

*Adaptive Leadership*  
*Public Sector Reform*  
*Public Service Leadership*  
*Transformation*  
*Cultural Change*  
*Organisational Challenges*  
*"Joined Up"*  
*Public Service*

## **The Leadership Challenge**

**An intensive Leadership Development  
Programme for Senior Public Servants**

**Commencing October 2023**

**Presented by the Institute of Public Administration**

# The Leadership Challenge for Senior Public Servants

The Leadership Challenge programme was first launched in 2005 by the Institute of Public Administration. Over three hundred senior public servants drawn from central and local government, state agencies and the health sector have attended the programme to date.

The programme is short, intensive and delivered in three residential modules with individual confidential coaching. The programme has been substantially redesigned in recent years to ensure that it continues to address the major challenges of leadership and change in the Irish public sector.

We are now inviting nominations to the 2023 programme which will commence in October 2023.

## The Context

“Our comprehensive approach to public service reform is centred on strong leadership at all levels across the Public Service to deliver agreed commitments and realise sustainable benefits” – (Government Public Service Reform Plan, November 2011). In the Senior Public Service Leadership Development Strategy 2017 – 2020, the need for “effective, unified leadership at senior levels of the civil service and public service to deliver on key challenges facing the country” was recognised.

In these turbulent times, we continue to need a framework for understanding the role, purpose and nature of public service leadership. How can real transformation and cultural change be achieved? How can new solutions be found to address the complex and difficult challenges we now face? How can new approaches be devised for engaging citizens and stakeholders in the development of public policy and delivery of public services? How can high levels of performance be achieved and maintained where financial and human resources are limited? How can the vision of a “joined-up” public service operating effectively in a complex and turbulent global environment be made a reality?

Adaptive Leadership, a model of leadership developed by Heifetz, Linsky and others at Harvard University, addresses these complexities of leadership in public service organisations. Leaders from all over the world have been engaging with the theory and practice of adaptive leadership to help make sense of the complexity and turbulence that now defines our environment, and to help them act with clear purpose, intelligence, and relentlessness to address critical societal and organisational challenges.



## So What is Adaptive Leadership?

**Fundamental to our approach is the concept of Adaptive Leadership.**

At a leadership seminar at the IPA, Marty Linsky, Senior Leadership Consultant at Harvard University described Adaptive Leadership as *“based on the belief that if organisations must adapt to succeed, so must the practice of leadership amongst its people. Through developing the skills of adaptive leadership, senior managers develop the skills to deal with the powerful resistance that is often elicited by proposed changes to deeply embedded values and patterns of behaviour.”*

What differentiates Adaptive Leadership from other leadership frameworks is the interweaving of three elements:

- A conceptual framework for thinking about challenges, called Adaptive Leadership
- A set of techniques or skills for applying that framework, both strategically and tactically; and
- A delivery technology that strengthens the capacity of individuals (and through them, organisations) to endure the stresses of leading the adaptive change necessary for progress on real and current challenges that often have deeply personal connections and implications.

Adaptive Leadership helps people bridge the gap between values they stand for (the proposed future) and current conditions. Adaptive Leadership involves difficult and challenging work. It is difficult because it involves helping individuals to make difficult value choices. It requires courage because it challenges what people hold dear. But adaptive leadership is also inspiring because it reconnects people to what they care deeply about. Taking the risks involved in adaptive leadership only makes sense in the service of an important purpose, and public service provides such purpose.

## Programme Approach and Design

Following consultation with senior practitioners across the Irish public service, and experts who specialise in public sector leadership interventions, the IPA's leadership development programme was designed to provide a challenging environment for learning new leadership skills and behaviours, and an opportunity for reflection and dialogue on leadership practice in the public sector. The programme is highly practical, and learning has been designed around real leadership challenges to be agreed with participants.

**Learning outcomes are on two levels:**

**Organisational and Sector Wide:** systemic learning outcomes that are based on analysis, reflection, and practice on key leadership challenges facing the public service and constituent agencies and bodies.

**Team and Individual:** through the process of analysing and working through the individual leadership challenges, delegates will develop their leadership capabilities and skills as teams and individuals.

