



ReSPA

Regional School
of Public Administration

Workshop on
**CHANGE MANAGEMENT IN PUBLIC
ADMINISTRATION INSTITUTIONS**

27-29 November 2012

Danilovgrad, Montenegro

PROVISIONAL PROGRAMME



Background

This three day training programme incorporates elements of “Implementing Sustainable Change” and “Managing People through Change: Attitudes and behaviours”. It will equip senior officers with all the skills needed to plan and successfully implement sustainable change within their organisation. The attendants will analyse leadership skills and approaches to implementing successful change through influencing behaviour and attitudes and they will explore how they can be applied or adapted to their organisation.

Objectives

At the end of this programme participants will have:

- An understanding how to influence attitudes through listening, coaching, contracting and motivating to build trust, confidence and self esteem;
- An opportunity to develop the leadership skills and strategies that influence behaviour;
- Improved knowledge in managing barriers;
- Increased knowledge in identifying what needs to change and why, and how to plan for it.

Program Content

The style of the programme will be participative, and where possible, will include the use of case study examples and discussion to make learning points relevant; participants already involved in change programmes will be able to share their experience as well as expanding their knowledge.

Topics to be covered include the following:

- Develop robust implementation processes, tools and techniques for change
- Communicate effectively with staff at all levels to prepare them for sustainable change and ensure positive engagement in the change process

Recognise and use a range of appropriate leadership styles to address the changing needs of the organisation and the individuals who will be asked to adopt and implement the changes

Target Group

Senior Officers from Public Administration Institutions primarily from: Ministry of Public Administration Ministry of Economy, Ministry of Justice and Ministry of EU integration who are directly responsible for change programmes at related level within respected department i.e. organisation.

Workshop Trainers

The course will be directed and presented by two international trainers from RIPA International; a UK based training company, and one regional expert from Bosnia and Herzegovina. The experts have extensive experience in the design and delivery of activities devoted to Change Management, Leadership, Communication and other Human Resources related topics in the EU and the Western Balkan region.

Biographies of trainers

Adie DeCoursey, Lead International Trainer

Adie is a highly experienced leadership trainer, consultant and coach with several years of experience in designing, developing and delivering a wide range of participative leadership, change management, customer relationship, personal development, communication and sales training programmes for corporate, public and not-for-profit clients, and several years of direct leadership experience in a variety of contexts.

Adie studied a wide range of approaches, models and techniques to meet client's learning and development needs, with a particular focus on communication, psychological and behavioural change. Concentrated on approaches that enhance ability to design and deliver customer-focused, commercially viable training and coaching solutions, as well as keeping skills on the leading edge.

For RIPA International he leads a range of courses including: Team Leadership; Performance Management; Customer Service; NLP; Train the Trainer; Creative Problem Solving; Team Development; Verbal Communication; Diversity; Strategic Thinking. Key clients for which he has provided such courses include: Audi, Channel Four, Civil Service Learning, East Sussex Healthcare, FCO, London School of Economics, Sony, and Sutton Housing

Other key experiences of Adie include his role as Senior Administrator for the UK Ministry of Defence (1982 – 1988) where he managed relationships with senior managers of blue chip organisations, coached mid-range RAF personnel into civilian employment, acted as recruitment consultant representing personnel to a variety of organisations. He has also been the International Development Officer for Help Age International (1995 – 1997) delivering fundraising and communications training; co-managing fundraising activities, ensuring high profile of the organisation by representing it at various sector networks. He has also worked as Deputy Chief Executive for Divert Trust (1999 – 2002) developing and managing relationships with police services, local education/social services departments, Home Office and Corporations.

Mark Perrin – International Trainer

A confident, conscientious and capable learning and development professional, with 8 years experience of designing and delivering training in the UK, USA and Brazil. A highly effective communicator with excellent interpersonal skills and a talented facilitator with experience delivering a wide range of training to a broad and varied audience, with much experience in the broadcast industry. Driven by the desire to help others realise their potential, training is delivered with real passion to make learning participative, rewarding, challenging and a great deal of fun.

