



ReSPA

Regional School
of Public Administration

Advisory Skills for Operational Management and HRM Professionals

12-14 February 2014

Danilovgrad, Montenegro

PROVISIONAL PROGRAMME



Background

During 2013, ReSPA has organized several capacity building activities devoted to the Human Resource Management and development, Strategic planning and has maintained ReSPA community of practitioners for the HRM. Taking into consideration all conclusions and recommendations obtained from latter mentioned events, ReSPA has identified a need to organize workshop which will be a logical continuation of the previous activities and which will deal with such important aspect of a Public Administration Operational Management. In that respect the three day workshop is intended to serve to the individuals who are assigned to a role of advisor or manager on the topics such as operational management, facility management and HR and as an internal advisor are expert in respected field. In addition those individuals are providing the advice to management and want to be the sparring partner of the PA management. Their aim is to provide broadly supported advice that will also be adopted within respected PA organisation.

This three days workshop will strengthen the advisory skills of participants who will be able to learn how to become a strategic partner in their public organisation's management by understanding the advisory process more thoroughly and by becoming more aware of the different advisory styles and roles.

The key interpersonal skills that this programme is designed to address and develop include effective strategies, techniques and skills for:

- Analyzing
- Verbal, non-verbal and written communication
- Interpersonal sensitivity
- Influencing (without real power)
- Persuading
- Providing convincing advice
- Dealing with resistance and conflicts.

Objectives

By the end of the Programme it is envisaged that participants will:

- Understand the advisory process needed in PA Organizational Management by intensive deepening of knowledge, experiences and exercises
- Understand his/her role as an advisor
- Acquire a framework for exploring the real problem behind the question
- Acquire effective ways of dealing with resistance and conflicts
- Learn influencing strategies for getting broad support for his/her advice or project
- Have a better understanding of the roles/impact of stakeholders and playing fields
- Understand the change management process
- Understand the principles of team work in implementing an advice.

Content

Through this workshop you will learn how to effectively use your skills as an advisor during the various phases of the advisory process in PA Organizational Management. The content proposed by the 3-day programme is organized around four core themes as follows:

- The advisory process
- Role of the Advisor
- Implementation of your advice
- Implementation: change management.

Day 1

Day 1 is dedicated to the orientation on providing advice, the advisory process and the role of the advisor. The first two steps of the advisory process are dealt with: the intake and problem analysis. How do you determine your role as an advisor and how can you explore the real problem, or “the question behind the question”? In order to strengthen the transfer process we will connect with your work situation, by using real cases from your work practice.

Day 2

On the second day the focus will be on the last steps of the advisory process: feedback, decision making, implementation and evaluation. How can you get the decision maker (often senior or executive management) really involved in the process and support your advice? How do you cope with resistance and conflicts? We will practice and rehearse situations in preparation for your future performance and strengthen your skills, attitude and abilities in your role as strategic partner of your management.

Day 3

Day 3 is focused on the ‘how to’ question in implementing your advice. Firstly, the trainers will provide you with an effective framework and the knowledge and skills to manage change effectively. We will work with the specific settings and environments of your advice and will guide you how to conduct a Stakeholders analysis and how to act in the relevant playing fields. Implementation methods will be introduced and experiences and lessons learned will be exchanged. Furthermore, forming teams, team principles (team work, team building, motivation and roles) and team leadership will be discussed and exercised.

Target Group

The target audience for this 3-day programme would be (senior) managers and (senior) advisors dealing with operational management in the public sector. It will be of particular interest to civil and public administration staff of the Western Balkan Region with a minimum of 3-5 years of relevant strategic experience in dealing with topics such as operational management, facility management and HR.

Part of the participant’s job tasks is to provide management with advice and the participant aims to develop him / her to become the sparring partner of management. Participants will be expected to be in a position to apply knowledge and skills learned in the workplace upon their return to work. All participants will be required to undertake role play exercises during

this training programme and be open to analysis and feedback, both from the trainers and their co-participants.

Participants are encouraged to apply from above specified central government organization, as long as they have **a background in operational management and have an advisory position.**

Workshop Facilitators

The 3-day programme will be directed and presented by two international experts from PBLQ ROI, Dutch Institute for Public Administration and one regional expert. Both of the PBLQ facilitators have a Management & Organisation background with coaching and training experience and will draw on their own experiences in the management and conduct of effective implementation of operational management policies, the role of advisors and change management from both a theoretical and practical perspective in the Netherlands and abroad.

John Bierlee

Senior management & organisation trainer and consultant and Associate Advisor at PBLQ ROI, Dutch Institute for Public Administration. John has a broad experience in the field of Organisation & Management and HRM as a (project) manager, consultant, trainer and coach. He has worked both as manager and internal advisor and as such, understands the dilemmas of both positions in performing their specific roles. Being intrigued by these issues, he developed and delivered several tailored consultancy, training and coaching projects on operational management, change management, performance management, team work, advisory skills and HRM.