## Learning Approach

The programme is designed to achieve deep learning and develop leadership behaviours and skills to achieve real and lasting change. The programme is based on short formal inputs, group work, coaching, 360 degree feedback, practice and reflection on current behaviours, and sometimes 'working outside the comfort zone' to develop new and more effective approaches to leading.

This challenging programme is based on the key principle that achieving real change requires risk and the challenging of assumptions. Delegates will be asked to do background reading before modules, prepare leadership challenges, and engage actively in all aspects of the programme.

Individual coaching for each delegate, using 360° leadership competency instruments, forms an integral element of the programme and is one of the ways in which participants achieve insight into their leadership behaviour and areas for development to be addressed during coaching.

# Programme Delivery

## Module One

**Residential Venue:**  
**Barberstown Castle**  
**Hotel, Straffan,**  
**Co. Kildare**

**11-12 October 2023**

## Framework of Adaptive Leadership

This module will focus on introducing the framework of Adaptive Leadership, and provide opportunities to develop and practice leadership skills, and to identify and support the application of skills to specific individual and organisational leadership challenges.

Topics will include: Technical vs Adaptive Challenges, Systems and Leadership, Creating Public Value, Personalising the Adaptive Challenge, Leadership Challenges in the Public Service, Leadership with and without Authority, Adaptive Conversations, Case Studies, Emotional Intelligence and Adaptive Leadership.

Participants will work through a process of peer consultation on their leadership challenges. At the conclusion of this module, small groups will be tasked with ongoing work on applying the skills and behaviours to specific pre-agreed leadership challenges in the workplace.

## Module 2

**Residential Venue:**

**Mullingar Park Hotel,**  
**Mullingar,**  
**Co. Westmeath**

**21-23 November 2023**

## The Art and Practice of Adaptive Leadership

This module will focus on adaptive leadership and creating public value, opportunities to observe and reflect on the practice of adaptive leadership within particular contexts, and provide engaging dialogue with senior leaders who have used the ideas of adaptive leadership over many years.

Topics will include: Adaptive Leadership and Creating Public Value, Case Study in Leadership, Connecting to Purpose, Engaging and Inspiring People, Inspirational Leadership; Lessons from Shakespeare, Shaping a Leadership Message, Building Leadership Presence.

Participants will have a reflective opportunity to engage with senior leaders who have led courageously and inspired teams and individuals to work through complex leadership challenges, contexts and dilemmas.

## Module 3

**Residential Venue:**  
**Killashee Hotel,**  
**Naas, Co. Kildare**

**17-18 January 2024**

## Leading in Action

Leading adaptive change requires time, energy, robust stamina and care of oneself. This final module will draw together participants' personal leadership action plans and provide an in-depth understanding of the adaptive resilience required to sustain energy over time, maintain leadership composure and practice both optimism and realism.

Topics will include: Underlying Personal Directions, Understanding Motivational Patterns, Drawing up a Personal Leadership Action Plan, Building Adaptive Resilience.



*Coaching* provides a valuable support to participants and forms an integral part of this programme. Participants will receive two one-to-one, confidential coaching sessions during the programme. 360° feedback is based on the internationally recognised Leadership Effectiveness Analysis (LEA) 360° diagnostic, which participants are invited to complete at the outset of the programme.



## Is the Programme for me?

This programme will be of interest to those at senior levels in the public service who wish to engage in a challenging and intensive programme to enhance their leadership capacity. It will be of interest to those who have senior leadership roles in central and local government, health and state agencies and international institutions and who are committed to progress and development. Ideally, prospective participants should be at senior management team level in their organisations or have had experience at that level.

## How do I apply and what is the cost?

A total of 24 places are available on the 2023 programme. Those who cannot be facilitated on this programme, will be given preference for booking on later programmes.

To apply, complete the programme's application form and send into the Central Bookings Office at the IPA via [training@ipa.ie](mailto:training@ipa.ie).

The cost of the programme, including all tutoring, textbook and documentation, two coaching sessions, and residential accommodation and catering at each module will be €8,500 per person. Travel costs are not included. All fees will be invoiced in advance.

