

The Inspiring Public Service Manager

A modular programme

Overview

This unique management development programme takes a balanced approach that aims to strengthen personal, interpersonal, and future-oriented management and leadership skills. It encourages participants to take ownership of their leadership and management capability.

It is a structured, 9-to-12-month programme aiming to equip managers with the skills, knowledge and behaviours necessary to excel in their roles and foster a culture of continuous improvement. The training supports personal and professional development for new and existing managers and is delivered in person, virtually and through self-managed peer learning, with learning resources shared in a dedicated virtual learning space.

There are three key learning themes:

- **Looking Inward – Cultivating self-awareness and values driven work**, supporting managers to:
 - ✓ Discover their authentic management and communication style
 - ✓ Identify core values and personal motivators
 - ✓ Develop emotional intelligence and self-reflection skills
- **Looking Outward – Strengthening trust-based relationships**, supporting managers to:
 - ✓ Learn to effectively manage and build performance
 - ✓ Develop strategies for articulating vision and inspiring others – goal setting focused on outcomes and values-based behaviours
 - ✓ Enhance communication skills for courageous conversations
- **Looking Forward – Navigating future challenges**, supporting managers to:
 - ✓ Supports managers to:
 - ✓ Acquire skills to manage change and uncertainty
 - ✓ Learn adaptive techniques
 - ✓ Create personal and team goals

Each of these themes is introduced in a face-to-face workshop:

- **Looking Inward** – a face-to-face 5-hour workshop focussing on individual feedback and building self-awareness. It involves ‘turning the mirror around’ and understanding who you are, what you bring, what you stand for, your drivers, values, motivators and preferences.



- **Looking Outward** – a half-day face-to-face workshop exploring your strategic and operating environment. This will involve your impact on others, managing team performance through articulating and fostering a values-driven culture in your team. Building trusting relationships.
- **Looking Forward** – a half-day face-to-face workshop at the end of the process. Focusing on the future. Working on your own plan for action and identifying collaborators, exploring your VUCA world, your ability to manage the change, your commitment, holding crucial conversations, problem solving, reflections and resources.

These sessions can be complemented, according to desired outcomes, by additional half-day and bite-sized virtual sessions on such topics as:

- Managing change
- Communication skills – developing a communication style based on the Council’s behaviours
- Emotional intelligence – navigating workplace relationships with empathy and understanding
- Assertiveness and confidence – enabling collaborative and inclusive engagement
- Managing performance – accountability – building responsibility through setting goals and tracking performance
- Coaching and mentoring skills
- Creative problem solving and innovation
- Personal resilience – my own resilience and supporting the resilience of others, creating inclusive, compassionate and supportive environments.

Learning objectives

This programme will help managers develop:

- Increased self-awareness and confidence in management and leadership capabilities
- Enhanced and strengthened interpersonal capabilities associated with emotional intelligence in important relationships and communication and assertiveness skills for collaborative engagement
- Improved ability to navigate and manage change and uncertainty
- Ability to create a supportive work environment that prioritises compassion and inclusiveness.

The programme is tailored to the organisation’s values and priorities. It can be tailored further to address any specific learning objectives required.

Audience

This programme is appropriate to public service managers at all levels.

Format

- A combination of face-to-face and virtual group workshops, with virtual learning taking place between the face-to-face sessions
- Virtual learning reviews (self-managed)

- 360 feedback
- Time to apply learning in practice between sessions and complete an end-of-programme review for further action
- Peer learning and networking opportunities
- Supporting tools and workbooks, which double as learning guides, are provided and accessed on Padlet, a dedicated virtual learning space

The expert trainer

Amanda Dudman is always our first choice for public service and VCSE clients. She is an extremely popular trainer, facilitator, coach / mentor and consultant with an in-depth understanding of what it means to work in the public and VCSE sectors. Her work is divided between: customer service training; leadership, management development, and personal effectiveness; coaching and mentoring.

See some of the **feedback** from her programme sponsors and participants:

- ‘The team really enjoyed the training and felt that they got something out of it which is really positive. I felt that it went really well and gave the workers an opportunity to reflect on the way they respond to situations and why, and building up their resilience. It certainly helped me!’
- ‘Many thanks for the training workshop yesterday – really inspiring in both the content and the way you encouraged us all to participate.’
- ‘Great feedback from the trainees today and lovely to see our partners also really enjoyed the training too. I do think this has made a real difference. Amanda you were excellent and a really engaging trainer with lots of very practical advice for the trainee mentors.’
- ‘**Brilliant** all round!’
- ‘Very alive!’
- ‘**Inspirational** facilitator.
- ‘The trainer was great, really understanding.’
- ‘Amanda was really helpful and explained everything well.’
- ‘**Excellent** course. I learned a lot about myself.’
- ‘Just great!’
- ‘Great facilitator!’
- ‘I loved it.’
- ‘I would recommend this to everyone.’
- ‘**Great** course and trainer. Amanda helped to make me feel at ease.’
- ‘Great trainer.’
- ‘Brilliant!’
- ‘Fantastic.’

