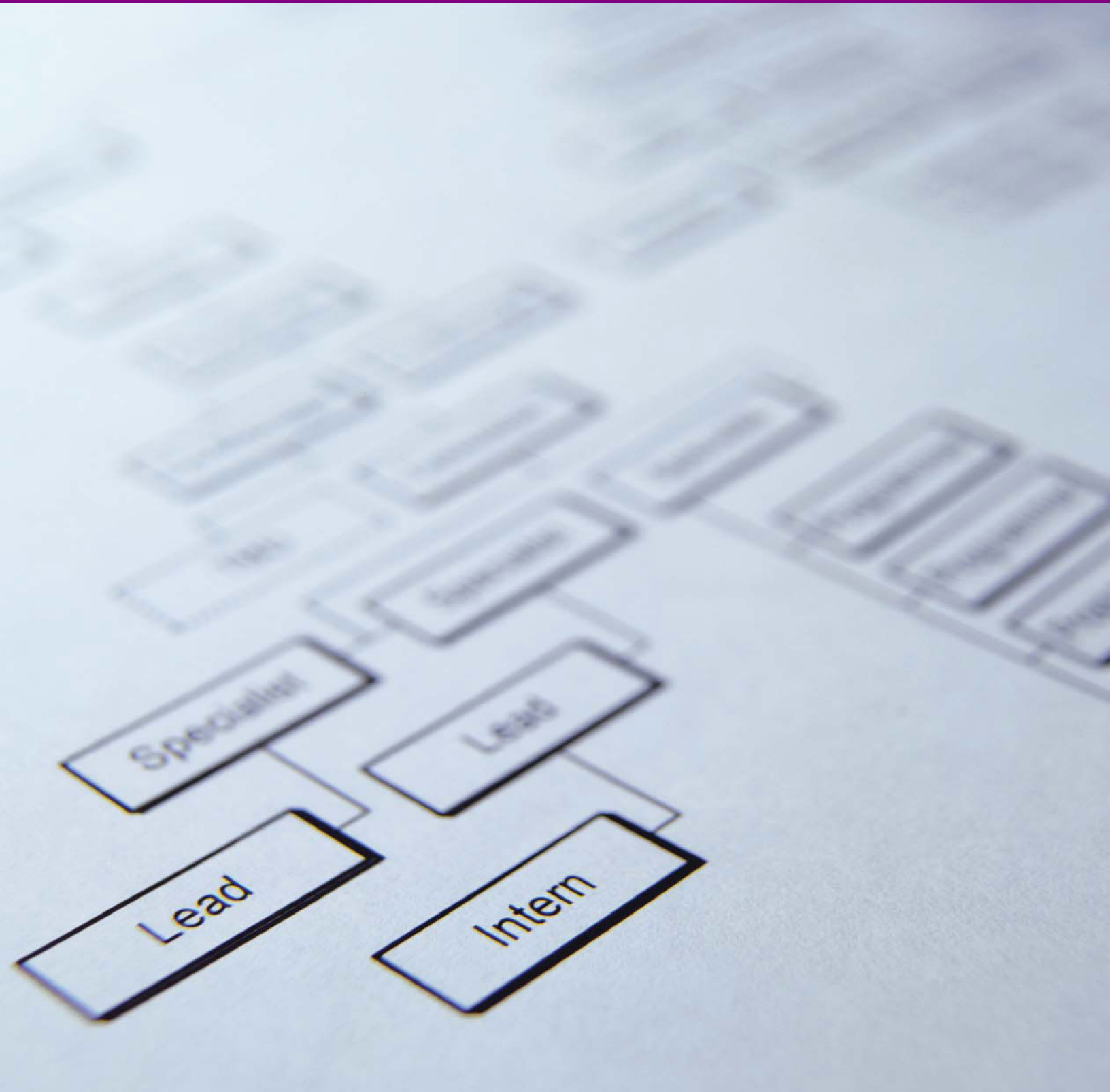




Transforming Your Authority - Creating Real and Lasting Change



Organisational Development Programme

Overview and Objectives

The Progress International Organisational Development Programme is closely aligned to the 2005 Local Government Pay and Workforce Strategy. The Course is designed to run for 3 days; where Day One focuses the delegate on 'Shifting the Paradigm' and looking for 'non- traditional' solutions through Creative Thinking.

