

Change Management



Change Management for Public and Private-sector Institutions

Turin, Italy

ITC 
International Training Centre

www.itcilo.org

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Introduction

Recent research indicates that the contribution of well-functioning public organizations towards sustainable national development far outweighs the effects of the two other established factors namely the quality of policy and geography. Under the combined pressures of globalisation, outsourcing, decentralization of decision-making, democratisation, increased participation by civil society and rapid technological progress, the role of the state and its institutions is undergoing continuous adaptation and re-alignment. In this context the importance of maintaining demand-driven and efficient institutions which can retain and continuously create successive generations of performance-oriented leaders and managers becomes a corner-stone for successful delivery of quality public services that are essential to the pursuit of national development goals.

Private enterprises are also continuously exposed to similar pressures and are therefore in need to adapt in order to enhance their productivity and retain their competitive edge.

While leadership, management theory and implementation tools (and their underpinning competencies) may be common to the public and private sectors yet the managers of public and private organizations may face a different set of barriers as they engage in transforming and adapting their organizations to the changing environment. This workshop explores the "process and competencies" needed for effective "change" that brings about improved institutional performance in public and private institutions in response to the evolving needs of the citizens, market dynamics and in support of good governance whether at corporate or national levels.



Course learning objectives

The objective of this workshop is to provide senior and mid-level managers with the methods and

tools necessary to successfully lead and manage "change" within their organizations.

At the end of the workshop, participants will be able to:

- advance their appreciation of management theory and practice;
- understand the dynamics of public sector organizations: culture, power, leadership;
- establish a "business case" for the "change" by analysing the institutional mandate of the organization, the perspectives of key stakeholders and the evolving needs of the market and society;
- build a "guiding coalition" for "change" and reinforce team work;
- propose a plan of action to effectively achieve the desired "change" and devise risk mitigation strategies throughout implementation of the "change" process at all hierarchical levels of the organization;
- create a vision of the future and communicate it throughout the organization;
- set realistic and strategic interim goals;
- implementing the "change" through broad-based employees' empowerment, re-engineering of processes and structures and creating short-term wins;
- anchor new approaches in the institutional culture;
- monitor and evaluate progress in realising the benefits and quality/efficiency gains resulting from the "change".



Course methodology

The course is delivered by ITC-ILO senior management specialists along-with consultants from academia and the public and private sectors. The course is conducted using a highly-participative training delivery methodology through a combination of interactive presentations by subject-matter specialists followed by individual and group assignments intended to facilitate successful internationalisation of the learning content. Solution and analysis of case

studies are emphasised as principal techniques for measurement of learning achievement and attainment of prescribed exit competencies. Participants may also engage in the diagnosis of performance problems in their organisations as part of the case study work.



Course content

The workshop is based on the "Eight Steps" model for institutional "change" with adaptation into the context of public organizations. The course material and handouts, besides exploring the essential pillars for successful organizational performance, are focused on imparting to the participants the managerial competencies needed for conceptualisation of fundamental and incremental "change" including the associated attitudinal and interpersonal skills.

The workshop contents include the following subjects:

- introduction to management theory and practice:
 - what is management;
 - 7- S organization;
 - balanced score card system;
- analysis of organizational mandate and context:
 - SWOT analysis;
 - establishing the case for "change";
- formation of the guiding coalition:
 - vision and mission statement;
 - business process analysis;
 - setting performance targets;
- team building and team work:
 - group exercise on team work;
 - motivation skills;
 - communication skills;
 - innovation and creativity;
 - problem solving and conflict-management skills ;

- implementation of the "change":
 - short-term wins;
 - monitoring and evaluation;
 - dealing with "change" as a project;
 - institutionalisation of the new "changes" into the organizational culture.

The workshop includes a study visit in Northern Italy in order to expose the participants to an example of a successful and recent "change management" project in a public service delivery organisation.



Participants' profile

This course is designed for senior and mid-level managers working in various technical, planning, supervision, quality-assurance and research-and-development functions in public organisations as well as personnel from the human resources departments.

The participants are expected to demonstrate good command of the English language.



Cost of participation

The cost of participation in this one-week programme is Euro 2,000 payable in advance by the participant's sponsoring organisation. This covers:

- tuition fee, which includes the use of the Centre's training facilities and associated support services, books and training materials;
- participant fee, which covers:
 - accommodation and full-board at the Centre;
 - routine medical care and insurance.

Main travel between the participant's home country and Turin is not included.

Fellowships for training programmes conducted by ITC-ILO generally become available through the training allocations of development projects financed by International Financial Institutions or

by United Nations' agencies, bilateral technical co-operation agencies, governments and/or private enterprises. Candidates are encouraged to contact these organisations and agencies in their countries to enquire about the availability of funds for fellowship training programmes.

The ILO Turin Centre's facilities

Located in an attractive park on the banks of the River Po, the Centre's campus provides a congenial environment in which to live and study.

It contains 21 pavilions with fully equipped modern classrooms, conference halls and meeting rooms fitted out for multilingual simultaneous interpretation, a computer laboratory, and a computerized documentation centre linked to various data banks.

The campus has 287 study/bedrooms, all with private bathrooms, telephones and cable television. It also has:

- a reception desk open 24 hours a day;
- a restaurant, a self-service canteen and a coffee lounge, all catering for international dietary needs;

- a bank;
- a travel agency;
- a laundry service;
- a post office;
- an internet point;
- a recreation room;
- facilities for outdoor and indoor sports;
- an infirmary.

Social events are regularly held both on and off campus, so that participants from different cultural backgrounds can make the most of the stimulating international climate.

For further information, please contact:

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