- 'Day flew by.'
- 'Excellent day. **Best training** delivered to me so far.'
- 'The day has flown by. A very enjoyable course which I think everyone should go on.'
- 'Very informal trainer. Knows what she is taking about, **energetic and passionate!!!**'
- 'Very knowledgeable and very clear messages. Showed experience in the topic.'
- 'The trainer was **awesome.**'
- '[Amanda] was bubbly, very friendly. Knew her stuff. Very **inspiring.**'
- 'Excellent. Font of fantastic knowledge.'
- 'Fab!!!'

Programme outline

Workshop one – Looking inward

Learning objectives

- To connect with peers and learn about their strengths and styles
- To reflect and review on 360 feedback results and identify strengths, areas for growth and development
- To consider different communication and management styles
- To increase self-awareness of personal values and drivers of management and leadership behaviours
- To explore the aspects of emotional intelligence that build self-awareness and self-management

Outline

1 Welcome, objectives and getting energised – human bingo

- ✓ An overview of the programme and getting to know your fellow learners better
- ✓ Connection and communication exercises
- ✓ Appreciating my peers and their roles in the organisation – 'what do you bring' hot seat exercise

2 Addressing your feedback

- ✓ The value of reflection and review
- ✓ Reflecting and reviewing the results of your 360 feedback
- ✓ Structured individual, paired and small group discussions focused on strengths and areas for development

3 What's my style

- ✓ The Whack Pack Communication Activity!
- ✓ Plenary and conclusions – my impact, my style and second positioning

4 My EI

- ✓ A self-awareness exercise: what makes me tick?

5 Review and action

- ✓ A peer group self-managed activity in triads – exploring today’s outcomes and creating an action plan for development
- ✓ Sharing results in a whole group closing plenary
- ✓ Talking stick finale

Workshop two – Looking outward

Learning objectives

- To share and understand context and current key drivers that impact on your role and performance and that of your team
- To explore the aspects of emotional intelligence that build awareness of others and management of relationships
- To understand how to build trusting relationships
- Managing performance through objectives and key results

Outline

1 Welcome, objectives and getting energised – put me on the map

- ✓ Followed by mini-review in pairs/triads

2 Drivers for change

- ✓ Identifying internal and external drivers for change in your organisation and their impact
- ✓ Sunshine and rain clouds – group mapping activity and conclusions in the group in plenary

3 Building trusting and inclusive relationships and shifting mindsets

- ✓ Having a growth mindset and what it means during change
- ✓ Small group exercise – assessing myself and others
- ✓ The trust equation
- ✓ Group activity exploring the application of the model to a team situation

4 My EI

- ✓ The importance of social awareness and relationship management based on empathy and understanding others
- ✓ Exercise – using work scenarios to solve and build a values-based approach to managing and leading my team.

5 Action planning and next steps

Workshop three – Looking forward

Learning objectives

- To critically reflect, review and evaluate personal learning and development and clarify your commitment to action
- To practise using peer coaching and mentoring skills to hold supportive conversations
- To draw up a stakeholder and networking map of future collaborators with your peers
- To understand VUCA and how it might impact your future plan

Outline

- 1 Welcome, objectives and getting energised – a reconstructor activity**
- 2 How was it? A series of reflection and reviewing activities alone and in pairs**
 - ✓ Reflection exercise using a critical reflection log
 - ✓ Using coaching skills with a peer partner to explore and discuss your development outcomes
 - ✓ Feedback in plenary
- 3 My collaborators**
 - ✓ Practical Activity – drawing up a group networking and collaboration map together
 - ✓ Facilitated whole group review on the outcomes
- 4 Managing in a VUCA world**
 - ✓ A short presentation on VUCA
 - ✓ Small group exercise
- 5 Endings and wraps**
 - ✓ Final group exercises and activities (talking circle, post it points, feedback line out)
 - ✓ To conclude the session and sharing of golden nuggets.
 - ✓ Further help and ideas from Padlet
- 6 Close**