

Leadership & Management

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

Assistant Principal Officer Programme: *Enhancing Leadership Capacity*

28 April, 12 May and 28 May 2020 (Three Days)

This three-day programme is designed to support those new to the Assistant Principal (AP) role in their people leadership, oversight and functional responsibilities. The programme provides an opportunity to reflect on the appropriate leadership mindset, skillset and practical toolset that APs can draw on to work better with and through others to achieve objectives.

The programme will thus focus on:

Enhancing Your Mindset for Strategic and People Leadership - find a balance between thinking strategically, working collaboratively with others and delivering on a broad range of priorities. There is an opportunity to review the policy formation process and the requisite governance and leadership expectations of senior managers in a changing environment.

Strengthening and Broadening the Skillset Portfolio - to work with multiple stakeholders and provide oversight in decision making and people management to optimise talent and deliver better outcomes.

Toolset to Build Capacity - in order to develop and scale up organisational capacity to deliver at individual and collective level, with better focus on sustainable approaches to engagement, performance and accountability.

Programme Overview

The programme is firmly grounded in the current realities of the public sector.

Key Characteristics

- ✓ Three (3) x one-day modules held at regular intervals
- ✓ Dynamic workshops with reflection and action time between to enhance learning
- ✓ Integrated eLearning elements between modules to support learning
- ✓ Individual diagnostic to provide confidential, concrete feedback
- ✓ Practical and business focused - bring organisational and leadership challenges to discuss
- ✓ Opportunity to mix with and learn from others across the sector
- ✓ Supportive and challenging environment
- ✓ Input on a number of critical leadership competencies and knowledge
- ✓ Variety of speakers, facilitators and methodologies to stimulate thinking and learning

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Indicative Module Content

Module 1: Leadership Mindset

Leadership expectations within an evolving Public Service
Building Relationships
Creating a Performance Focused Culture
Competency Portfolio for Effective Leadership
Ensuring Resilience & Future Focus

Module 2: Leadership Skillset

Navigating the Policy Making Process
Leading Collaboration and Managing Conflict
Working with Stakeholders
Influencing for Impact
The Art and Practice of Management

Module 3: Leadership Toolset

Effective Governance and Accountability Focus
Maximising Employee Engagement and Development
Coaching conversations for High Performance

Intra Modular Work

Self-Diagnostic Tool
Video Review and Critique
Application of Learning

Intra Modular Work

Application of Learning
Article Review

Tailored Programme

The course can be tailored to the specific requirements of any 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 (see below) if you would like to discuss further.

Venue

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

Cost

The fee for attendance is €1,450 per person for Corporate Members of the Institute and €1,540 per person for others. To obtain the most benefit from this course, it is recommended that modules are completed in sequence. Please note that the cost also includes a diagnostic tool, which is to be completed after Module 1 so to provide individual feedback during Module 2. Fee also includes workshop material, a light lunch and refreshments at each module.

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