Leaders stand at a critical crossroads in their organisations. As strategies and priorities change more frequently, and as organisations become flatter and more dispersed, leaders become the connective glue that makes strategy work. They are key to facilitating high levels of communication, collaboration, and coordination across levels, across functions and across public services. Simultaneously, they must figure out how to detect and respond to forces reshaping their sector, and then convey their insights and findings to help shape strategy. And, they have to do all of this while developing what’s often a significant portion of their workforce.

In a public service landscape marked by ever-increasing volatility and uncertainty, organisations need skilled leaders more than ever. The Aspiring Directors Programme will respond to this need by linking the acquisition and creation of new knowledge and the development of new behaviours to individuals, teams and organisations.
5 reasons not to do the One Welsh Public Service – Aspiring Directors Programme

- I want to do my current job until I retire. I don’t need to advance in my career or improve my prospects. I see nothing exciting on the horizon and that’s ok by me.

- I have enough respect from my peers. They support my decision to stay where I am, while they develop and progress.

- I am secure. The service I work in will remain, my sector won’t change. I will not need transferable skills.

- Job satisfaction is a myth. No-one really enjoys their work, do they?

- I’ve learnt everything I can learn. Brain overload – Can...not...compute...I do not need the time or space to do any more thinking!
The One Welsh Public Service – Aspiring Directors Programme is a 16 day 16 month programme running from April 2020 until September 2021.

Following a model of an Immersive Learning Experience followed by Reflection and Application sessions.

Programme Outcomes

You will:

• Further develop your own leadership capability and foster the leadership potential of others
• Improve your self-awareness and increase your confidence, impact, effectiveness and credibility to make a difference in your organisation and prepare for the challenges and demands of director roles
• Build a powerful national support network of influential leaders
• Be challenged to make the connection between theory and applying this knowledge into pragmatic, practical and useful action
• Be provided with learning that adds value and helps you create success in your role, with your team and for your organisation
Programme Elements

Introduction to the programme

So how can leaders excel? Increasingly, they need a broad view of their organisation. Understanding how the entire service operates. Strengthening a number of specific capabilities – like navigating complex networks of relationships, translating their organisation’s strategy for their teams, and accelerating the development of talent. Finally, they have to enhance their resilience and personal adaptability, learning to see opportunity in disruption – all while helping their people build resilience too.

Learning that’s relevant:
When the content is focused on the specific responsibilities and challenges of leaders, they can see how they and their organisation will benefit by acquiring particular skills or knowledge.

Learning that’s immediately actionable:
Leaders integrate learning with real work – by grasping new skills or knowledge and applying them in their role.

Learning that meets leaders challenges:
The emerging leadership challenge is the ability to work across boundaries and deliver complex change, with a focus on collaborative leadership skill sets and the ability to lead effectively in austere and challenging times.

EQI 2.0
Emotional Intelligence is a set of emotional and social skills.

Undertaking the EQI 2.0 360 diagnostic tool will establish how well you:

- Perceive and express yourself
- Cope with challenges
- Develop and maintain social relationships
- Use emotional information in an effective and meaningful manner
Designed as a ‘stretch’ programme, Summer School will give you the opportunity to review and refresh your skills, build new knowledge and gain insight into cutting edge leadership practice. You will get the chance to explore innovative ways to ‘deliver the business’, drawing on a wealth of global knowledge and experience.

By living in a learning community and sharing your experiences and reflections with fellow participants from across all Welsh public services, you have a unique opportunity to build new connections and friendships.

This powerful combination supports you in the choices you make about developing your own leadership style. By reflecting on your own values and behaviours to help you feel, think and act beyond your imagined limits and to use your true capabilities and capacity to meet the demands of public service leadership and become a truly 21st Century leader.

Everything we do begins with thinking. If our thinking is good, our decisions are good, our actions are good and our outcomes are good. So, what does it take for us to think for ourselves – with rigour, imagination, courage and grace?

Experience a reflective space to explore and practice the ways everyday work and business communication structures can be transformed into clear thinking, invigorating and positive experiences.

Design thinking is a user-centred approach to solving problems. It can make processes within the public sector more inclusive, user-friendly and innovative. Design thinking can infuse creativity within the decision-making process and can provide a constructive interface between public services and citizens. The masterclass will introduce the fundamentals of design thinking within the context of the public sector.
### Immersive Learning

**Leadership Embodiment**

18 – 19 November 2020

Leadership Embodiment uses principles and mindfulness to offer simple tools and practices to increase leadership presence and respond to stress and pressure with greater confidence and compassion.

Helping us to understand how and why we respond skillfully or unskillfully, supporting us to learn what we can do to live with more grace and wisdom.

Increasing the amount of time we are in a centered and mindful state of being will allow us to act with wisdom, compassion and power to meet the challenges that arise in our lives and our organisations with inspiration and dignity.

### Reflection

**Time to Think Learning Set**

19 January 2021

Building on the skills and tools from our first Time to Think Learning Set.

### Application

**Masterclass 2**

18 March 2021

Understanding how key relationships work and how they need to work in the future. Exploring behavioural impacts and how to develop different behaviours and relationships for future success, enabling our people and therefore our organisations to flourish. The masterclass will introduce the fundamentals of human dynamics within the context of the public sector.

### Change Challenge

18 March 2021

Using the Organisational Development Cycle as a framework allowing individuals to share their experience, generate ideas and develop suggestions for ways of intervening in a system challenge.
Talk of innovation has become ubiquitous in the public sector. In real life, many if not most public organisations continue to operate in narrow efficiency-driven frameworks. How can we enrich innovation practice in the public sector and enable those organisations to deliver public value?

- What values should guide innovative practices in governments?
- How would you measure the innovation of public organisations?
- What are the key barriers to innovation in public organisations?

Create a more confident, authentic impression, clarify personal brand and use this invaluable information and expertise to get noticed and promoted, while managing your own reputation and the teams and organisations which you represent.

The focus is on bringing out the highly confident, effective, authentic leader to help drive progress to build and lead a citizen centered inclusive culture.

Shine a light on your personal learning and celebrate your achievements.

Different viewpoints can provide ways to notice and understand differences between ourselves and colleagues.

You will explore the following:

- Intended Outcome from participating in the One Welsh Public Service – Aspiring Directors Programme
- What you have done/are intending to do differently in these areas: Leadership, Behaviours, Change and Improvement and achievements succcess – me, my leadership.
5 reasons to do the One Welsh Public Service – Aspiring Directors Programme

◆ A distinctive programme only taking experienced senior leaders. Which will create a heightened learning environment for all.
◆ An emphasis on the need to review your leadership portfolio.
◆ To benefit from applying leading edge knowledge from the beginning of the programme.
◆ Enhancing your ability to embed effective leadership, innovation and renewal within and beyond your organisation.
◆ On completion you will be part of Academi Wales alumni with access to all that Academi has to offer.
How to apply

Having been inspired to apply, go to the Academi Wales website where you will find further information and the eligibility criteria.

Applications will be made on-line and will be available from 18 November 2019.

When you complete the online application form, please ensure you have the appropriate written endorsements from your line manager/executive sponsor.

Contacts

For more information, contact

LeadershipDevelopmentChange@gov.wales
0300 025 6687
Website: www.gov.wales/academiwales
Twitter: @academiwales #OneWelshPublicService