

Leadership Development Programmes

SCHEDULED PROGRAMMING

2020 - 2021

Summary of Leadership Development Programme offerings that can be delivered in-country upon request.



Leadership Development Programmes

The Caribbean Centre for Development Administration

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Leadership Development Programmes

Transformational Leadership Development Programme

Course Description: The Transformational Leadership Development Programme is designed to support the development of high-potential leaders, who ideally are being considered for succession to top-level leadership roles in public sector organisations. The programme is designed to help leaders develop their self-awareness, emotional intelligence, as well as develop greater effectiveness in leading their teams in complexity, across organizational boundaries and transformation.

Objectives: Throughout the programme, participants are progressively able to:

- Apply the tools and strategies introduced in each module to advance their leadership effectiveness organisationally, nationally, and regionally.
- Establish the inter-connectedness of the tools introduced in each module while developing a greater national and regional perspective.
- Translate and apply methodologies introduced throughout the Programme to their day-to-day work.

The Programme consists of four (4) core modules:

- Leading Self - Courage, Confidence and Authenticity
- Leading in Context and Complexity
- Leading through Others
- Leading Transformation

Methodology: This programme uses a virtual delivery model, inclusive of synchronous, experiential learning as well as asynchronous learning modalities. The learning is also complemented through the execution of a leadership stretch project supported through Action Learning, as well as a personal development plan supported through Executive Coaching.

Target Audience: This programme is targeted at direct reports to Permanent Secretaries/Chief Executive Officers, senior managers with significant levels of accountability/responsibility, potential successors for executive leadership roles across the public sector. Ideally, candidates should have at least a 1st degree from a reputable university, and a minimum of 5 years' experience at a middle management/senior level.

Other requirements for participation: Computer literacy is critical, as well as access to high speed internet/desktop computer or laptop with audio connectivity. Additionally, participants will be required to have the necessary time off to participate in all synchronous and asynchronous learning activities, in keeping with our Participant Engagement and Attendance policies. It is typically

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expected that candidates will be nominated and supported by their organisations; however open enrolment and self-funded candidates will also be considered.

Cost: USD\$6000 inclusive of training materials and tuition.

Duration: 6 months

Anticipated Date: (start date - February 4, 2021 - end date - July 29, 2021). 3-hour Synchronous learning sessions will be held on Thursdays between 12:45 pm - 4:00 pm ECT.

Mid-Level Leadership Development Programme

Course Description: The Mid-Level Leadership Development Programme is designed to equip mid-level leaders with the leadership competencies required self leadership, team leadership, and leading for effective client services.

Objectives: The programme will cover these objectives:

- Who am I as a leader? - Understanding self, one's own leadership style and approaches, and how to build effective relationships.
- Who are we as a team? - Leading and developing one's team, and learning a variety of tools to build high performing teams.
- Who do we serve? - Analysing clients' needs and managing quality client service, fostering innovation in improving client service, and interpreting and implementing organisational strategy.

Methodology: This programme uses a virtual delivery model, inclusive of synchronous, experiential learning as well as asynchronous learning modalities. The learning is also complemented through the execution of number of group learning and reflective activities.

Target Audience: This programme is targeted at mid-level supervisors/managers/team leaders, with supervisory responsibilities. Ideally, candidates should have at least a 1st degree from a reputable university, and a minimum of 5 years' experience at a middle management level.

Other requirements for participation: Computer literacy is critical, as well as access to high speed internet/desktop computer or laptop with audio connectivity. Additionally, participants will be required to have the necessary time off to participate in all synchronous and asynchronous learning activities, in keeping with our Participant Engagement and Attendance policies. It is typically expected that candidates will be nominated and supported by their organisations; however open enrolment and self-funded candidates will also be considered.

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Cost: \$3000 inclusive of training materials and tuition.

Duration: 4 months

Anticipated Date: start date - September 10, 2020 - end date - December 17, 2020). 3-hour Synchronous learning sessions will be held on Thursdays between 12:45 pm - 4:00 pm ECT.

Leading Change and Transition Workshop

Course Description: Change is said to be the only constant, and today's leaders are charged with leading a wide range of changes and transitions, in an environment of increasing local, regional and global complexity. This programme is designed as an intensive for executive leaders, to help them to address the complexities of leading change and transition in a structured, logical and sustainable manner.

Objectives: Participants in this workshop will:

- Develop a mind-set that shifts from resisting change, to accepting, welcoming, and being able to generate it;
- Learn a change process that they can then apply to their own organisation's change initiatives;
- Learn strategies to lead people through the different phases of their personal transition experiences;
- Develop strategies to shift organisational culture that may be naturally resistant to change;
- Be able to generate strategies for moving from the current state to a desired state;
- Learn how different organisational systems can be leveraged to bring about desired change; and
- Learn how to identify and engage stakeholders in a change initiative.

