

# Transformational Leadership Development Programme

## **CALL FOR APPLICATIONS**

Call issued: November 13 , 2020  
Application deadline: January 8, 2021



# Transformational Leadership Development Programme

The Caribbean Centre for Development Administration (CARICAD) is pleased to issue a Call for Applications from suitably qualified **senior leaders** from public, private and non-governmental organisations for enrolment in its Transformational Leadership Development Programme (LDP). The LDP will be delivered in a synchronous, virtual and experiential learning format **beginning February 2021**.

## PROGRAMME OVERVIEW

The LDP is designed to strategically strengthen the next generation of Caribbean men and women leaders to contribute more effectively to regional integration and economic growth. This is accomplished by developing leadership programming aligned to the needs and culture of the Caribbean Region and by fostering regional approaches for the sustainability of leadership development.

The key programme areas are:

- 1) **Leadership Development Programme (LDP):** CARICAD delivers several leadership development programmes targeted at political, senior executive, mid-level and first-time junior leaders from CARICAD member states, regional organisations and beyond.
- 2) **Enabling Environment:** 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 Enabling Environment Assessment Tool has been developed to assess the organisational factors within Caribbean public sector and regional institutions that enable the practice and development of leadership. Visit the website at [www.clptoolkit.org](http://www.clptoolkit.org) for further details.
- 3) **Continuous Learning and Development Network (CLDN):** Continuous learning and development networks proactively support learners as they practice their learning in their workplaces. Learning and development networks maximize the impact of learning by facilitating further exchanges about the practical applications of what happens in the classroom and other formal learning events.
- 4) **Caribbean Learning and Development Specialists Network (CLDS):** The Caribbean has a significant number of experts in the field of public sector finance, public administration, economics, management, regionalization, gender and various other technical topics relevant to public service leaders. For optimal leadership development, the work of such technical experts must be complemented by "process" experts whose forte lies in areas related to the design, facilitation and evaluation of complex,

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multimodule programmes as well as executive coaching. Through the CLDS, CARICAD contributes to the growth and development of learning and development specialists of public sector training units and institutions in CARICAD member states, by supporting capacity building, sharing of learning and resources, and fostering regional collaboration for public sector learning and development.

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## CONTENT FOR SENIOR-LEVEL LEADERS

Based on an in-depth learning needs assessment involving CARICAD member countries, and the experiences and suggestions from the alumni, the following core content elements will be “woven” throughout the programme:

- ❑ **PRINCIPLED LEADERSHIP:** Public service leaders at all management levels need to show leadership in the interface between the political directorate and the operations of their organisations. They must provide principled leadership which demonstrates accountability and responsibility, understanding the dynamic exchange between the various leadership roles and how each function is placed within the regulatory frameworks/structures of their country;
- ❑ **LEADING THROUGH OTHERS:** This means that public service leaders must be more than “ideas” people, technical “specialists” or “directors” who issue commands. They must have highly developed communication and managerial skills and an excellent grasp of what motivates people, including managers, peers, staff and stakeholders in order to get the work done through and with others;
- ❑ **LEADING RESPONSIVE ORGANISATIONS:** Public service leaders must be skilful at creating working environments where people excel by carrying out their duties in a responsive way, by being effective, efficient, and innovative. They must be able to align vision with strategy and link plans with execution and operational deliverables. They provide policy advice with confidence and courage and work with senior officials towards the organisation’s purpose and mission. This means understanding what effective organisational behaviour really looks like, and being willing to take some risks in creating the kind of public service organisations that are needed today;
- ❑ **LEADING ACROSS GOVERNMENT:** This means “heads up” leadership, or a system-wide perspective, in which senior leaders are not only attending to the business of their specific ministries and departments, they are constantly checking to see how their actions will affect other parts of government, developing supporting relationships and networks and coordinating their actions with colleagues in a planned way;
- ❑ **LEADING IN A POLITICAL CONTEXT:** Public service leaders must understand the political context (minority, majority and multi-party dynamics), and the public service/political interface. This means being aware of the shifts in democratic

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participation, and a deeper understanding of the political economies and how that will affect the priorities of their departments/ministries, the whole of government, and the region overall;

