

Local Government
Yorkshire and
Humber



**North West
Employers**

SUPPORT. KNOWLEDGE. NETWORK.

Collaborate to Innovate

A series of inspirational
leadership master classes
for public sector leaders
in Yorkshire and Humber



Yorkshire and Humber Master class Series At a Glance

Local Government Yorkshire and Humber, in partnership with North West Employers, presents the first series of 'Collaborate to Innovate' master classes. We have brought together five influential and inspiring speakers to deliver an exciting menu of master classes focusing on creating brilliant public sector leaders to face the future together.

The master classes, which are being subsidised by LGYH and LGA, have been designed to be thought provoking as well as energising leaders to take action after attending, to help themselves and their organisations to be the best that they can be.



Collaborate
to
Innovate

Surviving and Thriving - Organisational and Team Resilience

Gladeana McMahon, Award winning Coach

15 October 2013

at York

Time: 10-13.30

Wicked Problems, Clumsy Solutions and the Role of Leaders

Keith Grint, Professor of Public Leadership at Warwick University

12 November 2013

at Leeds

Time: 10-13.30

Delivering Differently for the needs of Communities

Neil McInroy, Chief Executive, CLES

3 December 2013

at York

Time: 10-13.30

Engage for Success: The Leadership Power of Successful Employee Engagement

David MacLeod, Author of BIS Report 'Engaging for Success'

15 January 2014

at Leeds

Time: 10-13.30

Commerciality - the Reality!

Neil Pickering, Homes and Communities Agency

12 February 2014

at Sheffield

Time: 10-13.30

Surviving and Thriving - Organisational and Team Resilience



**Gladeana
McMahon**
15 October 2013
York
Time: 10-13.30

Public sector workplaces are currently characterised by worry and uncertainty which affects performance, productivity and relationships. It almost goes without saying that resilient organisations and people stand the best chance of surviving – even thriving- in these tough times. This Master class will provide the space, opportunity and challenge to explore and better understand the factors associated with building and sustaining personal, team and organisational resilience. Learn how to develop that intangible, yet extremely powerful ability, to keep going through tough situations and see the positives.

- What is resilience and why is it an important factor in today's uncertain economic climate?
- How does resilience enhance confidence, creativity and increase individual stamina?
- What benefits do organisations gain from having a resilient workforce?

With employee engagement a key factor in driving success and with reducing stress related absence, with clinical conditions such as depression and anxiety on the increase, understanding how you as a leader can help individuals and organisations ensure they meet the challenges of the 21st century whilst ensuring your own and their well-being must be a priority.

Please [CLICK HERE](#) to book your place

This Master class with Gladeana McMahon will give you the opportunity to think about your own and your organisation's resilience and what you can do immediately to start to strengthen it. The session will be packed with practical tools and techniques that you can use for yourself and your wider organisation to enable you to develop the resilience that so many of us are craving.

Meet Gladeana

A former university lecturer, Gladeana is a professional speaker on topics including Cognitive Behavioural Coaching, Resilience at Work, Confidence and Stress Management. She is known as one of the UK's Top Psychological advisers for Reality Television shows and was the driving force behind the production of the "Ethical Guidelines for Reality TV" produced by the British Association for Counselling and Psychotherapy.

Gladeana is considered one of the leading personal development and transformational coaches in the UK who combines academic rigour with down to earth communication skills. She has 34 years experience as a therapist, 20 years experience as a coach, and has worked for a range of counselling organisations as therapist and at Director and Senior Management level.

Gladeana wrote her first book in 1994, a manual called 'Setting Up Your Own Private Practice in Counselling and Psychotherapy' which was ground-breaking at the time. For many years it remained the only UK publication of its type and format dealing with private practice.

Her newest book: No More Stress!: Be Your Own Stress Management Coach is based on well researched psychological principles to provide a way that individuals can not only deal with Stress but, by using the strategies outlined in the book, actually prevent becoming stressed in the first place.

Gladeana has always been passionate about helping others and therapy and coaching gave her the vehicles to not only do this but to gain a deep sense of satisfaction and privilege of being part of an individual's growth and life journey.

Wicked Problems, Clumsy Solutions and the Role of Leaders



Prof Keith Grint
12 November
2013
Leeds
Time: 10-13.30

Meet Keith

Keith Grint is Professor of Public Leadership at Warwick University. He has held Chairs at Cranfield University and Lancaster University and was Director of the Lancaster Leadership Centre. He spent twelve years at Oxford University and was Director of Research at the Saïd Business School and Fellow in Organisational Behaviour, Templeton College. He remains an Associate Fellow of the Saïd Business School and of Green Templeton College, Oxford. He is Academician of the British Academy of Social Sciences. He is also a Visiting Research Professor at Lancaster University, a Fellow of the Windsor Leadership Trust, a Fellow of Roffey Park, a Visiting Scholar at Sydney University, a Fellow of the Leadership Trust and a Visiting Professor at University College Suffolk.

