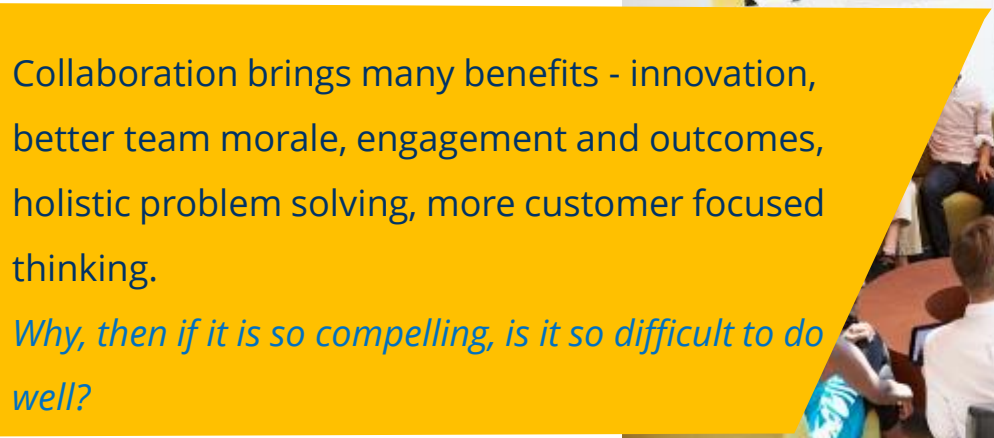





Collaborative Leadership

21 & 28 November 2018



Collaboration brings many benefits - innovation, better team morale, engagement and outcomes, holistic problem solving, more customer focused thinking.

Why, then if it is so compelling, is it so difficult to do well?



Many challenges facing organisations in the public sector today require solutions that go beyond traditional functional and organisational allegiances. However, leading collaboratively is complex. It is difficult to merge the needs of many parties towards common goals, ensure positive relations and work practices, develop a broad competency base and prevent processes getting stuck on individual agendas.

Developing the essential skills and practices means you'll enhance your versatility to use a collaborative approach for a number of roles, including :

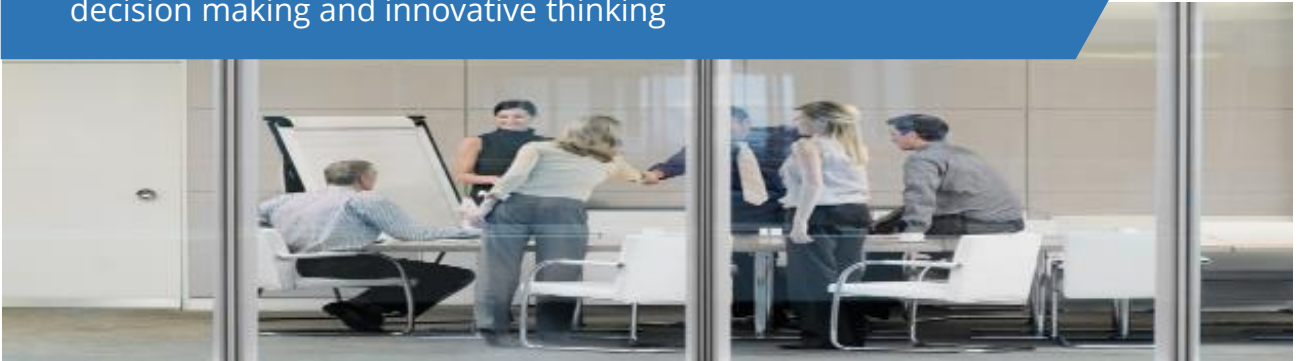
- Resolving organisational / sectoral challenges.
- Leading cross-functional and intra-organisational collaborative initiatives.
- Leading Boards and Executive teams.
- Managing people and driving forward change.

This two-day programme will explore the expectations of leadership to work collaboratively to deliver integrated, better, citizen centred service. While discussing the benefits of collaboration to organisations and to the public, we will also uncover the challenges of working in a *truly* collaborative way.

To address these challenges we will look at case examples, models and frameworks to help participants build the essential approaches and identify necessary skills and practices to be effective in their '*boundary spanning*' responsibilities.

The programme will focus on how to:

- > Manage collaborative processes to deliver better results
- > Build confidence in *'new beginnings'* and new allegiances to common issues
- > Merge diverse needs towards an unified goal, facilitating the involvement and engagement of all
- > Build positive relationships and practices based on trust and openness
- > Use techniques and approaches to ensure equal engagement, robust decision making and innovative thinking



Course Overview

The programme consists of two x one day modules covering the following themes:

Collaboration

The expectations of collaborative leaders and the benefits of and principles of effective collaboration, its link to performance, innovation and excellence in service delivery. Collaboration is a critical strategic focus and leadership responsibility. Understanding how to transfer collaborative principles to many organisational systems and needs is discussed.

Engagement & Participation

As facilitators, collaborative leaders need to find a balance between involving others, managing group dynamics and moving a process forward, requiring an expansive skills base to remain agile, adaptable and results focused. Honing skills to go beyond *'consultation'* and ensure debate and dialogue when necessary, is critical. Emphasis is on securing and sustaining commitment to improve outcomes from the collaborative process.

Collaborative Processes

We look at the requisite competencies to manage group dynamics and the process of leading diverse needs to achieve a common objective. It involves looking at how to structure a collaborative process, drawing on programme management approaches and a focus on creating public value in how you work together.

Positive Relationships

Skilfully surfacing differences in order to understand the diverse perspectives in a group while maintaining constructive relations across the parties is a critical leadership skill. It requires knowing how to regain equilibrium if the differences result in unhealthy tension. Conflict, if managed well, is a positive and necessary dynamic in collaboration in order to get better ideas and decision making.

Module Overview and Content

Module 1: Collaborative Processes

- > Principles of Effective Collaboration
- > Collaboration, innovation and performance
- > Collaboration to deliver excellence in customer service and better public value
- > Programme management as a way to manage collaboration

Module 2: Collaboration Skills

- > Collaboration as a Team Sport – building the partnership
- > Facilitating the process and dialogue
- > Dynamics of conflict in collaborative processes
- > Mediating the diverse needs to deliver results and maintain positive working relationships

Practical Modular Programme

Participants are asked to bring their examples of collaborative projects to form the basis of discussions, problem solving and practice.

While the programme is designed as a two-day comprehensive modular programme, participants can sign up for one day, depending on their specific needs and availability.

We are happy to discuss designing bespoke in-house collaborative programmes per specific client/sectoral needs.



Venue

This course will take place at the Institute of Public Administration 57-61 Lansdowne Road, Ballsbridge, Dublin D04 TC62.

Cost

The fee for attendance is €810 per person for Corporate Members of the IPA and €900 for others. Price includes course materials, a light lunch and refreshments at each module/day. For those who wish to attend only one of the two days the cost is €405 per person for Corporate Members and €450 for others.

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 course, 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

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