identify the barriers to innovation in your own work environment and develop ways to overcome them
- Identify your own innovation strengths and weaknesses and become a better, more natural and instinctive innovator
- Develop some concrete innovation solutions and approaches to innovation challenges in your own work environment.

### What the workshop will cover

During the week, within the overall structure and flow of the Policy/Innovation Lab, we will cover, discuss, apply and explore in small groups and in plenary the following:

- Classic and customised innovation processes
- Alternate problem/question definition
- System-viewing and stakeholder analysis and inclusion
- Changing perspectives
- Creating innovation spaces
- Achieving the 4<sup>th</sup> level of "generative conversations"
- The conversation value chain
- Development of the traits of being an innovator
- Social Presencing Techniques; Vertical Growth; Body Dispositions; Story-telling
- Deep Democracy/ Art of Hosting techniques
- Overcoming the risks of and barriers to innovation
- Innovation tools, e.g. Contrarian Assumptions; SCAMPER; the Six Hats
- 3D & 4D Mapping and Sculptures
- Mankins 3 X 3
- Prototyping and piloting
- Johari Window
- Innovative Life-Mapping and action planning

A wide array of innovative learning techniques will be used to explore these topics, e.g. conversation and physical movement; data analysis and art; brainstorming and sculpture creation, etc.

### Programme outline:

	AM	PM
<b>Day 1</b>	Welcome and introductions Common innovation barriers Participants' questions The design of the week (Innovation Lab Process)	"Our inner innovator": Challenging ourselves and moving out of our comfort zones Johari Window (introduction) Defining the problem/question The 3 Brains: Presencing and innovation
<b>Day 2</b>	Launching the Innovation Lab Conversation as the innovation process Refining the question Stakeholder analysis: Empathy Walks and Current Reality Movie Changing perspectives: the Two-Step	4D Mapping of the question systems Generative conversations Exploring your internal conditions (strengths and weaknesses) Playing in the Village
<b>Day 3</b>	Innovation spaces/constraints Traits of the innovator Exploring improvisation techniques	The 4 Body Dispositions Personal innovation "Stucks"
<b>Day 4</b>	Innovation tools: The 6 Hats SCAMPER/Contrarian Assumptions Innovation emergence	Building our (before and after) 3Ds 0.8s; Prototyping Presenting our 3Ds Developing innovation guiding principles
<b>Day 5</b>	Mankins 3 X 3 Deep Democracy Dr GRAC Johari Window (Parting)	Innovating in our own lives Review and evaluation of the workshop Presentation of certificates of attendance

We reserve the right to change the programme as necessary.

### Workshop Director

The Workshop Director will be Mark Hollingworth, M. Eng, EMBA.

Mark is President of 5i Strategic Affairs and is an expert in strategic leadership and innovation. He has worked as a management consultant, workshop leader/facilitator, university educator and coach for clients in the profit and not-for-profit sectors for over 30 years.

In his mission to help people, companies and society prepare for a successful future, Mark uses his ability and experience to act as an innovation process leader and guide in order to help individuals and organisations make crucial decisions about key issues that result in concrete action and change.

In Canada, Mark has worked with corporate leaders such as ArcelorMittal, BMS, Cirque du Soleil, CITI, Cogeco, Dillon Consulting, Hydro-Québec, Imperial Tobacco, Kruger Inc., Linamar, MDS Aerospace, Metso, MSC, RioTinto, Telus, etc. His work with not-for-profit organisations includes projects with ASGEMSQ, CACQ, CAFE, the CDA, Development and Peace, the Islamic Development Bank, Islamic Solidarity Fund for Development, KEPO, Pink Triangle Press, etc. and he has worked internationally with individuals and organisations in Abu Dhabi, Bhutan, Costa Rica, Ghana, Guatemala, Kenya, Malaysia, Nigeria, Saudi Arabia, Spain, the United States, Vietnam and Zimbabwe.

He is the author of two books: "Growing People, Growing Companies: Achieving Individual and Organizational Success in the Knowledge Economy" (2003) and "Strategic Assumptions: The Hidden yet Powerful Beliefs that Control Every Decision You Make" (2014). He has also had numerous articles published in Western University's Ivey Business Journal and publishes regularly on his own LinkedIn site.

### 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 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 Dubai. We will confirm the exact location after you have booked a place on the workshop.

### Fees

The fee for the workshop will be £2,550 and is payable at least 21 days before the first day of the workshop.

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.

### 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 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 Dubai, 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 United Arab Emirates Embassy confirming refusal of a visa and providing you have not entered the UAE.

### 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.

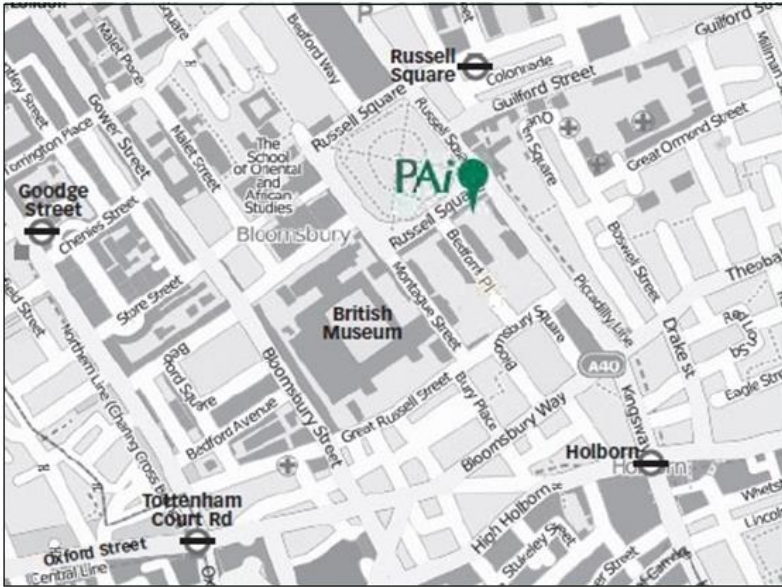
### Who we are

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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