Leadership for Collaboration | Arwain ar gyfer Cydweithredu

working well, together, for Wales
gweithio’n dda, gyda’n gilydd, dros Gymru

Postgraduate Certificate in
LEADERSHIP FOR
COLLABORATION
delivered by UWIC and Bangor University
Public Service Management Wales (PSMW) and the National Leadership and Innovation Agency for Healthcare (NLIAH), have joined together with the University of Wales Institute Cardiff (UWIC) and Bangor University to create a new leadership programme which will be delivered across the two leading institutions.

WORKING WELL…
The programme has been designed to equip leaders to deliver excellent integrated and co-ordinated public services in line with the Welsh Assembly Government’s “Delivering the Connections: From Vision to Action” policy.

…TOGETHER…
The programme is structured to offer support to participants whilst learning alongside peers from a wide range of public service providers.

…FOR WALES
Creating a collection of leaders who are motivated to deliver the challenging change agenda in Wales.
THE PROGRAMME
The 12 month programme is split into three modules each of which will utilise a blend of action learning sets, lectures, tutorials, seminars, coaching, case studies, guest speakers and diagnostic tools to ensure participants maximise learning.

The programme is centred around three national residential events and three local events, each of which will encompass two full day sessions and occasional evening sessions. Keynote speakers, top level practitioners and academics will encourage participants to share their experiences and use applied situations to develop analytical and creative thinking.

The programme will:
• develop a cadre of leaders in Wales with the academic underpinning and experience to take forward the collaborative improvement agenda
• provide a prestigious postgraduate qualification
• create an opportunity for public sector managers to learn together and share experiences
• develop an alumni programme to provide a platform for participants to provide ongoing support for each other in their leadership initiatives

Over three modules, re-enforced with coaching sessions and psychometric evaluations, participants will develop a set of skills to become:
• up to speed with and fully committed to the collaboration agenda as envisaged by Beyond Boundaries: Citizen-Centred Local Services for Wales
• equipped to undertake strategic analysis and use the latest methodologies and tools to plan and implement the collaborative agenda for their organisations
• prepared, committed and ready to drive the agenda for public service improvement forward
• well networked locally and nationally across all stakeholders in a public service context
• skilled in effective collaborative governance and citizen engagement
• prepared to undertake innovative and flexible approaches to service delivery

Undertake innovative and flexible approaches to service delivery
LEADERSHIP AND MANAGING CHANGE
This module provides a systematic knowledge and understanding of approaches, theories, perspectives and models to leadership and change management. Participants will be encouraged to recognise the links between leadership and change models and their implementation in practice – primarily in the context of collaborative initiatives across the public sector. Following a general introduction, focus will turn to collaborative leadership issues in the context of complex and ambiguous public policy issues.

Participants will:
- learn and evaluate the main theoretical approaches to leadership
- understand the role of leadership in both developing organisations and partnership working
- gain an appreciation of the factors involved with change management

INNOVATION
This module will examine the motivations compelling individuals or organisations to undertake co-operative strategies such as increasing efficiency, improving inclusiveness and promoting integration. The module aims to critically explore the requirement for continuous innovation of products and processes in public service delivery and to examine ways in which innovation can be implemented in partnership working. Participants will examine how comparisons can be made with the private sector and will be encouraged to make connections between leadership, organisational culture and innovation.

Participants will:
- understand the key innovation strategies
- gain the ability to implement strategies in the workplace
- appreciate the impact innovation can have within an organisation

COLLABORATIVE GOVERNANCE
This module provides an understanding of the role of leadership in introducing collaborative actions within organisations. It examines the changing institutional, economic and social context in which public sector managers and leaders are operating; the key challenges they face, approaches to public service improvement, the management of partnerships and networks, user engagement and public participation; and the challenges of working in democratically accountable organisations.

