

Brilliant Public Sector Leadership

A series of Masterclasses for public sector leaders focusing on the key challenges and skills required to be an effective leader in the 21st Century public sector



North West Employers through the NWIEP Improvement Network presents the Spring and Summer Masterclass Series. We have brought together six influential and inspiring speakers to deliver our menu of five masterclasses focusing on creating brilliant public sector leaders. Our masterclasses have been designed to be thought provoking as well as inspiring leaders to take action after attending, to help themselves and their organisations to be the best that they can be. Why not take a look at what we have on offer.....



**Brilliant
Public Sector
Leadership**

Spring & Summer Masterclass Series At a Glance



Brilliant Public Sector Leadership

From Crisis to Challenge to Opportunity..... Leading a Transformation

Lord Michael Bichard

6 February 2012

Manchester

Time: 10-13.30

Former executive director of the Institute of Government will be delivering the first master class of our Spring and Summer series. Lord Bichard will focus on the leadership role in transforming local public services including the current challenges of leading under pressure and developing effective partnerships.

It's Now or Never: Financial Leadership in a Mixed Economy

Tony Travers

6 March 2012

Lancaster

Time: 10-13.30

Tony Travers, director of LSE London and visiting professor in the LSE's Government Department, will focus on what needs to be different in the current economic climate from a finance perspective. He will be looking at what the opportunities, challenges, barriers and risks to working more collaboratively with budgets across a locality, sub region or region are and what does this mean in practical terms for public sector leaders managing their organisational budgets.

Stepping it Up: Taking Coaching to the Next Level

Gladeana MacMahon

9 May 2012

Liverpool

Time: 10-13.30

Gladeana McMahon, founder member and current Chair of the Association of Coaching will focus on how leaders can take coaching and coaching skills to the next level to navigate through the current period of transition in public services and enhance personal resilience.

Spring & Summer Masterclass Series At a Glance

Brilliant Public Sector Leadership

Wicked Problems, Clumsy Solutions and the Role of Leaders

Keith Grint

6 June 2012

Chester

Time: 10-13.30

Keith Grint, Professor of Public Leadership & Management, Warwick University will focus on the role of leaders in how to approach decision making and solving highly complex and complicated 'wicked' problems with particular emphasis on collaboration and collaborative leadership.

Lean, Systems Thinking and Beyond

Zoe Radnor & Patrick Hoverstadt

25 June 2012

Preston

Time: 10-13.30

Professor Zoe Radnor, Professor of Operations Management at Cardiff Business School and Patrick Hoverstadt Visiting Fellow, Centre for Business Performance Cranfield School of Management will focus on how using LEAN and systems thinking approaches can transform public sector performance, including exploring strategic risk and effectively managing emergent properties.



From Crisis to Challenge to Opportunity.....

Leading a Transformation



Lord Michael
Bichard
6 February 2012
Manchester
Time: 10-13.30

Lord Bichard will focus on the current challenges of **leading under pressure**, the importance of **resilience** in the leader and the impact of how leaders handle pressure. He will look at what elements of **strategic leadership** are most important in order to move organisations through challenge towards **opportunity** and how to create real and sustainable opportunities in the current climate.

He will also look specifically at the arena of redesigning local public services including:-

- the complexities of **redesigning** local services and how to navigate those **complexities**;
- setting up and creating **effective partnerships**;
- blending both strategic and **collaborative** leadership.

There will also be an opportunity to ask Lord Bichard your questions about leading a transforming, staying resilient through challenges and maximising the current opportunities.

Meet Lord Bichard

Lord Bichard was founder director of the Institute for Government in 2008 and held the post until 2010 when he became a Senior Fellow of the Institute. He was previously Chief Executive of Brent and Gloucestershire Local Authorities and in 1990 became Chief Executive of the Government's Benefits Agency. In 1995, he was appointed Permanent Secretary of the Employment Department and, subsequently, the Department for Education and Employment.

Michael received a Knighthood in the Queen's Birthday Honours 1999. In May 2001, he left the Civil Service. He was appointed Rector of The London Institute, the largest Art and Design Institute in Europe in September 2001, which became University of the Arts, London in May 2004. In January 2004, he was appointed by the Home Office to chair the Soham/Bichard Inquiry. From 2005-2008, he was Chair of the Legal Services Commission.

He is currently a board member of Shakespeare's Globe Trust, the River and Rowing Museum Foundation and Henley Business School Strategy Board. He is Chairman of Film Club Limited, Chairman of CreateKX, Chair and a Trustee of the CNAA Art Collection Trust. He has been a Chairman of the Design Council, Governor of Henley Management College, Chair of the Board of Companions of the Chartered Management Institute, a Member of the Guild of Educators, Chairman of Rathbone Training Limited and a Governor of Langley Academy.