Methodology: Face to Face

Target Audience: This programme is targeted at Permanent Secretaries, Chief Executive Officers of Agencies/Public Bodies, Managing Directors as well as senior leaders with responsibilities for leading complex sector-wide change initiatives. It is typically expected that candidates will be nominated and supported by their organisations; however open enrolment and self-funded candidates will also be considered.

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Cost: USD\$1500 inclusive of training materials, tuition and breaks. Airfare, accommodation and other meals (including lunch on workshop days) and expenses will be borne by the participant and/or their sponsoring organization.

Duration: 4.5 days

Anticipated Dates: November 16 - 20, 2020 & June 21 - 25, 2021 (location to be advertised in due course).

Team Coaching for Results

Course Description: Leaders and managers with strong team coaching skills foster loyalty and commitment, create high performing teams and achieve great organisational results. These managers/leaders tend to model a growth mindset when working with and developing their teams which creates alignment with business goals.

Objectives: In this workshop, participants will be exposed to practical tools and strategies that will help them to:

- Support the building of a coaching culture within the team/organisation
- Devise coaching plans for individual team members
- Integrate coaching into talent management initiatives
- Engage in down to earth coaching conversations
- Identify opportunities for coaching conversations during the course of the work day

Methodology: This programme uses a virtual delivery model, inclusive of synchronous, experiential learning as well as asynchronous learning modalities.

Target Audience: This workshop is ideal for team leaders, who need to maximize the performance of their team to meet strategic objectives of their unit/organization.

Other requirements for participation: Computer literacy is critical, as well as access to high speed internet/desktop computer or laptop with audio connectivity. Additionally, participants will be required to have the necessary time off to participate in all synchronous and asynchronous learning activities, in keeping with our Participant Engagement and Attendance policies. It is typically expected that candidates will be nominated and supported by their organisations; however open enrolment and self-funded candidates will also be considered.

Cost: USD\$1000 inclusive of training materials and tuition

Duration: 13 hours

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Anticipated Date: Start May 5, 2021 – May 26, 2021 - 3-hour Synchronous learning sessions will be held on Wednesdays between 1:00 – 4:00 pm ECT.

Leadership in Service Excellence

Course Description: Governments around the world are facing new fiscal realities and are embracing the need for transformational change in order to improve their ability to serve citizens. Rising expectations from citizens regarding the speed and quality of service delivery with the need for greater accessibility, and higher quality services is pushing the service agenda further.

Objectives: In this workshop, participants will be exposed to practical tools and strategies that will help them to:

- Review fundamental knowledge and practices of service excellence
- Examine their role in promoting Service Excellence and apply new learning to their own context/environment through a real-world service improvement project
- Assess and address service excellence challenges through best practices, tools, digitization and integration in accountability systems

Methodology: This programme uses a virtual delivery model, inclusive of synchronous, experiential learning as well as asynchronous learning modalities.

Target Audience: This workshop is ideal for leaders, with responsibility for leading change initiatives centered around the implementation of service delivery reforms in their unit/organization.

Other requirements for participation: Computer literacy is critical, as well as access to high speed internet/desktop computer or laptop with audio connectivity. Additionally, participants will be required to have the necessary time off to participate in all synchronous and asynchronous learning activities, in keeping with our Participant Engagement and Attendance policies. It is typically expected that candidates will be nominated and supported by their organisations; however open enrolment and self-funded candidates will also be considered.

Cost: USD\$2500 inclusive of training materials and tuition

Duration: 26 hours

Anticipated Date: Runs across two (2) modules from January 7 – 28, 2021 - 3-hour Synchronous learning sessions will be held on Thursdays between 1:00 – 4:00 pm ECT, and March 9 – 30, 2021 – 3-hour Synchronous learning sessions will be held on Tuesdays between 1:00 – 4:00 pm ECT .

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Meetings – A Strategic Tool for Leadership Effectiveness

Course Description: Meetings are a strategic tool for leadership effectiveness. Yet, team members often contend that valuable time is wasted in dysfunctional meetings that are poorly planned and facilitated. Have you ever stopped to calculate the cost of meetings to your organization? Does the value derived from the meetings you lead outweigh the costs, financially and otherwise? Are you ready to avoid the pitfalls of bad meetings and reap the benefits of great meetings?

Objectives: In this session, participants will learn how to:

- Connect each meeting with your organisational strategy
- Improve your meeting facilitation skills

Methodology: This session uses a virtual delivery model.

Target Audience: This session is for leaders with responsibilities for leading strategic meetings as a key part of their leadership function.

Other requirements for participation: Computer literacy is critical, as well as access to high speed internet/desktop computer or laptop with audio connectivity.

Cost: Free of cost, inclusive of training materials and tuition. Registration required.

Duration: 2 hours

Anticipated Date: April 29, 2021 - 10:30 am - 12:30 pm ECT

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Winning at Negotiations

Course Description: Learn how to create value and expand the size of the pie to achieve win-win outcomes, to transform competition into cooperation; and build confidence in your bargaining powers and abilities. This session in Winning at Negotiations will help participants to do that and more.