Keith spent 10 years in industry before switching to an academic career and has been variously employed as an agricultural labourer, a factory worker, an industrial cleaner, a removals worker, a freezer operative, a swimming pool attendant, a postman, a clerical worker, and a part-time karate teacher.

He is a founding co-editor of the journal *Leadership* and founding co-organiser of the International Conference in Researching Leadership. His books include *The Sociology of Work* 3rd edition (2005); *Management: A Sociological Introduction* (1995); *Leadership* (ed.) (1997); *Fuzzy Management* (1997); *The Machine at Work: Technology, Work and Society*, (with Steve Woolgar) (1997); *The Arts of Leadership* (2000); *Organizational Leadership* (with John Bratton and Debra Nelson); *Leadership: Limits and Possibilities* (2005); *Leadership, Management & Command: Rethinking D-Day* (2008); *Sage Handbook of Leadership* (edited with Alan Bryman, David Collinson, Brad Jackson and Mary Uhl-Bien) (2010); *The Public Leadership Challenge* (edited with Stephen Brookes) (2010); and *Leadership: A Very Short Introduction* (2010). *Sage Major Works of Leadership* (four volumes) (ed. With David Collinson & Brad Jackson) (2011).

Keith will focus on three key and related questions in order to explore the role of the leader in successfully tackling the complex and hard challenges that are faced by the public sector and its leaders.

- Why when we know so much about, do we achieve so little with, traditional leadership and change models?
- How can we avoid a cycle of failure created through adopting default decision making styles?
- How can we understand and overcome the limitations that are imposed by organisational culture when making hard decisions?

Keith will explore the relationship between **Tame**, **Wicked** or Critical problems and their associated decision-making styles **management**, **leadership** and **command**.

There will also be an opportunity to put your questions to Keith on all areas of public sector leadership and the challenges ahead.

Please [CLICK HERE](#) to book your place

Delivering Differently for the needs of Communities



Neil McInroy
3 December 2013
York
Time: 10-13.30

Many local authorities themselves are examining different service delivery models and a small number of authorities are significantly changing their methods of work and organisation to mutual and co-operative approaches to redesign their services. This master class will address the uncertainties surrounding co-operatives and mutuals and explore the implications, benefits and pitfalls.

What could be described as the perfect storm is forcing public services to be more innovative in the ways in which they deliver services to respond to budget cuts and increased demand.

This informative and practical master class will give you the time and space to explore how your organisation could utilise a variety of different service delivery models to not only save money but reduce demand in the first place, including:

- Co-production
- Co-operatives and mutuals
- Strategic partnerships

Neil will help to explore:

- What are the different options open to local government and the wider public sector?
- Where have the different models been used well?
- How do you work with communities and voluntary agencies to deliver services differently?

2012 was the International Year of Co-operatives and The Cabinet Office promoted the use of employee owned mutual across the public sector. The Department for Communities and Local Government, through its localism reforms, provided both a stimulus and opportunities for co-operatives

Please [CLICK HERE](#) to book your place

Meet Neil

Centre for Local Economic Strategies (CLES) is an independent think-doing organisation, with charitable status, which is involved in regeneration, local economic development and local governance. CLES brings together a network of subscribing organisations, which include: regeneration partnerships; local authorities; regional bodies; community groups, and voluntary organisations.

Established in 1986, CLES undertakes a range of activities, including: policy research; production of publications; training; an information and briefing service, and events.

Neil is Chief Executive of CLES and has been involved in public sector policy and delivery for over 20 years. Whilst having experience in developing partnerships and innovative policy responses to global, regional and local economic, social and environmental challenges, Neil's particular skills are in local economic and social research, analysis and development; policy practice, research methodologies; facilitation, and strategy building. Neil regularly conducts work across the UK, and is also developing a growing first-hand experience and knowledge of creative economic and social policy in locations around the world. Neil became Chief Executive of CLES in 2003.

Engage for Success: The Leadership Power of Meaningful Employee Engagement



David MacLeod
15 January 2013
Leeds
Time: 10-13.30

The 2009 MacLeod review on employee engagement '**Engaging for Success**' argues that if employee engagement and the principles that lie behind it were more widely understood, **good practice** was more widely shared, and the potential that resides in the country's workforce was more fully unleashed then we could see a step change in **workplace performance** and in **employee wellbeing**, for the considerable benefit of the UK.