Michael received a Knighthood in 1999 and was elevated to the House of Lords in 2010. He has honorary degrees from Leeds Metropolitan, Birmingham, Middlesex, and Bradford universities and the Southampton Institute.

It's Now or Never: Financial Leadership in a Mixed Economy



Tony Travers
6 March 2012
Lancaster
Time: 10-13.30

Tony will focus on the role of the leader in managing the medium term impact of public spending and service reductions. He will also examine the thorny issue of the need to reduce the government deficit.

He will examine existing policies and their **likely effects** on local government, the NHS and other public provision, considering both **challenges** and **potential opportunities**. He will go on to look at government policies to expand private sector employment and to sustain regeneration, and also at how **local public providers** can help in this process.

Finally, he will consider the need to work more **efficiently** and **effectively** and the merits of 'community budget' type initiatives.

There will also be an opportunity to ask Tony your questions about public sector finances, spending and community budgets.

Meet Tony

Tony Travers is director of LSE London, a research centre at the London School of Economics. He is also a visiting professor in the LSE's Government Department. His key research interests include local and regional government, London and public service reform. He is currently an advisor to the House of Commons Education Select Committee and also the Communities and Local Government Select Committee. He is a research board member of the Centre for Cities and a board member of the New Local Government Network. He is an Honorary Member of the Chartered Institute of Public Finance & Accountancy. He was a Senior Associate of the Kings Fund from 1999 to 2004, and also a member of the Arts Council's Touring Panel during the late 1990s. From 1992 to 1997, he was a member of the Audit Commission. He was a member of the Urban Task Force Working Group on Finance.

He has published a number of books on cities and government, including *Failure in British Government The Politics of the Poll Tax* (with David Butler and Andrew Adonis), *Paying for Health, Education and Housing How does the Centre Pull the Purse Strings* (with Howard Glennerster and John Hills) and *The Politics of London: Governing the Ungovernable City* (published in spring 2004). He also broadcasts and writes for the national press.

Stepping it Up: Taking Coaching to the Next Level



Gladeana
MacMahon
9 May 2012
Liverpool
Time: 10-13.30

Gladeana will focus on how **coaching** can help leaders to **improve thinking** under pressure and raise and sustain resilience in challenging times. She will focus on how leaders can utilise coaching to:

- improve and **enhance decision making** and personal resilience
- increase your ability to **adapt** and meet **challenges** under pressure
- move organisations **forward** under the most challenging of conditions

Gladeana will share her experience of working with the public, private and voluntary sectors in helping leaders to utilise coaching to maximise their own potential, as well as steering organisations through turbulent times.

There will be an opportunity to ask Gladeana your questions about how coaching can help you and your organisation to move forward in the current climate.

Meet Gladeana

Gladeana MacMahon is a three time award winning coach, voted UK Coaching Person of the Year 2010, and is considered one of the leading personal development-transformational and business improvement coaches in the UK. She combines academic rigour with down to earth communication skills and holds a range of qualifications and accreditations as a Coach and Therapist. She has been instrumental in helping found the Association for Coaching for which she holds the positions of Fellow and Chair Association for Coaching UK. She is also a Fellow of the British Association for Counselling and Psychotherapy, Institute of Management Studies, Association for Coaching, International Stress Management Association and the Royal Society of Arts.

An innovator, Gladeana is one of the UK founders of Cognitive Behavioural Coaching and an internationally published author with some 20 books of an academic and self help nature, 30 chapters and 250 articles on coaching and counselling to her name. She has presented a range of coaching programmes and was listed as one of the UK's Top Ten Coaches by both the business section of the Independent on Sunday and the Sunday Observer. She coaches CEO's and Directors across a range of sectors as well as politicians and those in the media to master the psychological and practical complexities of 21st century working life. Gladeana believes coaching is only successful if it adds value to organisations helping individuals create successful measurable outcomes whether professional or personal.

Wicked Problems, Clumsy Solutions and the Role of Leaders



Keith Grint
6 June 2012
Chester
Time: 10-13.30

Keith will focus on three key and related questions in order to explore the role of the leader in successfully tackling the complex and hard challenges that are faced by the public sector and its leaders.

- Why when we know so much about, but we achieve so little with, traditional leadership and change models?
- How can we avoid a cycle of failure created through adopting default decision making styles?
- How can we understand and overcome the limitations that are imposed by organisational culture when making hard decisions?

Keith will explore the relationship between **Tame**, **Wicked** or **Critical** problems and their associated decision-making styles **management**, **leadership** and **command**.

There will also be an opportunity to put your questions to Keith on all areas of public sector leadership and the challenges ahead.