Day One Overview:

The delegate will select a Business Process or Service within your Authority and, through a Six Sigma methodology, will analyse the effectiveness of the Process and commence on a 3 day 'journey' which will progressively analyse the Process or Service.

The delegate will; 'move' the selected Process or Service through Change Management and Project Management, become aware of Change Team Dynamics, develop their Leadership and Followership Skills, become more aware of the impact of Conflict Resolution, demonstrate Team Working and Effective Communication, and Business Process Re-engineering with Continuous Improvement Processes.

Day Two Overview:

Day Two develops personal awareness, leadership and followership skills, effective communication and creative thinking processes, using a variety of experiential activities.

Shared Vision, Team Working, Team Dynamics, Trust and Behavioural Change are explored and demonstrated as delegates are trained to utilise Solution Focussed Thinking enabling the powerful learning outcome metaphors to be fully transferred to the workplace.

Delegates will gain a practical overview of NLP, Appreciative Inquiry and Coaching techniques

Day Three Overview:

The third day will be the culmination where the theoretical and the practical learning's come together when the Re-engineered Process or Service is presented to the Team for critique and feedback.

This becomes even more powerful if the presentation / change proposal can be given to Senior Stakeholders within the Authority on the day who would be prepared to consider the propositions made by the delegate and give initial feedback.

The three day 'journey' sees the delegate 'touch' every aspect mentioned in the 2005 Local Government Workforce Strategy and creates a total alignment of the individual with the Governments National improvement objectives, and thus ensures that your Authority is well positioned in the development of your personnel to create transformational change of Organisational Development within Local Government.

The article below is an extract from The Local Government Pay and Workforce Strategy 2005, issued by the Office of the Deputy Prime Minister. The Progress International Organisational Development Programme provides development in all of the key areas, as illustrated below.

Transforming your authority – creating real and lasting change

Executive Summary

Key messages from the Local Government Pay and Workforce Strategy 2005

- Transforming your authority to create real and lasting change is the main focus of the Local Government Pay and Workforce Strategy. In order to achieve this change local government in England needs to have the visionary leadership, organisational flexibility and people capacity to deliver improved services, greater efficiency and better customer focus in front line services.
- The priority for 2005/6 is to encourage all authorities to embrace the challenge of organisational transformation. The Strategy calls on authorities to develop comprehensive organisational development approaches to people management.

Progress Internationals' Organisational Development Programme (ODP) delivers inspirational and revolutionary Change Management Techniques and methodology, which ensure that 'Change is here to stay'. Delegates will learn their psychometric Leadership Profile and understand how diversity of 'styles' can work towards implementing Organisational Effectiveness and Transformational Change.

Building on achievement

- Local authorities need the right people, working in the right way and within the right culture. Achieving this demands nothing less than a transformation in many authorities' working practices.
- Authorities can't afford to take a piecemeal approach to workforce issues, responding to problems as they arise in an ad hoc way. They need to look ahead, analyse the key workforce issues, anticipate problems and take a strategic approach to develop the workforce needed to achieve their corporate objectives. How to kick-start this revolution is the focus of the revised 2005 strategy.
- Transformation involves a complex series of processes and organisational change but this cannot happen unless people at all levels lead, anticipate and manage reform.

Authorities that are well on the way to achieving the aims of the strategy are the ones that are:

- Taking an organisational development approach to change management
- Implementing a people strategy that comprehensively and effectively addresses leadership and skills development, recruitment and retention and pay issues
- Implementing local pay reviews having agreed a salary structure that support service improvement and equality

Progress Internationals' ODP will challenge delegates to develop their personal Thinking Style, they will practice Solutions Focussed Thinking and they will learn how to 'Shift Paradigms' thus creating a firm foundation on which Transformational Change can happen within your Authority. Personal Leadership and Followership Skills will be developed and practiced throughout the Programme during the Experiential Activities.

