



Programme directed by:
Eddie Molloy, Ph.D.

Leading & Managing Reform in the Public Sector

'The First 100 Days'

A 2 x 2 day Masterclass for Senior Managers

A tailored version of this programme is available on an in-company basis.

A programme designed to help senior managers in the Public Sector get started mapping out and implementing step change quickly, in a very difficult environment.

Dates:

Class 1: March 22 – 23

Class 2: April 20 – 21

An Unprecedented Crisis

Ireland is in the throes of a five-part crisis: a sharp deterioration of **public finances**, a loss of national **competitiveness**, a **social crisis** – with unemployment heading for half-a-million, a **banking** crisis and damage to our international **reputation**. Some would add that there is also a crisis of **legitimacy**, a loss of authority and credibility by the Government and other vital national institutions.

The impact of this 'perfect storm' on organisations in all sectors has been massive, in some cases catastrophic. The OECD report makes wide-ranging recommendations for reform. The 'McCarthy Report' sets out the stark choices faced by Civil and Public Sector managers. The Industrial Relations environment is deteriorating and Capacity Reviews are showing up systemic weaknesses in organisations' capacity to meet the emerging challenges.

The Senior Management Challenge

Senior managers stand in the centre of this vortex. They face, many for the first time in their careers, the challenge of implementing urgently **complex, multi-faceted step change**, in an environment characterised by **fear, anger** and **uncertainty**.

They are required, for example, to:

- Reduce costs by 20 – 30%
- Restructure, reintegrate, merge and close down organisations
- Manage redundancy programmes with minimum loss of vital skills
- Transform deeply-embedded dysfunctional cultures
- Break down barriers across institutional silos to achieve efficiencies and improve services
- Implement reforms advocated by the OECD, ORP's and others
- Meet the demands of more intense external scrutiny and Governance standards, and
- **At the same time** meet **increased demands** for customer service, on **a tighter budget**

How to get started

This 2 X 2 day Masterclass is designed to help senior managers take stock quickly, get their arms around the situation and get started with a degree of confidence.

We will set out the **practical** steps to be taken when mobilising for a significant change programme.

Participants will be introduced to proven frameworks and methods to:

- Create a comprehensive, coherent, change programme which includes cost-cutting, restructuring and other reforms, and which is communicable to all stakeholders
- Get both the senior management team and the extended, mid-management team fully committed to the programme and ready to implement it with a high degree of urgency
- Adopt a 'Partnership' approach that strikes the right balance between negotiation/discussion and executive decision/action, as required by the urgency of the situation
- Rigorously apply the disciplines of programme management to ensure absolute clarity of objectives and coordination of multiple, interdependent initiatives
- Create a 90-day mobilisation plan and implementation roadmap
- Establish clear, individual, personal responsibilities together with diaried review processes and systems of reporting and good governance
- Develop a communication and staff engagement plan that will be sustained beyond the initial launch
- Identify the cultural obstacles to change and tackle them effectively
- Establish a 'Change Unit' to support the delivery of the Change Programme

Participants will apply these tools between the two classes and will have produced a draft plan by the end of the programme.

The Trainers

A team of three people will teach these Masterclasses. All three are currently involved in precisely this kind of work with Private Sector and Semi-State companies, Government Departments and State Agencies.

Eddie Molloy Ph.D:

Eddie has 35 years experience of Organisational Transformation Programmes in all sectors. He leads our public programme *Managing Change in Turbulent Times*, which has been attended by over 400 senior managers.

Ian Kierans M.B.A., M.A. (Psych.):

Ian has 14 years experience in developing and executing Strategic Change Programmes. His strong communication and engagement focus serves to engage staff and other stakeholders quickly in understanding, committing to and implementing change. Ian also specialises in diagnosing and facilitating the change of Organisational Culture.

Sean Kennedy M.Sc. (Mgmt):

Sean has been successfully delivering significant Change Programmes for the last 20 years both as a Consultant and as a member of Senior Management teams in Financial Services and Telecomms. He has led many cost-cutting programmes. He brings a unique insight into the issues experienced from both the Change Programme Team and the line manager's perspective.



Booking Details

Cost: €1200 per participant.

Venue: Burlington Hotel, Sussex Road, Dublin 6.

Dates: Class 1: March 22 – 23
Class 2: April 20 – 21

To book a place or if you have any questions regarding the programme:

Email: info@advancedorganisation.com

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