

Leadership and Management Development Programmes

We have very extensive experience of designing and delivering successful leadership and management programmes across public service agencies. We believe that however successful they are elsewhere they must be tailored to your needs and all our early effort is put into understanding (and sometimes challenging) your needs. We then design on that basis.

Development programmes for managers and leaders (whether political or managerial) come in many guises. They must start from your needs and key outcomes. We have however one other core driver for our programme designs – that the content and style must be based on situations and problems that participants face. We believe the art of management and leadership (in particular) can only primarily be learnt through **their** practice. Participants are asked to test models and methodologies on their real problems and through this enhance their capabilities and assess how valid the 'theory' is for their 'practice'. We make only selective use of case studies and 'good practice' examples. This leads us to emphasise an action learning - dynamic for learning.

We design and deliver both in-house and 'stranger' programmes as illustrated below and elsewhere in our site.

In-house

Management Gyms/Academies. In several organisations going through radical change we have tailored programmes for senior manager groups of 40-60 to enable:

- the **organisations' emerging challenges to be collectively tackled** by the group, e.g. resistance to breaking silos down, making a reality of customer first
- the **individual management capabilities to be extended** in parallel

These are time effective ways of meeting the twin needs for development – organisational and individual (see *Management Gym*)

Developing change management capability. We have provided focused development programmes for a range of situations:

- for **change agents** who facilitate the development of Top Teams (the political and managerial teams at the head of each municipality) here in the Improvement and Development Agency (IDeA, now Local government Improvement), in Australia for the equivalent body for Victoria, Melbourne, Australia and now in Finland for the Finnish Consulting Group (a Local Government owned consultancy)
- change programme **project management teams** in a variety of local authorities.

'Stranger' Programmes

Leadership Academy. Initially developed for the IDeA, we provide the first of three modules of the *Leadership Academy – Personal Leadership*. We have successfully run the module in this flagship programme for leading local politicians for 10 years. It has adapted continually to the changing political scene and approaching 2000 leaders, portfolio holders and other leading politicians have been through the programme and found lasting benefit.

Strategic Leadership in Housing. A programme successfully run by us in association with five universities over two decades. It provides development over four modules for chief executives and directors in housing organisations. Its content, which of course is continually

changing, extends the individual's personal leadership range, policy awareness, organisational change skills and ability to tackle organisational challenges and problems.

Private Sector Housing Managers in Local Government. This programme provided managers with a practical approaches to implementing a piece of legislation they all had to face. It was regionally provided under the auspices of the IDeA and drew managers into a set of four, day-long modules which introduced change management techniques and applied them to the legislative timetable. It led to the production of a *Leadership and Strategic Thinking Techniques* Manual which was widely used.