



Innovation and Collaboration for Growth



Seminar Series for Senior Public Sector Leaders

Building on 2019

The Institute of Public Administration (IPA) is delighted to announce the continuation of this seminar series aimed at Senior Public Sector Leaders. Building on our 2019 series and resulting from a co-creation exercise, we present below an exciting mix of topics, contributors and angles to the innovation and collaboration theme for 2020.

Seminar Series Focus and Purpose

Innovation and Collaboration are at the heart of developing more cost effective, personalised and responsive public services as set out in [Our Public Service 2020](#). Public Service Leaders need to ensure they have the capabilities to drive collaboration and innovation across organisations and sectors. We know that better ideas and improved outcomes come through collaboration but it is difficult to generate fresh thinking and improved services to deliver better results.

Therefore, this seminar series offers participants, over a number of seminars, an opportunity to focus on:

- **Building a more open and collaborative mindset** - to challenge own thinking to better understand the impact we have on shaping collaborative and innovative practices in our organisations;
- **Identifying the requisite skillset** - to create zones of innovation and collaboration in organisations to engage others;
- **Expanding use of your toolset** - to be able to scale your capability in others to build a collaborative and innovative culture to help achieve better growth and performance in organisations.

Each seminar provides insights into what it takes at a personal level to work innovatively and collaboratively and how to scale up this capability to grow innovative and collaborative organisational cultures and practices.

Who are the Innovation and Collaboration for Growth Seminars for?

This series is suitable for those leading collaborative and innovation initiatives. It is aimed at and will be of particular interest to senior public servants responsible for driving cultural change to work more effectively using more collaboration and innovation in thought and practice.

Innovation and Collaboration for Growth Seminars – Spring 2020

2020 seminar topics and dates are outlined below:

Seminar One: Collaborative Leadership Conversations: 19 February 2020

Seminar Two: Managing Collaborative Relationships: 12 March 2020

Seminar Three: Creative Thinking: 26 March 2020

Seminar Four: Creativity in Collaborative Teams: 14 May 2020

Seminar Five: Mastering Resilience for Collaboration & Innovation: 20 May 2020

Seminar formats will vary according to the topic and we will integrate case examples, visiting speakers and input from participants to complement the IPA experience in this area, as a way to stimulate fresh thinking and build a cohort of effective practice in the public sector.



Innovation and Collaboration for Growth

Seminar Series for Senior Public Sector Leaders

Seminar Fees

The Seminar Fee will vary depending on the duration of the event.

The cost of each **full day seminar** is €450 per person for Corporate Members of the Institute and €480 per person for Others.

The cost of each **half day seminar** is €225 per person for Corporate Members of the Institute and €240 per person for Others.

Participants can attend any one of the seminars as a stand-alone event. However, participants who attend all five will maximise personal learning and development and benefit from a combined and discounted fee per person. The fees for attending all five seminar are €1,340 per person for Corporate Members of the Institute and €1,425 for Others. Discount is only applicable when attending all five seminars. Fees include attendance, seminar materials, a light lunch each day and refreshments. Fees do not include accommodation.

Customised Supports

We offer an in-house option, whereby we can develop a specific programme and series of interventions to meet organisational specific needs. Please contact us if this is something you would like to discuss.

Venue and Timing

Seminars will be held at the Institute of Public Administration, 57-61 Lansdowne Road, Ballsbridge, Dublin 4, D04 TC62 unless otherwise specified.

Seminars are of either a half day or full day duration. All will commence at 9:30am and finish by 1:00pm for a half day or 4:30pm for a full day. Please see individual seminar outlines for further details.

Cancellation Policy

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

Bookings and Further Information

Bookings for each of these seminars will close a week before they are due to take place and must be received in writing. All bookings will be confirmed back to you via email.

For further information or to book a place, please contact the following for a booking form or [book online](#) via the IPA website.