- ❑ **LEADING WITH SENSITIVITY TO PUBLIC AND STAKEHOLDER INTERESTS:** In today's networked world, public service leaders must understand the importance of strong and continuous relationship with a wide variety of "publics" and "stakeholders" and develop the skills to effectively communicate utilizing all available channels including social media and virtual technology. They must have an accurate read on the public interest in the local, regional and global context. They are required to understand and appreciate that today's complexity and interconnected world requires leaders to be flexible and resilient in their thinking and in their orientation to action;
- ❑ **LEADING IN A REGIONAL AND GLOBAL CONTEXT:** Public service leaders need to think beyond their current roles and goals. They need to be familiar with the regional and global trends and dynamics that will affect their country generally as well as governments and ministries/departments specifically. This requires practice in the examination and analysis of unfolding developments on the regional and global stage and building networks with experts and peers across the region. Part of the new context also is the emergence of social media as a primary channel for communication, demanding leaders to develop new skills in working online and across traditional structures;
- ❑ **AUTHORING YOUR OWN LEADERSHIP STYLE:** Responsive public service leaders hone and deploy their own unique strengths while managing the inherent tensions at the heart of successful leadership. They need to be authentic, develop a deep understanding of who they are and what their values and beliefs are, align 'being' with 'doing', develop effective and healthy relationships with their staff and colleagues, and maintain their individuality while conforming to the requirements of the position.

## PROGRAMME COMPONENTS AND TIME COMMITMENT

The programme is approximately six (6) months in duration. **Participants are required to fully participate in all components in order to retain enrolment in the Programme.** The programme offers an integrated design of virtual sessions in large and smaller group sessions, self-study and a practical work-based learning and application project. All components are interconnected and become stepping stones to create a coherent learning experience delivered in a mix of various learning methodologies.

- ❑ **Virtual Programme launch and orientation webinar:** These will take place online in February 2021;
- ❑ **Personal Learning Plan:** Participants will be supported in developing their individual learning plans to guide their leadership learning journey within and beyond the programme: mapping their objectives, milestones and impact at a personal and

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organisational level, as well as their commitment to the transfer of learning to others in their ministries or organisations.

- **Learning modules for** the full-cohort will entail pre-planned, regularly scheduled, mandatory 3.5 hour virtual learning sessions between February and July 2021. All sessions will be delivered by professional regional and international facilitators and high-level guest-speakers from the public, private and civil society sectors.
- **Leadership Stretch Project:** Participants identify a work-based practical application project on a strategic issue for their organisation/ team/functional area in consultation with his/her manager.
- **Leadership EQ-i 2.0 Assessment:** A confidential Emotional Intelligence selfassessment will be undertaken prior to the start of the programme. The assessments are followed by confidential, virtual one-to-one debriefing session with the participant's assigned Executive Coach, ***in addition to 5 one-on-one Executive Coaching sessions throughout the LDP;***
- **On-going peer coaching, online learning, including self-paced and facilitated sessions:**
  - Peer Coaching Groups – Addressing a Leadership Stretch Project identified by each participant as a learning thread throughout the programme (group work, on-line, coaching sessions);
  - One-on-one coaching in confidential setting with a qualified leadership coach
  - Independent reading, research and writing (assignments will be modest, and time commitment will vary slightly depending on the themes and questions raised)
  - Additional webinars or virtual meetings as required

**It should be noted that participants will be required to have reliable access to the internet, a laptop or desktop computer, and the requisite ICT skills to access online learning platforms, and use of Microsoft Office applications, in order to fully participate in this programme.**

## PROGRAMME BENEFITS

***Participants will:***

- ***Practice strategic thinking and practical, work-related behaviours***– through classroom experiences, through reflection, through peer coaching, and through one-on-one executive coaching and feedback.
- ***Acquire international and global perspectives*** – through presentations by expert resource persons, readings, site-visits or work-related action-learning projects.
- ***Bring practical learning to their teams/peers*** –by teaching their peers in the broader Public Service community (including the various institutions and organs of

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CARICOM and the OECS Commission), and by reporting back on their learning to other colleagues, senior leaders (Permanent Secretaries, CEO's etc.), and staff.

- **Develop a network of trusted colleagues** – through full-cohort and small-group learning activities as well as on-going alumni events, participants will develop as a community of learners and leaders that can support one-another during and beyond the programme.
- **Demonstrate full commitment to their transformational journey** – by participating in and attending all of the Programme components including the scheduled action learning, individual and peer-group coaching sessions and other organised meetings and activities.

