CARICAD
Caribbean Centre for Development Administration

Leadership Development Programmes

SCHEDULED PROGRAMMING

2022 - 2023

Summary of Leadership Development Programme offerings that can be delivered in-country upon request.

Leadership Development Programmes

The Caribbean Centre for Development Administration

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Transformational Leadership Development Programme

Course Description: The Transformational Leadership Development Programme is designed to support the development of high-potential leaders, who ideally are being considered for succession to top-level leadership roles in public sector organisations. The programme is designed to help leaders develop their self-awareness, emotional intelligence, as well as develop greater effectiveness in leading their teams in complexity, across organizational boundaries and transformation.

Objectives: Throughout the programme, participants are progressively able to:

- Apply the tools and strategies introduced in each module to advance their leadership effectiveness organisationally, nationally, and regionally.
- Establish the inter-connectedness of the tools introduced in each module while developing a greater national and regional perspective.
- Translate and apply methodologies introduced throughout the Programme to their day-to-day work.

The Programme consists of four (4) core modules:

- Leading Self – Courage, Confidence and Authenticity
- Leading in Context and Complexity
- Leading through Others
- Leading Transformation

Methodology: This programme uses a virtual delivery model, inclusive of synchronous, experiential learning as well as asynchronous learning modalities. The learning is also complemented through the execution of a leadership stretch project supported through Action Learning, as well as a personal development plan supported through Executive Coaching.

Target Audience: This programme is targeted at direct reports to Permanent Secretaries/Chief Executive Officers, senior managers with significant levels of accountability/responsibility, potential successors for executive leadership roles across the public sector. Ideally, candidates should have at least a 1st degree from a reputable university, and a minimum of 5 years' experience at a middle management/senior level.

Other requirements for participation: Computer literacy is critical, as well as access to high speed internet/desktop computer or laptop with audio connectivity. Additionally, participants will be required to have the necessary time off to participate in all synchronous and asynchronous learning activities, in keeping with our Participant Engagement and Attendance policies. It is typically

expected that candidates will be nominated and supported by their organisations; however open enrolment and self-funded candidates will also be considered.

Cost: USD$6000 inclusive of training materials and tuition.

Duration: 6 months

Anticipated Date: (start date – February – July 2023). 3-hour Synchronous learning sessions will be held on Thursdays between 12:45 pm – 4:00 pm ECT.

Mid-Level Leadership Development Programme

Course Description: The Mid-Level Leadership Development Programme is designed to equip mid-level leaders with the leadership competencies required self leadership, team leadership, and leading for effective client services.

Objectives: The programme will cover these objectives:

- Who am I as a leader? - Understanding self, one's own leadership style and approaches, and how to build effective relationships.
- Who are we as a team? - Leading and developing one's team, and learning a variety of tools to build high performing teams.
- Who do we serve? - Analysing clients' needs and managing quality client service, fostering innovation in improving client service, and interpreting and implementing organisational strategy.

Methodology: This programme uses a virtual delivery model, inclusive of synchronous, experiential learning as well as asynchronous learning modalities. The learning is also complemented through the execution of number of group learning and reflective activities.

Target Audience: This programme is targeted at mid-level supervisors/managers/team leaders, with supervisory responsibilities. Ideally, candidates should have at least a 1st degree from a reputable university, and a minimum of 5 years' experience at a middle management level.

Other requirements for participation: Computer literacy is critical, as well as access to high speed internet/desktop computer or laptop with audio connectivity. Additionally, participants will be required to have the necessary time off to participate in all synchronous and asynchronous learning activities, in keeping with our Participant Engagement and Attendance policies. It is typically expected that candidates will be nominated and supported by their organisations; however open enrolment and self-funded candidates will also be considered.

Cost: $3000 inclusive of training materials and tuition.

Duration: 4 months

Anticipated Date: start date – September – December, 2022). 3-hour Synchronous learning sessions will be held on Thursdays between 12:45 pm – 4:00 pm ECT.

