Leadership & Management

Institute of Public Administration (IPA) | www.ipa.ie | training@ipa.ie

Assistant Principal Officer Programme
Enhancing Management & Leadership Capacity

Module 1: 1 October | Module 2: 17 October | Module 3: 7 November 2019 (3 Days)

This programme is designed to assist those newly promoted to the Assistant Principal (AP) role to align their skills sets and approaches with the needs and expectations of this senior leadership role. The programme will support staff to achieve their people leadership, oversight and functional responsibilities by developing an appropriate leadership mindset and broaden relevant skillsets to work between with and through others to achieve results.

The programme consists of three x one day modules with the time between modules to allow for individual reflection and application of learning to organisational issues. We also offer the possibility to undertake a diagnostic tool as a means to provide individual feedback and accelerate learning. The programme is firmly grounded in the current realities of the public sector. Various approaches are used to assist discussion, debate and application of points to participants' working situations. Participants should identify development goals as a focus for their learning and be willing to bring and share work challenges as a basis for discussion to learn.

Objectives

The programme will focus on the following:

- Thinking strategically, working collaboratively and balancing a range of priorities
- Aligning mindset and skillset to work effectively with a broader range of responsibilities and stakeholders
- Broaden knowledge of engagement and how best to create constructive working environments
- Build capacity to develop people, enhance performance and ensure accountability
- Proactively address challenges and seek positive resolution to issues
- Manage a broad range of priorities and deliver results

Module Topics

Module 1. Leadership, Strategy and Change

The first module sets out expectations of Assistant Principal Officers in the context of public sector strategic goals, with particular reference to Our Public Service 2020 and developing an appropriate mindset and skillset for collaboration and innovation. It focuses on the important elements of effective strategy, discussing the impact of leadership on culture, people capability and organisational performance.

Module 2. Leading Others

This module focuses on understanding the impact of own style on delivering on these expectations and the breadth of competencies required to develop and manage people effectively. Addressing real issues, building team cohesion, developing capacity in others and understanding leadership and its breath of impact are central themes. The focus is on enhancing skillsets and approaches to work effectively with a broad range of people, situations and priorities.

Module 3. Managing Performance and Development

This module focuses on managing engagement and performance, using influencing skills to get the best out of our interaction with others and deliver results. It will include a focus on coaching skills and practice as a structured way to enhance performance and development in others. It will also consider the tools needed to build constructive working environments where people can thrive through a good understanding of group dynamics and managing conflict. The programme will conclude with a personal reflection on lessons learned and the formulation of a development plan to prioritise areas for improvement.

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Indicative Module Content

Module 1. Leadership, Strategy and Change

> The AP Role in a period of growth, collaboration and innovation

> Enhancing leadership mindset – knowing, being and doing of leadership

> Creating a culture of change, innovation and performance

> Understanding strategy execution as a team sport

> Reviewing broad competency portfolio for effective leadership and management

Module 2. Leading Others

> Leadership style, perception and impact on others

> Building trust and effective relationships

> The practice of management and the art of delegation

> Maximising employee engagement and high performance

> Enhancing individual adaptability

Module 3. Managing Performance & Development

> Using influence and reciprocity as part of your leadership style

> Developing a coaching approach for people management and development

> Leading collaboration and managing conflict

> Developing self, resilience and future focus

Tailored Programme

The course can be tailored to the specific requirements of an organisation and delivered on an in-house basis at a negotiated rate. We will also deliver the programme where two or three Departments come together to provide a minimum number of participants. Please contact us if this is of interest.

Course Leaders

Siobhán Bradley, Senior Leadership and Management Specialist and Dr Rob Worrall, Leadership and Management Specialist.

Venue

Institute of Public Administration, 57-61 Lansdowne Road, Dublin D04 TC62.

Cost

The cost of this two-day course is €1,450 per person for Corporate Members of the IPA, €1,540 for others. Fee includes workshop material, lunch and refreshments each day. *To obtain the most benefit from this course, it is recommended that modules are completed in sequence. **Please note:** the cost includes a diagnostic tool, completed following Module 1 to provide individual feedback during Module 3.*

Cancellation Policy

Please note, that in the event of a cancellation less than 48 working hours before the commencement of a course, a 15% cancellation fee will be charged. Cancellation fee will also apply to non-arrivals on the day.

Enquiries/Bookings

For further information or to book a place on this workshop, please contact:

Central Bookings Office | Institute of Public Administration | 57-61 Lansdowne Road, Dublin D04 TC62
Tel: (01) 240 3666 | Fax: (01) 668 9135 | Email: training@ipa.ie | Web: www.ipa.ie