Meet Keith

Keith Grint is Professor of Public Leadership at Warwick University. He has held Chairs at Cranfield University and Lancaster University and was Director of the Lancaster Leadership Centre. He spent twelve years at Oxford University and was Director of Research at the Saïd Business School and Fellow in Organisational Behaviour, Templeton College. He remains an Associate Fellow of the Saïd Business School and of Green Templeton College, Oxford. He is Academician of the British Academy of Social Sciences. He is also a Visiting Research Professor at Lancaster University, a Fellow of the Windsor Leadership Trust, a Fellow of Roffey Park, a Visiting Scholar at Sydney University, a Fellow of the Leadership Trust and a Visiting Professor at University College Suffolk.

Keith spent 10 years in industry before switching to an academic career and has been variously employed as an agricultural labourer, a factory worker, an industrial cleaner, a removals worker, a freezer operative, a swimming pool attendant, a postman, a clerical worker, and a part-time karate teacher.

He is a founding co-editor of the journal *Leadership* and founding co-organizer of the International Conference in Researching Leadership. His books include *The Sociology of Work* 3rd edition (2005); *Management: A Sociological Introduction* (1995); *Leadership* (ed.) (1997); *Fuzzy Management* (1997); *The Machine at Work: Technology, Work and Society*, (with Steve Woolgar) (1997); *The Arts of Leadership* (2000); *Organizational Leadership* (with John Bratton and Debra Nelson); *Leadership: Limits and Possibilities* (2005); *Leadership, Management & Command: Rethinking D-Day* (2008); *Sage Handbook of Leadership* (edited with Alan Bryman, David Collinson, Brad Jackson and Mary Uhl-Bien) (2010); *The Public Leadership Challenge* (edited with Stephen Brookes) (2010); and *Leadership: A Very Short Introduction* (2010). Sage Major Works of Leadership (four volumes) (ed. With David Collinson & Brad Jackson) (2011).

Lean, Systems Thinking and Beyond



Zoe Radnor &
Patrick
Hoverstadt
25 June 2012
Preston
Time: 10-13.30

Meet Zoe and Patrick Zoe Radnor

Zoe Radnor is a Professor of Operations Management and Associate Dean (Teaching and Learning) at Cardiff Business School. Her area of interest is in performance and process improvement in public services. Zoe has recently been a Management Practice Advanced Institute of Management (AIM) Fellow considering sustainability of Lean in public services. Previously, she has been Project Manager of a research project for the Scottish Executive which evaluated how 'Lean' techniques were and could be used in the public sector. She has also led evaluations of the implementation of Lean and associated techniques in HM Revenue and Customs, HM Court Services and, in HealthCare organisations. She is currently leading a research project 'SLIM' which aims to develop a Strategic Lean Implementation Methodology for hospitals. She has published over 100 articles, conference papers, book chapters and reports. Zoe presents, advises and sits on a number of boards and committees for organisations such as the Welsh Assembly Government, National Audit Office and the Cabinet Office.

Patrick and Zoe will bring different viewpoints on the areas of **LEAN** and **systems thinking**, Zoe will focus on the concepts of 'Lean', outlining what it and isn't within the public sector. She will introduce the 'House of Lean' for public services to highlight the importance of organisational readiness, as well as consider the principles and tools that are relevant for Lean in the public sector.

Patrick will focus on understanding how systems approaches give very different sets of ways to looking at the sorts of intractable and **complex problems** that the public sector is called on to address and which also beset large organisations internally. Plus how systems can give you a **very different set of solutions** to those problems.

He will provide an overview of some of the more common systems approaches and show:

- how each works
- the sorts of issues it addresses
- how difficult each is to learn and apply
- how fast it is to use
- the scale of issue it can address
- examples of each approach in use
- what you would need to know before choosing to use each approach

The session will give attendees grounding in a range of systems approaches that will allow them to choose the approach most suitable for their needs and, perhaps more importantly, help them to avoid costly mistakes.

Patrick Hoverstadt

Patrick Hoverstadt has worked as a consultant since 1995 with organisations in both the private and public sector, mainly on issues to do with organisational structure and change. He specialises in using systems approaches for analysing and designing organisations and work processes. Patrick is a specialist in working with very large complex organisations including whole sectors. He has developed methodologies for several difficult business problems, including, large scale organisational change, strategic risk, measuring management performance, measuring organisational agility, collaborative governance, partnership working.

Patrick ran an engineering business for 13 years before becoming a consultant. He has written numerous research papers, is a regular keynote speaker at conferences, has contributed to several books on systems, organisation and management and is the author of a book on organisation published by Wiley in 2008. He chairs the largest group of systems practitioners in the UK, and is a Visiting Research Fellow at Cranfield School of Management.



Who should attend?

This series is aimed at:

Public sector chief executives

Lead elected members

Non-executive board members

Directors of public health

Senior public sector leaders

£50 per Masterclass

Book all **five** classes
for the price of **four**

Only £200 !

Bookings:

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