Leading Change Workshop

Course Description: Change is said to be the only constant, and today's leaders are charged with leading a wide range of changes and transitions, in an environment of increasing local, regional and global complexity. This programme is designed as an intensive for executive leaders, to help them to address the complexities of leading change and transition in a structured, logical and sustainable manner.

Objectives: Participants in this workshop will:

- Develop a mind-set that shifts from resisting change, to accepting, welcoming, and being able to generate it;
- Learn a change process that they can then apply to their own organisation's change initiatives;
- Learn strategies to lead people through the different phases of their personal transition experiences;
- Develop strategies to shift organisational culture that may be naturally resistant to change;
- Be able to generate strategies for moving from the current state to a desired state;
- Learn how different organisational systems can be leveraged to bring about desired change; and
- Learn how to identify and engage stakeholders in a change initiative.

Methodology: This programme uses a virtual delivery model, inclusive of synchronous, experiential learning as well as asynchronous learning modalities. The learning is also complemented through the execution of number of group learning and reflective activities.

Target Audience: This programme is targeted at Permanent Secretaries, Chief Executive Officers of Agencies/Public Bodies, Managing Directors as well as senior leaders with responsibilities for leading complex sector-wide change initiatives. It is typically expected that candidates will be nominated and

supported by their organisations; however open enrolment and self-funded candidates will also be considered.

Cost: USD$1500 inclusive of training materials.

Duration: 4 days

Anticipated Dates: During April 2022, January 2023

Introduction to Leadership

Course Description: This workshop is intended to equip first-time managers and supervisors with the core leadership skills needed to effectively transition into a leadership role, lead a team, organise work, deliver results and manage workplace conflict, and employee development.

Objectives: In this workshop, participants will be exposed to practical tools and strategies that will help them to:

- Transition to a leadership role
- Engage and develop their team
- Effectively organise the work of their units, to deliver effective and efficient services
- Effectively mediate and address workplace conflict and employee discipline

Methodology: This programme uses a virtual delivery, webinar-style model.

Target Audience: This workshop is ideal for team leaders, who need to maximize the performance of their team to meet strategic objectives of their unit/organization.

Other requirements for participation: Computer literacy is critical, as well as access to high speed internet/desktop computer or laptop with audio connectivity. Additionally, participants will be required to have the necessary time off to participate in all synchronous and asynchronous learning activities, in keeping with our Participant Engagement and Attendance policies. It is typically expected that candidates will be nominated and supported by their organisations; however open enrolment and self-funded candidates will also be considered.

Cost: Free of cost. Registration is required

Duration: 9 hours

Anticipated Date: Start June 14 – July 5, 2022 - 2-hour Synchronous learning sessions will be held on Tuesdays between 9:45 am – 12:00 pm ECT.

Leadership Development Programmes

Customised Programming and Services

Face-to-Face/Customised Delivery – Interested in having any of our virtual programmes delivered face-to-face and/or customized? We offer this service as well. For quotations and further information, please contact us at caricad@caricad.net. Also, to learn more about the other services provided by CARICAD, please visit www.caricad.net

Leadership Development Programmes

Use our Enabling Environment Assessment tool to assess the quality of your public sector leadership environment

The Enabling Environment for leadership development addresses the context in which leaders learn new behaviours and enhance their capacity to lead. The application of individual learning and the transfer of that learning to others in the organisation are dependent upon the context in which the learner works. A learner might have developed tremendous insights, new behaviours and enhanced capacity to lead but for that learning to be sustainable, the organisation's HRM policies and practices, governance and accountability frameworks and practices, and organisational (or national) culture should be aligned to encourage the exercise and transfer of leadership capacity.

Cognizant of the fact that the realities of one's work environment have a significant impact on a leader's ability to apply lessons learnt, an **Action Research Roundtable Research Project** was commissioned between 2017-2018, with a specific focus on empirically examining the enabling environment in public sector organisations and regional institutions across the Caribbean. The main purpose of the research was to ascertain the extent to which Caribbean public-sector organisations and regional institutions have organisational environments that are engendering transformational leadership.

