



BLENDED

ORGANIZATIONAL DEVELOPMENT

# STRATEGIC LEADERSHIP FOR ORGANIZATIONAL TRANSFORMATION

AN EXECUTIVE ACADEMY TO LEAD CHANGE, STRENGTHEN INSTITUTIONS  
AND DELIVER PUBLIC VALUE IN COMPLEX ENVIRONMENTS

2 NOVEMBER – 4 DECEMBER 2026

ONLINE DISTANCE LEARNING: 2 – 13 NOVEMBER 2026

ONE-WEEK ON-CAMPUS ACADEMY: 16 – 20 NOVEMBER 2026

POST-ACADEMY ONLINE PHASE: 23 NOVEMBER – 4 DECEMBER 2026

*Information Note*



International  
Labour  
Organization



International Training Centre



## When uncertainty is the norm, transformation becomes a leadership skill.



### OVERVIEW

After a year marked by fiscal tightening and heightened geopolitical shifts, 2026 finds governments operating in a far more exposed and uncertain environment than ever before. International and national public institutions are also contending with structural financing constraints alongside persistent social and economic inequalities and the accelerating pace of digitalisation. In many parts of the world, these pressures are compounded by political instability, security concerns, institutional capacity constraints, and ongoing challenges related to governance and the rule of law. Across contexts, these dynamics are reshaping how institutions operate, while perceptions of international and national public service integrity – and demands for accountability and transparency – continue to intensify.

Beyond these external forces, governments are also contending with profound internal transformations. Workforce transitions – driven by demographic change, evolving skill requirements, and shifting expectations around leadership, purpose, and ways of working – are reshaping how organizations function. At the same time, the need for continuous upskilling sits alongside enduring institutional pressures, including siloed organizational models, complex governance arrangements, and political dynamics. Taken together, these factors underscore the distinctive complexity of today's challenges, where leaders must navigate uncertainty while continuing to deliver value-driven services for the common good.

The NextGen Organizational Transformation Academy was created in response to these realities, to support leaders at a critical moment. It offers a dedicated space to step back from operational pressures and engage more deliberately with the strategic questions shaping their institutions. The Academy emphasizes reflection, dialogue, and peer exchange while also providing practical approaches to bring out institutional transformation. In doing so, it supports participants in strengthening their capacity to guide organizational and system-level change – not as a one-off reform effort, but as a core and enduring leadership capability.

At the same time, 2026 presents real opportunities for purposeful and decisive public action. Advances in digital technologies, including the responsible use of artificial intelligence, are opening new possibilities for how organizations design services, manage systems, and make decisions. At the institutional level, there is growing recognition of the value of cross-sector partnerships, collaborative governance, and new forms of engagement with citizens and stakeholders. The Academy creates a space for leaders to explore these opportunities critically and pragmatically – learning from peers and considering how innovation, partnerships, and leadership choices can be aligned with public values, accountability, and long-term impact.

### OBJECTIVE

**The primary objective is to strengthen the leadership capabilities and institutional practices required for meaningful transformation in the international and national public service.**

As such, the Academy supports leaders in building the capacity to adapt, evolve, and deliver public value more effectively over time. The Academy supports participants' leadership development while broadening their strategic perspective through a rigorous, engaging, and practice-oriented experience. It offers opportunities to:

- **Understand evolving public sector contexts:** Make sense of a rapidly changing operating environment by examining how shifts in governance, policy priorities, financing conditions, and partnerships are reshaping public institutions and leadership roles.
- **Engage in Peer Exchange:** Connect with public-sector leaders across institutions and regions to share experiences, reflect on common challenges, and explore different approaches to leading organizational and system-level change.
- **Explore digital and AI-enabled transformation:** Build practical understanding of how digital technologies and artificial intelligence are reshaping decision-making, service delivery, and leadership practice, while examining their opportunities, limitations, and implications.
- **Apply learning to real institutional challenges:** Translate insight into action through real-world cases, structured reflection, and practical exercises grounded in participants' organizational realities and leadership responsibilities.
- **Strengthen strategic and system-level perspective:** Deepen the ability to link individual leadership practice with broader organizational performance and public sector transformation, supporting more adaptive, collaborative, and accountable ways of working.