Frans Bouman (to be confirmed)

Senior Management & Organisation trainer and consultant. Frans has a broad experience in the field of Organisation & Management as a (project) manager, consultant, trainer and coach. As such, he developed and delivered several tailored training and coaching programs on HRM, management development, change management, team work and advisory skills.

Regional expert/trainer (TBC)

Methodology

Before the actual start of the training, participants are asked to fill out a questionnaire inquiring after the main challenges they are facing when providing advice and asking them to indicate their learning goals. This will provide the trainers with information on the participants' personal learning objectives and it will build commitment to the programme. Moreover, it will provide the trainers with an insight in the participants' backgrounds, past experience with advisory activities and their views on the role of an advisor.

Our approach is based on Action Learning. The programme will have an interactive character and participants will be stimulated to take an active role and use their work practice intensively. The training will be implemented through a variety of training methods: short theoretical sessions, case studies, group assignments, discussions and exchange of participants' experiences. Starting point of the workshop is that participants gain practical skills, relevant knowledge and new insights, that they can apply in their daily work practice right away. This will be done in a group setting, with experts' facilitation, creating a safe environment and participants will share ideas, knowledge and experiences. This will help participants to gain knowledge and feel confident about the subject and it will enable them to create a changing environment in their own organisations.

DRAFT TRAINING PROGRAMME

Day 1- 12 February 2014

09.30 - 10.45	Introductions, Participants' Learning Goals and Expectations and Course Overview
10.45 - 11.15	<i>Coffee break</i>
11.15 - 13.00	The step-by-step approach of the advisory process (1) <ul style="list-style-type: none">• Step 1: Intake, Determining the scope of your advisory assignment and Obtaining the assignment<ul style="list-style-type: none">- Intake: exercises- Your role as advisor; advisory styles- Exploring the real problem: question behind the question
13.00 - 14.00	<i>Lunch break</i>
14.00 - 15.30	<ul style="list-style-type: none">• Step 1 continued: Intake, Determining the scope of your advisory assignment and Obtaining the assignment<ul style="list-style-type: none">- Trust: theories and exercises- Building relationships• Step 2: Problem analysis (what and how)<ul style="list-style-type: none">- Mastery: specific fields for the internal advisor- Environmental and stakeholders analysis- Defining the problem
15.30 - 15.45	<i>Coffee break</i>
15.45 - 17.00	<ul style="list-style-type: none">• Step 2 continued: Problem analysis (what and how)<ul style="list-style-type: none">- Defining the problem: exercises
17.00	End of 1 st day

Day 2- 13 February 2014

09.00	09.15	Quick recap on Day 1 & introduction to Day 2
09.15	- 10.45	The step-by-step approach of the advisory process (2) <ul style="list-style-type: none">• Step 3: Feedback findings and Decision Making/Action Plan
10.45	- 11.15	<i>Coffee break</i>
11.15	- 12.00	<ul style="list-style-type: none">• Step 4: Implementation of your advice/change<ul style="list-style-type: none">- Implementation methods: theories and exercises- Influencing strategies (negotiating, convincing, moving)
12.00	- 13.00	<i>Lunch break</i>
13.00	- 14.30	<ul style="list-style-type: none">• Step 4: Implementation of your advice/change<ul style="list-style-type: none">- (De-) escalating strategies, resistance and conflicts, reflecting and confronting- Behavioural change
14.30	- 14.45	<i>Coffee break</i>
14.45	- 16.45	<ul style="list-style-type: none">• Step 5: Evaluation
16.45		End of 2 nd day

Day 3- 14 February 2014

09.00 - 09.15	Quick recap on Day 2 & introduction to Day 3
09.15 - 10.30	Change Management: Understanding Change <ul style="list-style-type: none">• Dimensions of change: rational, political, emotional• Field Force Analysis• Understanding individual and organizational resistance• Building commitment
10.30 - 11.00	<i>Coffee break</i>
11.00 - 12.30	Change Management: Implementing Successful Change <ul style="list-style-type: none">• Kotter's 10 Steps to successful change• De Caluwe's colors model• Homan's Organizational Dynamics Team work <ul style="list-style-type: none">• Forming teams• Team principles (team work, team building, motivation and roles)• Team leadership
12.30 - 13.30	<i>Lunch break</i>
13.30 - 15.00	Team work <ul style="list-style-type: none">• Tests and assessments (Belbin, Leary's Rose)
15.00 - 16.00	Consolidating the Learning <ul style="list-style-type: none">• Participant Learning Objectives Reviewed• Workshop Evaluation & Review
16.00 -	Workshop Closure