In this **engaging** and **thought provoking** master class David will share with you insights, tips and **best practice** that have emerged both from the initial review and the subsequent task force on **employee engagement** that was established by the coalition government.

David will focus on the role of the leader in **creating a culture** where employee engagement is the norm and something that is seen as an everyday part of management, team work and working in an organisation. He will give delegates the opportunity to reflect on how employee engagement works in their own organisations and explore what they can commit to go back and do differently to step up their engagement.

David will also present the case for why employee engagement shouldn't be side lined in a down turn but indeed stepped up.

Please [CLICK HERE](#) to book your place

He will argue how it's not always about grand events but about the small things that great leaders do every day which helps employees to **feel valued** and want to give their all to an organisation even in turbulent times.

He will **focus** on the four central enablers to employee engagement:

- **Leadership** - provides a strong strategic narrative which has widespread ownership and commitment from managers and employees at all levels
- **Engaging managers** - that facilitate and empower rather than control or restrict their staff
- **Voice** - an effective and empowered employee voice
- **Integrity** - behaviour throughout the organisation is consistent with stated values, leading to trust and a sense of integrity

Meet David

David MacLeod was commissioned by the Department for Business (BIS) to take an in-depth look at employee engagement and to report on its potential benefits for organisations and employees. This led to the report *Engaging for Success: enhancing performance through employee engagement*.

MacLeod's current portfolio includes the role of non-executive director of the Ministry of Justice, and Department for International Development. He is a visiting professor of the Cass Business School.

His early career was spent in the chemical industry. Between 2004-07 he was senior adviser on change and performance at the Cabinet Office. He holds fellowships of the Sunningdale Institute, the Royal Society of Arts and the Institute of Marketing, and is coach to a limited number of chief executives, permanent secretaries and their boards.

He is also an associate of the Institute for Government. Earlier in his career he was Head of Marketing for the Dulux brand before going on to be Managing Director of a European Business and then CEO of Uniqema, a Global ICI business. He also spent a year and a half working in the Cabinet Office.

Commerciality - the Reality!



Neil Pickering
12 February 2014
Sheffield
Time: 10-13.30

The session will conclude with some thoughts on what skills and knowledge may be helpful in driving this agenda forward and a checklist on what you may use in considering commerciality and its reality for your organisation.

'Business led' or 'led by business'

New times demand new solutions. Across the public sector we currently have to confront the reality that less resource means that we have to think differently about how services are delivered, how assets are utilised, and how scarce resources deliver the best possible return on investment.

The new horizon of Local Enterprise Partnerships, bringing together public and private partners to deliver 'growth', and the new language of opportunity, not need, require us to think and behave differently, is commerciality becoming our reality?

The session will focus on the following key issues;

- What does it mean to be commercial?
- Why is it important for the public sector?
- How is it being done in practice, and what lessons can be learnt from this?

The master class will be interactive and be underpinned by the extensive experience and direct examples from the field, drawing on Neil's roles in both the public and private sectors.

Meet Neil

Neil has been with the Homes and Communities Agency since May 2010 and is currently the Head of Area for Liverpool City Region, Cheshire and Warrington.

His career has spanned both the public and private sectors, including almost 15 years prior to joining the Agency as a consultant specialising in development management and funding. He has a particular interest in delivery structures that combine public and private sector investment and his regeneration experience is not limited to housing.

In addition to being responsible for HCA programmes and projects within his area, he oversees a National Sales Team (which deals with the sale of HCA surplus land across England) and he currently leads the team that is managing the disposal of former NWDA assets that transferred to the Agency in autumn 2011. He is also a member of the North West Urban Investment Fund Board (JESSICA) and a director of the Norwepp Partnership (a property joint venture involving HCA and Aviva).

Please [CLICK HERE](#) to book your place

Who should attend?

This series is aimed at:
Public Sector Chief Executives
Senior Public Sector Leaders
Directors
Heads of Service
Senior Managers

Plus (at a small additional charge)
Partners of Local Authorities including Fire and Rescue
Services, Police Services, Health and other public and
third sector organisations are very
welcome to attend.

Bookings:

To book a place on any of our
master classes please click on
the links at the bottom of each
page or [CLICK HERE](#) for the full
series

E: events@nwemployers.org.uk
T: 0161 214 7106

Cost:

These master classes are being
subsidised by LGYH and the LGA
therefore the price is:

£60 to member organisations of
Local Government Yorkshire and
Humber
£95 to non member organisations
+ VAT