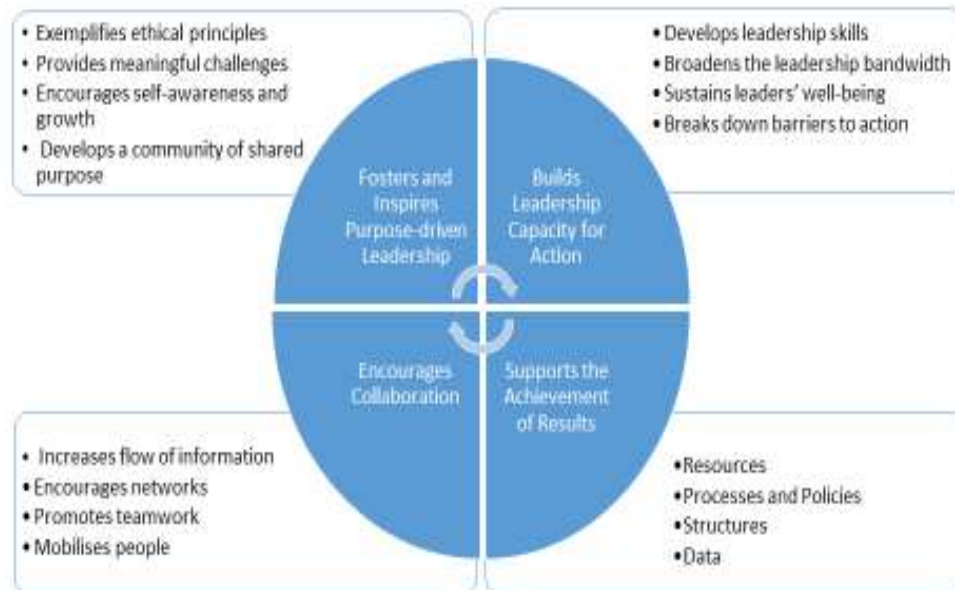**Enabling Environment Assessment Tool**

Based on this **research**, an **Enabling Environment Assessment Tool** was developed to assess the organisational environment factors within Caribbean public sector and regional institutions that enable the practice and development of leadership. This multi-rater assessment tool:

- Identifies the extent to which your organisation's or division's organisational environment is enabling an autocratic, transactional or transformational style of leadership, through its analysis of responses to 117 statements focused on the extent to which:
  - Purpose-driven leadership is inspired and fostered
  - Leadership skills and capacity for action is developed
  - Various resources, processes, policies, systems and data exist to support the achievement of results
  - Collaboration is encouraged through effective teamwork, networking, and people mobilisation
- Is administered online
- Generates an interpretative report that highlights the strengths and areas for development in the various areas of the organisation's or division's enabling environment for leadership development and practice.

Leadership Development Programmes

Model of an Enabling Environment for Transformational Leaders

- Exemplifies ethical principles
- Provides meaningful challenges
- Encourages self-awareness and growth
- Develops a community of shared purpose

- Develops leadership skills
- Broadens the leadership bandwidth
- Sustains leaders' well-being
- Breaks down barriers to action

Fosters and Inspires Purpose-driven Leadership

Builds Leadership Capacity for Action

Encourages Collaboration

Supports the Achievement of Results

- Increases flow of information
- Encourages networks
- Promotes teamwork
- Mobilises people

- Resources
- Processes and Policies
- Structures
- Data

The **Enabling Environment Toolkit** was also developed, which provides a wide range of strategies and actions to help take public-sector organisations and regional institutions to a higher level in enabling transformation leaders (see www.clptoolkit.org for details). **Cost – USD$1000.00. For further information on how to access our Enabling Environment Assessment Tool, contact us at caricad@caricad.net or 1 (246) 427-8535.**