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

Innovation and Collaboration for Growth

Seminar One: Collaborative Leadership Conversations

19 February 2020 (9:30am – 1:00pm)

Better Culture Starts With Better Conversations

Collaborative Leadership supports the use of inclusive language, helps build understanding and trust with others. To work across organisational boundaries requires a mindset shift in how we build relationships and interact with others. Being more mindful of the words and tone we use and the skills we need to interact effectively with a broad range of people helps us to understand the impact of our communication approach and see that we can deliver greater impact with enhancing our conversations.

Cultures which encourage more open and honest discussions tend to be more innovative, responsive and strategic. Better conversations encourage more collective focus and commitment and therefore more ownership and responsibility for outcomes and performance. Communications is the *gel*, which binds the organisation together. Positive, trusting relationships are built on greater understanding and therefore better conversations between people.

It's a compelling point - but why do some of our conversations 'run aground'? Why do some of them end in damaging relationships? How does this 'common' experience reflect the challenges of collaboration and impact the delivery of innovative practices in the organisation?

Drawing inspiration from the field of executive coaching, this workshop will help you reflect on your current conversations and the impact you are generating. It will also help you to identify ways to ensure all your conversations lead to effective results and good relationships.

Coaches work collaboratively with people to help them achieve their goals and deliver better outcomes. They have refined the skills necessary to encourage reflection and instill confidence in others. They create environments where people feel comfortable to participate in discussions and decision making. They build trusting, open conversational spaces which can unleash greater creativity, personal insight and potential.

Coaching is an essential leadership skill for managing others and its essential for building positive collaborative processes and relationships, deriving the most benefit from all of those involved.

Indicative Seminar Outline

- Communicating for Impact
- Collaborative Leadership Model
- Creating the Collaborative Space
- Skills – Inquiring Mind, Words Matter, Power of Objectivity and Silence
- Working together to achieve goals.

Who Should Attend?

This seminar series is aimed at Senior Public Servants responsible for driving cultural change to work more effectively using collaboration and innovation in thought and practice. It is also suitable for those leading collaborative and innovation initiatives.

Seminar Leader

This seminar will be facilitated by Siobhán Bradley, Senior Leadership and Management Specialist, IPA.

Seminar Timing, Fee and Bookings

This is a half day seminar that will commence at 9:30am and will conclude by 1:00pm.

The cost of attendance is €225 per person for Corporate Members of the Institute and €240 per person for others.

Go to the IPA Website [here](#) to book your place.



Innovation and Collaboration for Growth

Seminar Two: Managing Collaborative Relationships - A Communication Tool for Dealing with Conflict. 12 March 2020

***Would you prefer to do a parachute jump than deal with conflict?
1/3 of Managers say YES!***

***Mastering skills for handling conflict greatly enhances collaborative practice and
improves team and organisational performance.***

Interpersonal conflict presents one of the most significant and inevitable risks to collaborative relationships in the workplace.

It is estimated that 65% of performance problems result from strained relationships between employees and not as a result of poor motivation or skillset of employees.

Managing collaborative relationships is a core management competency.

Third Party Resolution (TPR) provides managers with a practical communication tool for managing strained relationships in their team. It enables them to remain focused on the good of the who team, avoiding aligning with any one side and being drawn into disagreements.

The TPR Framework therefore gives managers the confidence to intervene early to find timely solutions and resolve the differences between people they manage.

Using TPR (Third Party Resolution), participants will learn to:

- Intervene early on common areas of tension
- Use a practical, efficient tool to manage relationship breakdown and disputes in their team
- Significantly reduce the direct and indirect cost of conflict
- Think more strategically to get the best outcomes from challenging situations
- Build more collaborative, innovative and positive working environments.

Indicative Seminar Outline

- Strategic context for collaboration addressing conflict in organisations
- Mindset for mastering interpersonal conflict
- Managing Relationships – Understanding the Third Party Resolution (TPR) Model
- Cardinal rules of dialogue
- Creation of Issue statements
- Practical Implementation of Models and Skills

Who Should Attend?

This seminar is ideally suited to anyone who leads a team, including cross-functional, interagency or committee type teams. It is particularly suited to senior leaders who need to ensure a capable team driving performance in their own distinct areas. It is also suited to HR Professionals, Supervisors and other involved in dealing with the challenges of managing workplace relationships.