Participants will:
- learn about the key developments in public sector management and changing roles of the private and voluntary sector
- understand how models of leadership are applied to collaboration
- gain the ability to work as a team and collaborate with diverse institutions

Each of the three modules will enable participants to develop specific skills:

Learn and evaluate the main theoretical approaches to collaborative leadership
LEADERSHIP FOR COLLABORATION

**COACHING**

**Session 1:** Objectives and Facet 5 personality test

**Session 2:** 360 degree feedback

**Session 3:** Process review and strategic project

**Session 4:** Reflections and strategic project

**Events**

**Module 1:** LEADERSHIP
- Local workshop 1
- Residential workshop 1

**Module 2:** INNOVATION
- Local workshop 2
- Residential workshop 2

**Module 3:** COLLABORATIVE GOVERNANCE
- Local workshop 3
- Residential workshop 3

**Assignments**

**Assignment 1**
- 10 credits
- Tutorial

**Assignment 2**
- 10 credits
- Tutorial

**Assignment 3**
- 10 credits
- Tutorial

**Strategic Project**
- 30 credits

Working well, together, for Wales
SPONSORS
Participants should be sponsored by their organisation and the sponsor will be expected to give support to participants both financially and developmentally.
Sponsors and line managers will be invited to attend a half day induction designed to show how they can maximise learning impact and best transfer learning to the workplace.

PERSONAL EVALUATION
Self-awareness is a vital part of leadership development. Leadership styles and personal characteristics will be identified using psychometric evaluations and 360° feedback to highlight particular strengths and weaknesses.

COACHING AND TUTORING
Each participant will receive one-to-one coaching sessions as an essential element of the programme. Academic tutors will be available to support participants with their assignments and a strategic project.

FACILITATED ACTION LEARNING
Participants will be organised into small groups to work together, share experience and learn from peers. Each group will analyse up-to-date case studies on collaboration and will be expected to feedback their conclusions and insights in plenary sessions to other participants.

WHO SHOULD APPLY?
Applications are welcome from middle or senior managers currently working in the public sector (including voluntary sector) or those in private sector organisations who supply public services.
Applicants should hold an undergraduate degree (normally a 2:2 or above) or be over 25 with at least five years significant management experience.
The programme is suitable for those wishing to progress / add to their academic profile and will provide pathways to a range of further academic courses.

HOW MUCH DOES IT COST?
For those working in the Welsh public service, PSMW and NLI AH will provide subsidies to reduce the cost to £3,300. The full cost of the programme will be £4,800.

WHAT QUALIFICATION WILL I GET?
On completion participants will be awarded a Postgraduate Certificate in Leadership for Collaboration. Additionally, these credits can be put forward and counted towards further qualifications such as a Masters in Leadership.

HOW DO I APPLY?
For more information on the application process please contact:
Alex Ioannidis (UWIC) – 029 2041 7160 or email: clec@uwic.ac.uk
Rebecca Jones (Bangor) – 012 4836 5982 or email: Rebecca.c.jones@bangor.ac.uk
More detailed information can be found online: www.uwicresearch.co.uk/l4c
Effective collaborative governance and citizen engagement
PUBLIC SERVICE MANAGEMENT WALES
The Welsh Assembly Government’s Public Service Management Wales (PSMW) supports and helps develop the skills required by managers and leaders across the Welsh public service to work collaboratively. PSMW provides a range of opportunities to develop people, organisations and systems – ultimately contributing to the creation of better and more joined up services for the citizens of Wales.

psmw@wales.gsi.gov.uk

NATIONAL LEADERSHIP AND INNOVATION AGENCY FOR HEALTHCARE
The National Leadership and Innovation Agency for Healthcare (NLIAH) supports NHS organisations at all levels to develop the capacity and capability to deliver the change agenda, helping to embed effective leadership, innovation and renewal across the NHS in Wales.

info@nliah.wales.nhs.uk

Delivered by:

Y Gwrdd Rheidol
The Management Centre

UWIC
Cardiff Metropolitan University

clare@uwic.ac.uk 029 2041 7160