

# Strategic Management in the Public Sector

## INTRODUCTION

- Strategic management is emerging as a major new competency in public sector activity. Public sector managers are now being asked to execute and measure performance improvement in ways that have so far been adopted only in private sector organisations. This is the reason why our new specialist course “Strategic Management in the Public Sector” has been developed.
- The focus of this training course is on the actions required to achieve effective implementation of strategic plans. This will include detailed presentation and discussion of contemporary leading-edge approaches to strategic management, showing how standard systems should be modified for the specific context of a public sector organisation. The emphasis will be on achieving and sustaining world-class performance at the strategic level in the activities of all types of organisation that operate across the public sector. This will deliver ideas and guidelines that will enable public sector managers and specialists to make a strong impact on the performance and potential of their organisation.

Participants attending the Strategic Management in the Public Sector training course will develop the following competencies:

- Designing a highly focused agile 21st century organisation
- Effective leadership of multi-specialist cross-cultural teams
- Communicating strategic decisions clearly in a rapidly changing environment
- Controlling business operations in fast-moving situations
- Coaching and mentoring teams for outstanding performance

## PROGRAMME OBJECTIVES

- Understanding task-oriented and strategy-oriented behaviour
- Keeping teams focused on strategic objectives and requirements
- Leading multinational and multi-cultural teams
- Communicating effectively internally and externally
- Dealing with rapid advances in best practice
- Improved decision-making in different conditions
- Keeping programmes and projects on track and under control

## WHO SHOULD ATTEND?

The Strategic Management in the Public Sector training course is suitable for a wide range of professionals employed in public sector institutions, but it will be particularly beneficial to:

- Programme Managers in Economic Development
- Urban Spatial Planners
- Major Project Managers
- Financial Planning and Forecasting Specialists
- Scientific and Technological Policymakers
- Internal Auditors and Management Accountants

## TRAINING METHODOLOGY

- The Strategic Management in the Public Sector training course will combine presentations with instructor-guided interactive discussions between participants relating to their individual interests. This will be supported by practical exercises, video material and case studies aiming at stimulating these discussions and providing maximum benefit to the participants. Above all, the course leader will make extensive use of case examples and case studies of situations in which he has been personally involved.

## PROGRAMME SUMMARY

- This unique training course covers discussion of all critical areas of strategic management in public sector organisations and will have above all a practical focus on decision-making under conditions of complexity and public accountability.
- The focus of the course is on the specific challenges of management at the strategic level in the organisation. This will include detailed consideration of the business processes and leadership actions that are required to convert high-quality strategic plans into practical programmes and projects that enable teams to function effectively in taking the organisation to the next stage of development.

## PROGRAM OUTLINE

### Managing Organisational Development

- How to build effective teams in public sector organisations
- The difference between task-oriented teams and strategy oriented teams
- How teams respond to different leadership and management styles
- The flexible organization – managing alliances and joint ventures
- Case example or case study

### Leading and Managing People

- Influencing individual and group behaviour in public sector organisations
- Balancing analytical and emotional intelligence
- Building and leading international and cross-cultural teams
- Understanding the needs and expectations of public sector teams
- Feedback and the 360-degree evaluation
- Dilemmas and decisions in leading a multi-dimensional team
- Case example or case study

### Communication and Human Resource Development

- Effective communication as the basis of effective public sector programmes
- Presenting ideas – how to achieve your desired impact and outcomes
- Developing best practice in external and internal communication
- Developing core competencies in public sector teams
- Identifying potential leaders for the future of the organisation
- How to create a “learning organization”<sup>2</sup> in a public sector context
- Case example or case study

### Making Decisions and Controlling Outcomes

- Developing a “plan to win”<sup>2</sup> mindset for a public sector organisation
- Evaluating the feasibility and desirability of alternative options
- Making decisions on the basis of imperfect information
- Creating a publicly accountable review and control system
- Managing variance and divergence from plans
- Measuring performance and achieving improvement
- Case example or case study

### Coaching and Mentoring for Improved Performance

- The difference between coaching and mentoring
- The drivers of different emotions, reactions and behaviours
- The concept of empathy in public sector team leadership and management
- Leadership in situations of discomfort and conflict