Taking the strategy forward

- The success of local government services depends heavily on the attitude, skills and knowledge of its people. Services run by authorities directly, or indirectly, or by partners, will still need to be staffed by motivated and skilled people.
- Getting people management right is not simply a task for Human Resources departments. It requires major cultural change and demands a council-wide approach.

The Local Government Pay and Workforce Strategy has five strategic priorities:

- Developing the organisation
- Developing leadership capacity
- Developing workforce skills and capabilities
- Resourcing, recruitment and retention
- Pay and rewards

1 Developing the organisation

The Strategy urges authorities to take an organisational development approach to people management and development.

- “The practice of planned intervention to bring about significant improvements in organisational effectiveness.”
- All authorities need to take a fresh look at processes and systems.
- Authorities need to move away from rigid models and traditional ways of doing things.
- A continuous improvement approach has the potential to make significant contributions to the efficiency agenda, as evidenced by the very wide variation, which exist between local authorities in performance and cost.

Workforce remodelling

High performance people management and increasing productivity

- Authorities may need to embrace widespread and difficult organisational changes to achieve improved performance.
- However, such programmes are likely to stall unless the people management implications are addressed from the outset.
- As well as increasing the capability of managers to deal with change, it is vital to provide a flexible environment for staff to deliver more effectively to citizens requiring greater choice in the way services are delivered to them.
- Productivity of the workforce can be improved in a number of ways, maximising the use of productive time cannot be achieved without the appropriate Organisational Development tools and techniques.

* Progress International's ODP will encourage Creative Thinking and Possibility Thinking and through extensive use of Appreciative Enquiry techniques will develop a highly motivationally charged environment where ideas of 'dispensing with the Traditional' will flourish. ODP utilises the FISH! Philosophy and delegates will be challenged to do 'Attitude Checks' and to explore 'Service Enhancing Improvements' to their everyday jobs. Personal Action Plans will ensure a transfer of the 'Learning's' into the Workplace.

2 Developing Leadership Capacity

- Developing strong leadership skills among both officers and members is an important role for local authorities.
- Widening the pool of political leaders and strengthening their skills remains a priority. More needs to be done to increase the diversity of senior management teams in order for councils to reflect the communities they serve. Authorities should use succession planning and development of "home-grown" managerial leaders, as well as continuing to look for potential leaders outside the sector.

* ODP will address all Leadership attributes and requirements as laid down in the Local Government Workforce Strategy 2005. The Experiential Activities during the Programme will develop; Personal Leadership Skills, Team Working and Team Building Skills, a greater awareness of Team Dynamics and Diversity, Creative Thinking Techniques, Continuous Process Improvement Principles, Effective Communication Techniques and Outstanding Motivation. ODP will explore the role of Leadership and Management to ensure effective strategy development and effective implementation. Delegates will also review Organisational Cultures and the behavioural effects that 'Change' will impact. Life and Business Coaching will be demonstrated as a tool for strengthening Leadership Skills.

3 Developing workforce skills and capacity

- Authorities need to spend more resources and time on skill development if they are going to have staff able to rise to the increasing and changing demands of modern local government.
- Key skills for improvement include:
 - Organisational development and change management
 - Business process analysis and redesign
 - Performance, productivity and people management
 - Customer relations management
 - Project and financial management
 - Procurement and client side management
 - Partnership working and community engagement
 - Managing and promoting diversity
 - Maximising the use of technology

* Progress International's ODP will enable delegates to select an existing Business Process within your Authority, introduce Six Sigma Mapping Tools to produce the 'As Is' and 'To Be' Analysis, Redesign and Implement the Process as well as developing metrics to ensure Continuous Improvement. The whole process will be embraced by a Change/Project Management methodology combined with Risk Management, which will be transferable to any situation or process within your Authority.