## Where can I get more information?

If you have any questions about the programme, please contact:

**Emer McManus**

Programme Administrator, Institute of Public Administration.

Email: [emcmanus@ipa.ie](mailto:emcmanus@ipa.ie) | Tel: +353 1 240 3666



# Meet the Core Programme Team



## *Teresa Casserly, Programme Director*

Teresa has worked for over 20 years in learning and development with the Irish public sector and internationally with educational and training organisations in both the public and voluntary sectors. She is one of the most experienced facilitators in the IPA. Her interest and focus includes helping organisations and individuals design, develop and facilitate the best experiential learning opportunities for people in the workplace.

Internationally she has worked on many capacity building projects and with learning professionals, developers, educators and managers and has presented on a number of occasions to international conferences. Teresa will manage all aspects of the programme and co-ordinate with the course tutors and participants.



## *Dr. Brian Cawley*

Brian has over 20 years experience in training and development in the Public Sector and has worked extensively in public sector organisations in Ireland and internationally. In 2005 he established the Leadership Challenge programme for senior personnel in the Irish public sector. He is a graduate of Trinity College and University of Leicester.



## *Jeff Lawrence*

Jeff has a proven record of building organisational and personal development experiences focused on creating measurable improvements for his clients. He is engaged internationally with a variety of public and private sector organisations, helping them build their leadership capacities.

With more than 25 years of experience in the fields of personal, organisational and business change, Jeff brings a broad range of capabilities to his Adaptive Leadership work. His most recent work has focused on supporting leadership teams facing difficult choices while also seeking to develop the quality and impact of their collaboration. In addition to his work with Cambridge Leadership Associates, he is also a member of the executive faculty for the Art and Practice of Leadership Programme at Harvard University.



## *Dr. Peter Gruenewald*

Peter trained and qualified as MD and GP in Austria and Germany. He is a registered General Practitioner in the United Kingdom and works as a GP principal in Bristol and in private practice in 10 Harley Street. Peter is an Associate Fellow at SAID Business School and lectures and trains in Adaptive Resilience within leadership development programmes for Senior Civil Servants.

He is involved in resilience training for the Major Project Leadership Academy of the Cabinet Office, Directors and Aspirant Directors of Children's Services and Aspirant Directors of Public Health. He also conducts resilience in schools and training centres. He is Author of the book: "The Quiet Heart. Putting Stress in its Place." Floris Books 2007. His approach is based on heart rate variability training, positive and motivational psychology and mindfulness techniques.



# The Leadership Challenge

## An Intensive Leadership Development Programme for Senior Public Servants

### Application Form for Programme starting October 2023

Module 1: 11-12 October 2023 | Module 2: 21-23 November 2023 | Module 3: 17-18 January 2024.

Name of Applicant: \_\_\_\_\_

Position/Job Title: \_\_\_\_\_ Organisation: \_\_\_\_\_

Address for Correspondence: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Email: \_\_\_\_\_ Telephone: \_\_\_\_\_

Send Invoice to: \_\_\_\_\_ Purchase Order No.: \_\_\_\_\_

Address for Invoicing: \_\_\_\_\_

Email for invoicing: \_\_\_\_\_

Signature of Applicant: \_\_\_\_\_ Date: \_\_\_\_\_

Name of Authorising Officer: \_\_\_\_\_ Date: \_\_\_\_\_

### Applications will close on Friday, 15 September 2023

To book a place on the Leadership Challenge, please complete and return your application form to:

Emer McManus, Training and Development Division,

Institute of Public Administration, 57 - 61 Lansdowne Road, Dublin 4

Email: [training@ipa.ie](mailto:training@ipa.ie) | Telephone: 01 240 3666

### FURTHER INFORMATION

For further information about the Leadership Challenge, please contact Emer McManus (above) or:

Teresa Casserly, Director Training and Development

Email: [tcasserly@ipa.ie](mailto:tcasserly@ipa.ie) | Telephone: 01 240 3641

*Accountability*  
*Adaptive Leadership*  
*Governance*  
*Public Sector Reform*



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