### **The Country and Region will:**

- **Learn from participants' experiences and professional growth** – new strategies, new leadership competencies, new approaches to public service leadership, and service delivery;
- **See direct impact** - attention will be paid to addressing regional challenges in environment, governance, economic development, gender and diversity, regionalisation, human resource development, as well as fostering more systematic and sustainable approaches to leadership development for upcoming generations;
- **Realise greater collaboration within and across countries:** participants will be challenged to build strong relationships and networks as well as become role models by sharing their insights within the Public Service community of their country, and across the Region; and
- **Develop sustainable strategies for continued excellence** – Throughout the programme, the LDP facilitators and project team will work with participants to apply their learning strategically and systemically, emphasizing practical ways to create an enabling environment for sustainable public service excellence as well as focusing on the continuous learning and development of themselves and their staff.

CARICAD's mandate and priority are focused on creating sustainable and continued learning, enabling an impact beyond the participants and the programme itself. Therefore, participants' success in the Programme will be determined by observable/measurable improvements in job performance as evidenced by post-programme evaluation studies and research.

## PROFILE

This LDP cohort will be composed of **senior public service officers in national governments** and the **senior managers/officers in key regional institutions**. Applications will also be considered from other sectors as well.

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## PARTICIPANT SELECTION CRITERIA

This programme has been described by alumni as not for the ‘faint-hearted’, ‘completely different than traditional classroom learning’ and ‘truly a deep transformative learning experience’.

To continue ensuring high quality learning for all involved, we, therefore, recommend that all applicants for this LDP **should**:

- Have experience at a senior management position for about five (5) years. Candidates with a shorter time at this level who can demonstrate a sound level of management experience (i.e. managing large cross-functional projects, or a substantial department/unit with responsibility for people and performance) are invited to present a compelling case which will be taken into consideration;
- This programme is ideally suited for persons being considered for executive level succession preparation.

All applicants for enrollment in the LDP **must**:

- Have attained a minimum of a Bachelor’s Degree from a 3-4 year degree programme at a duly accredited tertiary institution;
- Be willing, able and **fully committed** to participate in **all elements** of this blended, action-oriented Programme;
- Be open to a leadership development learning experience which will stretch assumptions about themselves, learning and leading;
- Possess a proficiency in Windows (or Mac) operating systems and Microsoft Office Suite and basic technical equipment in order to be able to participate in the virtual learning components;
- Supervise a team with substantive policy and/or administrative/operational responsibilities
- Have support from their manager for their participation and the study time required.
- Commit to undertaking a Leadership Stretch Project, relevant to their unit, department or functional area during the LDP

As part of the application process, applicants will be asked to demonstrate and describe, with specific examples, their commitment and approach to on-going professional leadership development, as well as their commitment to transferring and supporting the development of their organisation, their direct reports, their peers and others to ensure sustainability and impact of learning and development beyond the programme’s boundaries.

## COST

USD\$6000.00 inclusive of tuition and programme materials.

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## HOW TO APPLY

Interested candidates are required to:

- Complete the electronic [application form](#). (Hand-written application forms will not be accepted).
  - o If candidates are being sponsored by their organisation, the relevant section on the [application form](#) should be filled out by the Head of the sponsoring organisation or his/her authorised designate.
- Completed [application forms](#) must be submitted to [applications@caribbeanleadership.org](mailto:applications@caribbeanleadership.org) by **January 8, 2021**.
- Once your application has been provisionally accepted, details will be emailed to you with regards to payment arrangements. **Registration in the Programme will only be confirmed upon receipt of full payment.**
- Note that Programme spaces may be limited, so early registration and payment are highly recommended.

## REQUIRED COMMITMENT

All persons admitted to the Programme are required to participate fully in **all** online and other programme events and activities. **Failure to do so, as determined by CARICAD may result in the participant being removed from the Programme, without a refund of fees.** In that event, **the sponsoring organisation and the participant** will be notified of the participant's removal from the Programme. The removal of any participant from the Programme will **not** adversely impact subsequent applications for other CARICAD programmes.

## FURTHER INFORMATION

For further information, contact us at [info@caricad.net](mailto:info@caricad.net). For additional information about the Caribbean Leadership Programme, visit the website at [www.caribbeanleadership.org](http://www.caribbeanleadership.org), and about CARICAD, visit the website at [www.caricad.org](http://www.caricad.org)