4 Resourcing, recruitment and retention

Whilst individual local authorities have attempted to address recruitment and retention issues, the sector as a whole has failed to recruit and retain enough skilled staff.

Estimates on the costs of stress and stress-related illness, primarily caused by conflict between individuals, departments and within teams range between £5bn and £12bn per year. Conflict manifests itself through increased Sick Leave, Poor Performance, High Staff Turnover, Stress, Anxiety and Pressure and ultimately in Negative and Aggressive Behaviour.

Progress Internationals' ODP raises the delegates' awareness of how they relate to conflict and stress by utilising HeartMath – a unique Software Package that dynamically measures the coherence between the heart and the brain and maps out stress thresholds via pulse sensors. ODP shares some tricks and techniques to show how these 'stress peaks' can be avoided and managed so that Peak Performance and Job Satisfaction can be managed at all times and staff turnover can be reduced.

Organisational Development Programme: Day 1

- Introduction and 'Paradigm Shifter' / Ice Breaker to Set Scene
- 'Moments of Truth' Exercise (Jan Carlsson – SAS: Explore ALL of the opportunities that our 'customers' have to form an impression of your Department / Council)
 - What impression will your internal and external customers be given when they come into contact with your Department?
 - Measure Perceived Level of 'Satisfaction' – Scale of 1-10
 - List areas where Dept or Council engages with 'Customer'

Outcome of Group Activity above: Long list of areas where poor impressions could be given.

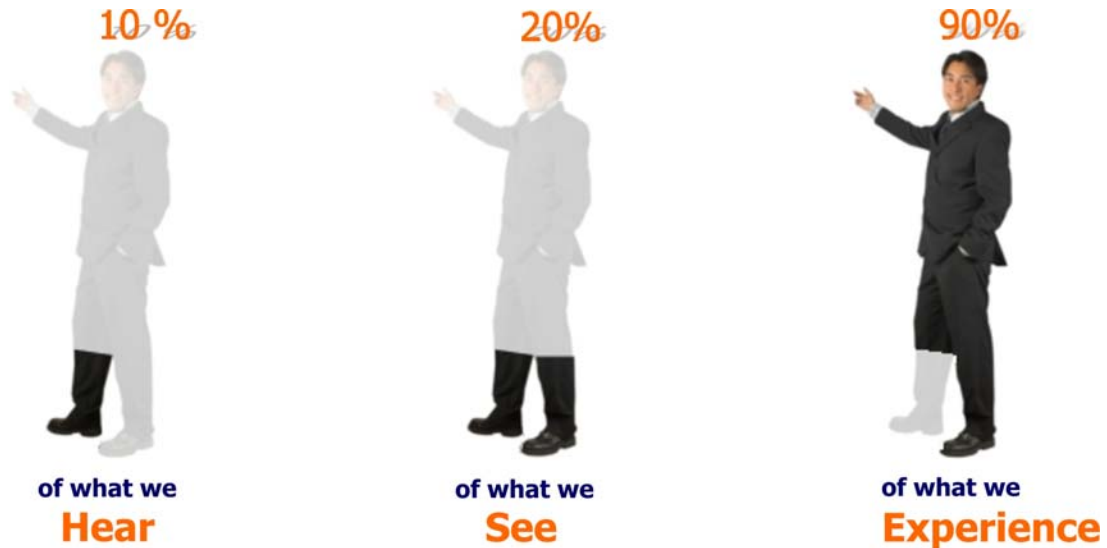
- Utilising Six Sigma prioritisation tools (Excel based Software) – agree priorities and start to form a 'Shared Vision' – introduce the need to Change and Change Management principles & tools
- Paradigm Shifting
 - What do YOU see? – Group Activity exploring diversity and conflict resolution
 - What can be done to improve their impression? (Exploring Process Improvement)
 - SWOT Analysis of Departments' Offering / Service

Outcome of Group Activity above: Appreciation of the 'other persons' view on a situation – developing an understanding of diversity and of how 'un-shared visions' can create conflict. An increased awareness of the dynamics and variety of individual's style – conducive to Team Working and Team Dynamics (Forming, Storming etc).

