

# The 10-day Strategic Planning and Management in the Public Sector

## INTRODUCTION

- The 10-day Strategic Planning and Management in the Public Sector training course has been specially designed for public sector organisations, and addresses the two most significant issues that will result in enhanced performance in current operations and future developments, namely strategic planning and strategic management.
- This is an intensive 10-day course that deals with the complete business process from strategic planning through implementation into impact evaluation. It will support public sector organisations' overall purpose of achieving and sustaining excellent performance in economic, social and business development.

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

- Understanding strategy and its multiple dimensions
- Defining the content of strategy in a public sector organisation
- Determining priorities in all aspects of public sector strategy
- Achieving and securing sustainability in public sector strategy
- Making a significant contribution to preparing a strategic plan
- Building an effective and adaptable strategic planning team
- Enhancing individual and team capabilities for the future
- Communicating effectively and developing team commitment
- Making effective decisions with a “plan to win” mindset
- Sustaining excellent performance in public sector teams

## **PROGRAMME OBJECTIVES**

Strategic Planning & Management in the Public Sector training course aims to help participants to fulfil the following critical objectives.

- Understand the meaning and impact of strategic thinking
- Know how to apply the main analytical tools and techniques
- Develop skills in project specification and scheduling
- Apply the most effective approaches to strategy formulation
- Combine and leverage analytical and creative thinking
- Achieve targets and performance standards during periods of change
- Build strong public-private relationships in development activities
- Gain commitment of teams to the process of strategic development
- Understand task-oriented and strategy-oriented behaviour
- Keep teams focused on strategic objectives and requirements
- Lead multinational and multi-cultural teams
- Communicate effectively internally and externally
- Deal with rapid advances in best practice
- Improve decision-making in different conditions
- Keep programmes and projects on track and under control

## **WHO SHOULD ATTEND?**

The Strategic Planning & Management training course is suitable for a wide range of professionals in public sector institutions, but 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
- Human Resource Development Specialists

## **TRAINING METHODOLOGY**

- The Strategic Planning & Management in the Public Sector training course will combine presentations with instructor-guided interactive discussions between participants relating to their individual interests. Practical exercises, video material and case studies aiming at stimulating these discussions and providing maximum benefit to the participants will support the formal presentation sessions. Above all, the course leader will make extensive use of case examples and case studies of issues in which he has been personally involved.

## PROGRAMME SUMMARY

- The focus of the Strategic Planning & Management in the Public Sector training course is on the actions required to achieve effective formulation and implementation of strategic plans. This will include detailed presentation and discussion of contemporary leading-edge approaches to strategic planning and management, showing how standard techniques and systems should be modified for the specific context of a public sector organisation. Above all it will have a clear and practical focus on decision-making and team leadership in conditions of complexity that include a high level of public accountability.

## PROGRAM OUTLINE

### Definition of Strategy in the Public Sector

- What is strategy and why is it important?
- The alternative approaches to strategic thinking
- The question of complexity, resources and choices
- The unique aspects of strategy in the public sector
- Financial and non-financial dimensions of public sector strategy
- How to build an effective strategic planning team
- Case example or case study

### Strategic Analysis in a Public Sector Context

- Learning from best practice in the private and public sectors
- Introducing a strategic mindset into public sector activities
- Managing internal and external relationships in strategy development
- Risk analysis – what are the right risks to take?
- Risk management – how can we minimise the risks that we face?
- Securing the cohesion of strategic programmes and projects
- Case example or case study

### Specifics of Strategy Formulation in the Public Sector

- Setting priorities in public sector strategy – economic development
- Setting priorities in public sector strategy – social development
- Setting priorities in public sector strategy – science and technology development
- Leveraging the unique capabilities and resources of the public sector
- Identifying and managing the expectations of different stakeholders
- Strategic collaboration between the public and private sectors
- Case example or case study

## Ensuring Sustainability of Strategic Initiatives

- Sustainability in public sector planning and how it is measured
- Designing and controlling public sector strategic programmes
- The practice of continuous renewal and development
- The concept of creative destruction and its strategic significance
- Dealing with “value migration”<sup>2</sup> and its impact on public sector strategy
- Accountability and corporate governance in public sector strategy
- Case example or case study

## Producing a Strategic Plan that gets Implemented

- Why most strategic plans have very little value
- A framework for an effective public sector strategic plan
- Aligning strategic and operational activities in public sector planning
- Setting realistic and ambitious goals and performance measures
- Linking planning, implementation and review
- Anticipating and reacting to expected and unexpected developments
- Overview of course and delegates plans for follow-up actions

## 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
- Achieving agility – organisational responses to business change
- Replacing the “built to last”<sup>2</sup> model with the “built to adapt”<sup>2</sup> model
- 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

## 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” 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
- How to be effective as a coach in a public sector organisation
- How to be effective as a mentor in a public sector organisation
- Case example or case study