By focusing on real-world application and peer learning, the Academy helps turn reflection into action – and capability into impact.

## WHAT TOPICS WILL YOU LEARN ABOUT?

### THEMATIC LEARNING JOURNEY

The Academy offers a fully integrated learning experience that combines online engagement, a face-to-face immersion, and a final practicum. The in-person week is structured around a carefully designed sequence of sessions that build on one another – blending strategic reflection, applied learning and peer dialogue. This format allows participants to engage deeply with the core dimensions of public sector transformation that make up the focus of the Academy.

The thematic areas to be explored are:

- **Leadership Development:** Strengthen the mindsets and leadership capabilities required to lead under conditions of uncertainty, complexity, and scrutiny – with clarity, adaptability, and a strong sense of public purpose.
- **Change Management in Public Institutions:** Examine how change unfolds within public institutions, and what enables or constrains transformation in complex, politically informed environments. This theme focuses on institutional dynamics, resistance to change, and the leadership choices that shape reform efforts at organizational and system level.
- **Digital Transformation, Data, and Emerging Technologies in Government:** Examine how governments are using digital approaches and emerging technologies – including artificial intelligence, data-driven systems, digital public finance, and distributed ledger technologies – to improve decision-making, service delivery, and institutional performance. Drawing on case studies from different contexts, this theme focuses on strategic choices, governance implications, and the conditions under which digital innovation can support public value, accountability, and trust.

- **Financing, Partnerships, and Resource Mobilisation:** Explore how public sector leaders can steward financial resources strategically, align budgets and funding instruments with transformation priorities, and build effective partnerships across government, the private sector, civil society, and international actors. This theme focuses on enabling change at scale while safeguarding public value, accountability, and long-term sustainability.

Across all thematic areas, the Academy also takes a transversal focus on institutional culture. Participants will explore how shared norms, values, behaviours, and informal practices shape how leadership is exercised, how change is experienced, how digital initiatives are adopted, and how collaboration and accountability function in practice. By examining culture as a cross-cutting dimension, the Academy highlights its influence on the effectiveness and sustainability of institutional transformation efforts.

#### INDIVIDUAL COACHING PATHWAY

To complement the group learning experience, participants are invited to engage in **one-on-one coaching** with a senior expert. This pathway includes up to three touchpoints: one call before the face-to-face week, one meeting during the Academy, and a follow-up session afterwards. Participants bring a real-world challenge, idea, or goal to discuss – and receive tailored support to reflect, plan, or problem-solve in a focused, confidential space.

## HOW DOES THE ACADEMY WORK?

The Academy follows a blended format, combining online learning, face-to-face immersion, and applied practice over six weeks. It begins with an online launch phase to establish shared foundations, introduce key themes, and build a sense of community. The in-person week brings all participants together in a structured learning journey, combining hands-on workshops with interactive sessions that explore public sector transformation from multiple angles. A final online phase supports continued reflection and practical application, helping to anchor the experience in real-world practice.

The Academy offers a blend of online and in-person learning, structured into three distinct phases:

### Online Distance Learning (2 – 13 November 2026)

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Begin your journey on the ITCILO eCampus through a blend of live sessions and self-paced activities. This phase focuses on building shared foundations in transformation practice, introducing key concepts, and helping participants get familiar with the Academy's approach, tools, and community.

### One-Week On-Campus Academy (16 – 20 November 2026)

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Advance your learning at the United Nations Campus in Turin, set in a 10-hectare green expanse by the River Po and the Turin hills, offering an ideal environment for professional growth. This phase brings participants together on campus for an intensive, hands-on learning experience. It includes interactive workshops led by expert facilitators as well as one-on-one coaching for personalised support. The week is designed to deepen skills, strengthen networks, and spark new ways of thinking across themes and roles.