- Forming CHANGE Teams – Implementation of Change
 - Creative Problem Solving
 - Solution Focussed Thinking Styles
 - Mobile Team Challenge: Experiential Problem Solving Exercise
 - Appreciative Enquiry Techniques – Critiquing Styles
 - Team Dynamics – Team Styles: Profiling
 - Create a Change Programme around the specific Moments of Truth topics from earlier

Organisational Development Programme: Day 2

We use Experiential Activities because - psychologists' state that we remember :



It is for this reason that Progress International's ODP utilises Experiential Learning techniques where the attendees can experience *fun* and *serious* development – ensuring that 90% of the learning experience is absorbed, remembered and transferred into the work environment.

Measurable Benefits from Experiential Learning Programmes



Research data taken from www.tarrak.com

'In-House' Team Working Programme - 4 Experiential Activities

- 9:00 Intro, Welcome & Objectives
Ice-Breaker Activity – SPEEDBALL
- 9:30 Psychometric Profiling Feedback: What is a Team?: Team Dynamics
- 10:00 Experiential Activity: Boxed Bridge + Feedback



- 11:00 'Sense of the Goose' – Leadership Principles
- 11:30 Experiential Activity: Spiders Web + Feedback (application of leadership)



- 12:30 LUNCH
- 13:30 Energiser Activity - Managing Diversity
- 13:45 Experiential Activity: Big Foot + Feedback (application of Diversity)



- 15:00 BREAK
- 15:15 Creative Thinking – Paradigm Shifting
- 15:30 Experiential Activity: Teeter Totter (application of Creative Thinking)



- 16:30 Review + Summary
- 17:00 Close

Powerful Team Programme:

'Learning' Outcomes from The Experiential Team Challenge Activities

- ✓ There is clear measurement of skill and knowledge transfer
- ✓ Shared Vision
- ✓ Increased Team Working and Camaraderie
- ✓ Increased Awareness of Team Dynamics
- ✓ Visionary and Creative Thinking
- ✓ Solutions Focussed Thinking
- ✓ Process Improvement
- ✓ Relationship Building
- ✓ Team Creativity
- ✓ Increased Problem Solving Skills
- ✓ Enhanced Trust of each other
- ✓ Increased Personal Confidence
- ✓ The Art of Delegation and Empowerment
- ✓ Team Excellence and Team Spirit
- ✓ Effective Communication
- ✓ Rapport Building
- ✓ Personal Leadership
- ✓ Followership
- ✓ Project Management
- ✓ Mutual Understanding
- ✓ Outstanding Motivation
- ✓ A High Performance Team
- ✓ Maximised Member Support
- ✓ FUN!

Organisational Development Programme: Day 3

- Leadership Attributes – Re-cap on Team Building from Day 2
 - 'Sense of the Goose' – 10 Leadership Attributes
 - Mobile Team Challenge Experiential Activity demonstrating Leadership Styles and re-capping on Team Building Day

- Coaching for Change – One to One Group Work on Coaching Skills
 - Coaching for 'Success'
 - Change Management Tools
 - The Change Curve
 - Leadership – Followership and Conflict
 - Stress Management: Brain/Heart Coherence Monitoring the effects of Stress.
(Software package + dynamic pulse sensors demonstrating how to manage stress)

- FISH! Video – Creating Service Excellence
 - CHOOSE your attitude
 - 'PLAY'
 - 'MAKE THEIR DAY'
 - 'BE THERE FOR THEM'
 - Personal Action Plans – Process Improvement

- Presentations of CHANGE INITIATIVES and PROCESS IMPROVEMENTS to Senior Management/ Stakeholders within Council
 - Re-scoring of Perceived Level of Satisfaction, which were originally assessed on day one.

Re-scoring at the end of the Organisational Development Programme will provide instant measure for ROI of Course and expected impact of ODP in the Authority.