Seminar Leaders

This seminar will be facilitated by Mary Lou Kennedy, IPA Associate, Coach and Mediator and Siobhán Bradley, Senior Leadership and Management Specialist, IPA.

Seminar Timing, Fee and Bookings

This is a full day seminar that will commence at 9:30am and will conclude by 4:30pm.

The cost of attendance is €450 per person for Corporate Members of the Institute and €480 per person for others.

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**Seminar Three: Creative Thinking - Mindset for
Collaboration and Innovation. 26 March 2020 (9:30am – 1:00pm)**

Innovative Leaders Know How to Drive High Performance

"The Fool tells me his reasons, the Wise Man persuades me with my own." Aristotle

Leading innovatively for greater performance is at the heart of developing a more cost effective, personalised and responsive public service (Our Public Service 2020). In this seminar, we look specifically at some critical behaviours necessary to lead innovatively. These behaviours are the product of building a supportive mindset for innovation.

This seminar provides an opportunity to reflect on your own thinking, understanding your own mindset and how this impacts your achievement of goals.

One of the most important ways to innovate successfully is to ensure your thinking is working in tandem with your goals.

A critical thinking tool for this purpose is to be aware of the difference between being Passionate as opposed to being Emotional about our goals, as both of these states of mind produce different abilities and levels of thinking.

Learning to separate our egos from workplace issues is the key to successful innovative future planning.

This seminar develops these thinking skills in a step by step approach that is easy to apply.

Questions are the search engines of the Brain – by asking innovative questions, we lead with innovative answers and so achieve the greatest results.

In a positive era, it's valuable to see the power of negative thinking and how it can aid innovation. To do this, we need to understand the difference between negative thinking and negativity and apply tools to help us understand how to capture the benefit of negative thinking to organisational challenges.

In doing so, in this seminar participants also think about how to connect to the thinking of others. Good thinking understands that often our strongest argument can be our weakest link.

To achieve high performance through people, you must always make sense to your audience and not yourself. Listeners can only understand their own logic, not the logic of the speaker.

Seminar Overview

- Part 1 – Think with Passion, Not Emotion
- Part 2 – Lead with Creative Thinking
- Part 3 – Collaboration: Get Connected to the Thinking of Others

Seminar Content

- Establishing a clear focus
- Learning to ask the right questions
- Changing Negative Thinking into Positive Action
- Innovation through the Power of Negative Thinking
- Separating 'Negative Thinking' from 'Negativity'
- Applying the DNA Technique
- Communicating ideas meaningfully with others

Who Should Attend?

This seminar is ideally suited to anyone who leads a team, including cross-functional, interagency or committee type teams. It is particularly suited to senior leaders who need to ensure a capable team driving performance in their own distinct areas. It is also suited to HR Professionals, Supervisors and other involved in dealing with the challenges of managing workplace relationships.

Seminar Leaders

This Seminar will be facilitated by Valerie Pierce, IPA Associate and hosted by Siobhán Bradley, Senior Leadership and Management Specialist, IPA.

Seminar Timing, Fee and Bookings

This is a half day seminar that will commence at 9:30am and will conclude by 1:00pm.

The cost of attendance is €225 per person for Corporate Members of the Institute and €240 per person for others.

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Seminar Four: Creativity in Collaborative Teams

14 May 2020 (9:30am – 4:30pm)

In many meetings, 20% of the people do 80% of the talking. Imagine what you could achieve if the full 100% collective brainpower was involved.

What is Lego Serious Play (LSP)?

It's not child's play. LSP was designed by consultants and the Lego Corporate to help teams address real organisational problems and find solutions. LSP is a visualization tool that helps people think creatively and quickly using their hands.

We know from research and experience across a range of disciplines, that limiting individual contributions undermines decision making and can lead to group think, poor outcomes and less dynamic, creative workplaces.

This reduces an organisation's ability to innovate, be flexible and resilient and it can also inhibit growth.

In this seminar, you will reflect on how well you and your organisation embrace the diversity of skills, perspectives, experiences and ideas available within your organisation. You'll have an opportunity to use tools that allow for every voice to be heard, enhance creativity and speed up the formation of ideas or concepts.