Objectives: In this session, participants will:

- Deepen their understanding and evaluation of Personal Negotiation Tendencies and the phases of the Negotiation process
- Identify their Best Alternative to a Negotiated Agreement (BANTA) and Understanding their Options

Methodology: This session uses a virtual delivery model.

Target Audience: This workshop is ideal for team leaders, who need to improve their negotiating skills to meet strategic objectives of their role and organization.

Other requirements for participation: Computer literacy is critical, as well as access to high speed internet/desktop computer or laptop with audio connectivity.

Cost: Free of cost, inclusive of training materials and tuition. Registration required.

Duration: 2 hours

Anticipated Date: June 17, 2021 - 10:30 am - 12:30 pm ECT

Customised Programming and Services

Face-to-Face/Customised Delivery – Interested in having any of our virtual programmes delivered face-to-face and/or customized? We offer this service as well. For quotations and further information, please contact us at caricad@caricad.net. Also, to learn more about the other services provided by CARICAD, please visit www.caricad.net

Leadership Development Programmes

Use our Enabling Environment Assessment tool to assess the quality of your public sector leadership environment

The Enabling Environment for leadership development addresses the context in which leaders learn new behaviours and enhance their capacity to lead. The application of individual learning and the transfer of that learning to others in the organisation are dependent upon the context in which the learner works. A learner might have developed tremendous insights, new behaviours and enhanced capacity to lead but for that learning to be sustainable, the organisation's HRM policies and practices, governance and accountability frameworks and practices, and organisational (or national) culture should be aligned to encourage the exercise and transfer of leadership capacity.

Cognizant of the fact that the realities of one's work environment have a significant impact on a leader's ability to apply lessons learnt, an **Action Research Roundtable Research Project** was commissioned between 2017-2018, with a specific focus on empirically examining the enabling environment in public sector organisations and regional institutions across the Caribbean. The main purpose of the research was to ascertain the extent to which Caribbean public-sector organisations and regional institutions have organisational environments that are engendering transformational leadership.

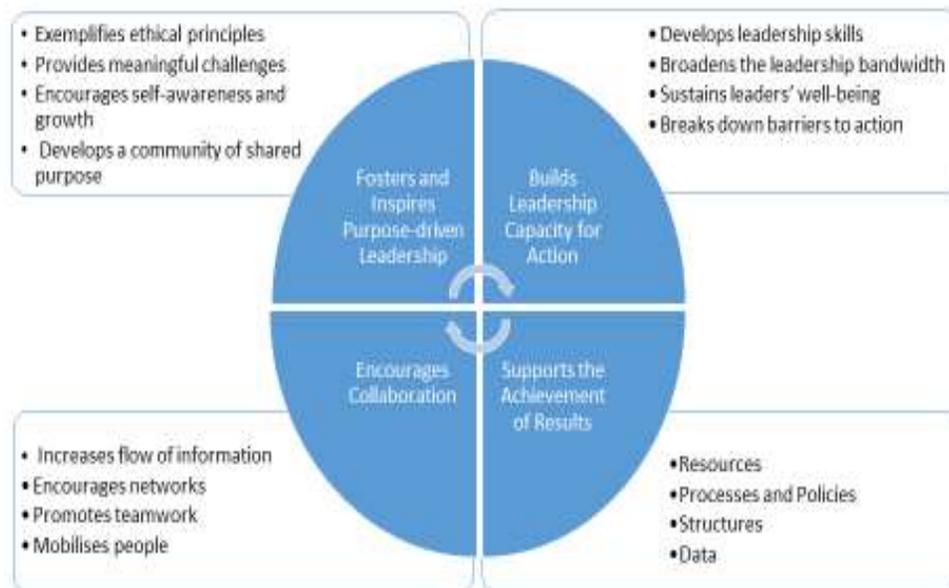
Enabling Environment Assessment Tool

Based on this **research**, an **Enabling Environment Assessment Tool** was developed to assess the organisational environment factors within Caribbean public sector and regional institutions that enable the practice and development of leadership. This multi-rater assessment tool:

- Identifies the extent to which your organisation's or division's organisational environment is enabling an autocratic, transactional or transformational style of leadership, through its analysis of responses to 117 statements focused on the extent to which:
 - Purpose-driven leadership is inspired and fostered
 - Leadership skills and capacity for action is developed
 - Various resources, processes, policies, systems and data exist to support the achievement of results
 - Collaboration is encouraged through effective teamwork, networking, and people mobilisation
- Is administered online
- Generates an interpretative report that highlights the strengths and areas for development in the various areas of the organisation's or division's enabling environment for leadership development and practice.

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Model of an Enabling Environment for Transformational Leaders



The **Enabling Environment Toolkit** was also developed, which provides a wide range of strategies and actions to help take public-sector organisations and regional institutions to a higher level in enabling transformation leaders (see www.clptoolkit.org for details). **For further information on how to access our Enabling Environment Assessment Tool, and associated costs, contact us at caricad@caricad.net or 1 (246) 427-8535.**