### Post-Academy Online Phase (23 November – 4 December 2026)

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Complete the learning journey by presenting your final project, where you bring together what you have learned and show how it can be applied to real professional or institutional challenges. This phase is designed to reinforce your learning and provide an opportunity to demonstrate your proficiency.

## WHO PARTICIPATES?

The Academy is designed for leaders with responsibility for shaping or influencing organizational and system-level change. Participants typically come from public service institutions including governments as well as international and intergovernmental organizations and other mission-driven entities operating in complex and politically informed environments.

## WORKING LANGUAGE

The working language of the Academy is English.

## CERTIFICATION

Upon completing all three phases, participants will receive an ITCILO Certificate of Achievement – recognising their full engagement across the Academy’s core themes and their commitment to leading meaningful transformation in their context.

## ECAMPUS

All training resources will be made available through the ITCILO E-campus platform during the distance phases and the Academy in Turin. The access to the E-campus and related material, will be granted to the participants without limit of time after the end of the training.

## HOW TO APPLY

To apply, you can go to the course page and click on “apply now” or you can directly access [this link](#).

We will contact you within a few days to inform you if you have been admitted and what the next steps are. Please note that, if needed, ITCILO can assist you with a support letter to facilitate the visa application process upon receipt of all requested documentation and payment of fees.

## COST OF PARTICIPATION

**Tuition:** €1,975

**Subsistence:** €755 (full board accommodation during the residential week on Campus, in Turin)

**Total:** 2,730 Euros

For details on ITCILO cancellation policy, please visit the following page

<https://www.itcilo.org/applications-payments-cancellation>

## CONTACT DETAILS

For any questions or concerns about the event, we’re here to assist. Feel free to reach out directly to us at [R.Tresoldi@itcilo.org](mailto:R.Tresoldi@itcilo.org)

# CAMPUS LIFE

## A THRIVING UNITED NATIONS CAMPUS AND COMMUNITY OF PROFESSIONAL PEOPLE FROM AROUND THE WORLD

- **Three organizations** from the United Nations system on campus
- **More than 300 training courses** and activities in a stimulating international environment
- **Thousands of participants** from all over the world

## ENVIRONMENT AND SURROUNDINGS

### Grab a campus bicycle and explore the Turin Centre.

Located in a leafy park on the banks of the Po River, it's a great place for study and collaboration. Experience innovative learning and training methods in modern classrooms equipped with simultaneous translation services.

## HOUSING, DINING, AND MORE

Comprising more than 280 private dormitories, the **Turin Campus provides a broad range of services for course participants and partners** including a free-flow restaurant, travel agency, laundromat, post office, gym, medical services and a reception desk open 24/7.

## COMMUNITY ENGAGEMENT AND DIVERSITY

**Participants can enjoy social events organized by the Turin Centre** as well as by their course facilitators. Whether on or off campus, people from different cultural backgrounds have the opportunity to listen to live music together, cook and share traditional foods, or team up to play games and network.

## WITHDRAWAL, CANCELLATION POLICY, AND REFUNDS FOR OPEN COURSES

If an enrolled participant wishes or must withdraw from a course, they may choose to apply to a different course or be substituted by another candidate. The participant must notify the Centre, in writing, of their decision at least 14 days prior to the start date of the course. Cancellation of participation in regular courses will result in the following penalties:

- 14 days or more prior to the start date of the course: No penalty, 100% refund of amount paid less applicable bank charges
- 8 to 13 days prior to the start date of the course: Penalty of 50% of course price, refund of residual amount paid (if any) less applicable bank charges
- 7 days or less prior to the start date of the course: Penalty of 100% of course price.

# INFO

## FOR FURTHER INFORMATION PLEASE CONTACT

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