Collaborative cultures are made, not born. By encouraging a more collaborative approach in the team, you can benefit fully from the myriad of skills, perspectives and energy within your team; strengthen strategy and policy formation and improve the implementation and delivery of performance goals.

This workshop is highly practical but based on proven methodology and extensive research on high performing teams.

Lego Serious Play helps you and your team problem-solve, communicate and collaborate more easily. It's commonly used to align teams on strategy and to promote innovation.

What are the benefits of LSP for you?

- It encourages independent thinking
- It harnesses the collective brain power of the group
- It allows everyone to talk, share their insights and listen to others
- It breaks down barriers between individuals and removes egos
- It focuses teams on a shared direction/strategy and gets buy-in from them
- It promotes new ways of thinking
- It creates faster iteration of concepts, products or services
- It helps visualise complex topics
- It develops memorable models that keep teams focused on the desired outcome long after the workshop is over

Seminar Overview

- How Lego Serious Play can help
- Mindset and approach for Lego Serious Play

This is an interactive session – everyone will be hands on with LSP - that addresses real possible scenarios within your organisation. Emphasis will be placed on experiencing, reflecting, listening and thinking about how to integrate collaborative thinking into your workplace.

Seminar Leaders

This seminar will be facilitated by Margaret Ward, IPA Associate and Lego Serious Play accredited Facilitator and Siobhán Bradley, Senior Leadership and Management Specialist, IPA.

Seminar Timing, Fee and Bookings

This is a full day seminar that will commence at 9:30am and will conclude by 4:30pm.

The cost of attendance is €450 per person for Corporate Members of the Institute and €480 per person for others.

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Seminar Five: Mastering Resilience for Collaboration and Innovation 20 May 2020 (9:30am – 1:00pm)

How do we lead teams and sustain our performance in times of uncertainty, pressure and change?

Join us to explore practical strategies to build resilience at work.

"The oak fought the wind and was broken, the willow bent when it must and survived."
Robert Jordan, The Fires of Heaven

Resilience is a critical consideration for individuals and organisations in the current work environment.

Why do we need to care about Resilience?

The pressure of high workloads, complex relationships and performance goals, while managing ours and others' wellbeing can also coincide with events in our personal lives, which can impact our focus, effectiveness and energy.

Coping effectively and sustaining our performance with these various demands in work and life is a critical personal and leadership skill. It becomes even more imperative to manage well when facing significant change and uncertainty. As 'change is the new norm', our understanding, awareness and skills for Resilience are essential currency for the foreseeable future.

Resilience is a dynamic state rather than a fixed personality trait. We develop ways to be resilient, which are personal to us.

Self awareness of our own resilience is important. You will have an opportunity to self-assess your current resilience levels using a validated scale designed for the workplace. Participants will be asked to complete the Resilience at Work @ (R@W) Scale in advance of the workshop.

This seminar offers tips for building sustainable performance at work during times of pressure and change.

Taking a holistic approach we explore how you can position yourself physically, mentally and emotionally to be the best you can be in your work and life circumstances.

We also explore the elements that create team resilience and how you can foster these in the groups you lead.

Seminar Overview

- What is resilience? What does it look like?
- Business Imperative / Why is it important
- Self and Other Awareness – what will impact us and how to best cope / respond
- Individual feedback based on R@W scale
- 7 practical components of building personal resilience
- The importance of team resilience in in performance culture
- 7 disciplines of team resilience
- Develop a personal resilience plan

Note: all participants receive a comprehensive workbook.

Who Should Attend?

This seminar is ideally suited to anyone who leads a team of any size and those particularly in more senior management and leadership positions who would welcome a forum to review what is important for them and how best to achieve that optimum environment.

This Seminar will be facilitated by Mary Lou Kennedy, IPA Associate and Siobhán Bradley, Senior Leadership and Management Specialist, IPA.

Seminar Timing, Fee and Bookings

This is a half day seminar that will commence at 9:30am and will conclude by 1:00pm.

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