Mark's delivery style is based around a strong sense of involvement from participants, and leading them towards finding answers and generating ideas for themselves. This creates a large amount of involvement and ownership for participants. He uses a highly practical and common sense approach to delivering training, using real life examples and situations to arrive at learning objectives. He is highly adaptable, and able to effectively engage with participants from all levels within an organisation.

Ilija Stojanovic, Regional Trainer

Ilija is currently the Unit Head for European Integration in Government of Brcko District of Bosnia and Herzegovina. He provides expertise and technical assistance to the public institutions in Brcko District regarding to European integration process; he also provides training to civil servants on European integration process.

He is an ECQA Certified EU Project Manager and has a sound experience in Project Management, Public Administration Reform, Human Resources Management (HRM) and Change Analysis, Strategic Management in Public Sector. He has worked mainly for public organisations in Bosnia and Herzegovina and he is a member of the Committee for European Integration (responsible body for monitoring of accession process of BiH into EU) and the Institute of the Regions of Europe (voluntary coordinator for BiH).

He has been the Head of HRM for the Government of Brcko District planning financial amounts for salaries within the budget and managing on these assets, developing training programs, implementing programs to improve skills of civil servants and advising other governmental departments on policies and procedures for HRM

He has developed and implemented training programs and has been a consultant for Human Resources Management programmes developing strategy papers on HRM at the state level and the level of Brcko District; he has participated in the preparation of the Strategy for Public Administration Reform in BiH.

Methodology

Using a passionate and dynamic approach to training, two International experts from RIPA International organisation and one regional expert will impart their knowledge on applied basis. This is achieved with practical group and individual exercises, Individual Action Plans, action learning sets, structured discussions and presentations supported by wide boards and story boards.

DRAFT TRAINING PROGRAMME

Day 1- Tuesday, 27 November 2012

09.30 - 10.45	Welcome / Introduction/Objectives of Programme The Challenges of Change Understanding the organisational costs of failing to change The laws of influencing Developing clarity and realism of purpose
10.45 - 11.00	<i>Coffee break</i>
11.00 - 12.45	Attitudes to Power and Change What are attitudes? Attitudes to power: Commanding, Managing or Leading Limitations to change imposed from above Change by learning and emergence
12.45 - 13.45	<i>Lunch</i>
13.45 - 15.00	Identifying the Change Problem Identification; what needs to change and why What would success look like? Determining speed and focus of change
15.00 - 15.15	<i>Coffee break</i>
15.15 - 16.30	The need for collaboration, cooperation and autonomy Stakeholder analysis and mapping Levels of power and influence The principles of key partnership working Review of Day & Close

Day 2- Wednesday, 28 November 2012

09.30 - 10.45	Organisational Readiness for Change Analysing behaviour in systems using Ishikawa diagrams Diagnosing organisation culture: Traditional, Participative Involved and Self Directing cultures Psychological Contract Theory: the relationship between the employer and its employees
10.45 - 11.00	<i>Coffee break and networking session</i>
11.00 - 12.45	Leading Change Identifying with Leadership styles Leadership skills for effective culture change in organisations Mutual expectations of inputs and outcomes
12.45 - 13.45	<i>Lunch break</i>

13.45 - 15.00	Barriers to change Aligning policy and process to change Understanding reactions to change
15.00 - 15.15	<i>Coffee break</i>
15.15 - 16.30	Regional Expert Input: Key regional challenges and barriers to change Review of Day & Close

Day 3- Thursday, 29 November 2012

09.30 - 10.45	The importance of Change Agents Change team and change agents Creating a pocket of good practice Creating a culture that embraces change
10.45 - 11.00	<i>Coffee break</i>
11.00 - 12.45	Becoming a Skilled Facilitator of Change Being proactive: focusing on what we control to extend our influence Understanding by using inquiry skills Active listening, disclosing and giving and receiving feedback Dealing with difficult people Lessons from the Johari window
12.45 - 13.45	<i>Lunch</i>
13.45 - 15.00	Change A pragmatic case study in the Public Administration Discussion on the case study
15.00 - 15.15	<i>Coffee break</i>
15.15 - 16.30	Learning Journals and Programme Close Introducing the concept for learning consolidation Opportunity to reflect on the day Review of Programme, ReSPA Review of Programme & Close