

# ILM CERTIFICATE IN LEADERSHIP

Three-day course  
9.30am to 4.30pm, daily

Registration: €1,650

This course is accredited by the Institute of Leadership  
and Management (ILM)



Training can take place in our offices in  
25 Mountjoy Square East,  
Dublin 1

*Check our website for upcoming dates for opening training*

or as an in-house within your organisation  
*This is more practical if you have a large group for training*

For more information, or to book:  
call us on (01) 819 8500  
visit [www.pai.ie](http://www.pai.ie)  
or email [info@pai.ie](mailto:info@pai.ie)

## About the course

What does it take to be a good leader and manager in public sector organisations in the current difficult climate? Have you the skills and knowledge to lead and manage a team effectively? How can you motivate and build others' commitment to achieving work place objectives?

It is often said that good leaders are made and not born and that leadership skills are acquired through identifying your own leadership styles and adapting them to the situation and people involved in your workplace. Formal training programmes in leadership do provide a learning structure within which to develop an understanding of the principles of leadership and identify areas in which individuals need to concentrate their development effort to be excellent leaders and managers. To meet these needs Public Affairs Ireland is pleased to present this course specially developed for the Irish public service at this time. The course is deliberately designed for the public sector and has been accredited by the Institute of Leadership and Management.

Public Affairs Ireland is offering this course in partnership with the Institute of Leadership and Management (ILM). The ILM is a London based management organisation that partners with training institutions across the world to improve leadership and management performance through its flexible range of learning and management programmes. Its Level 6 Award in Leadership is a qualification exploring leadership roles and theories, self-leadership, winning and maintaining commitment, setting and communicating direction. Participants will be given a thorough grounding in the Myers Briggs Type Indicator (MBTI). This instrument is the most widely used framework for providing insights and understanding of individual preferences that may drive specific workplace behaviours. It is particularly useful for those who do not have the opportunity to engage actively in leadership but who are preparing to do so, or for those employed in a leadership role and are keen to underpin their practice with a clearer knowledge of the principles of leadership. Public Affairs Ireland has carefully adapted the course content to be relevant to and fit the requirements of the Irish public sector in the context of the recent Task Force report.

## Learning Outcomes

Following the successful completion of the course, delegates will have acquired an understanding of developing and leading teams and their own leadership capability.

On successful completion of this course, participants will:

- Develop an in-depth understanding of their own personality and how it influences their behaviour at work across a range of contexts and situations
- Apply The Myers Briggs Type Indicator (MBTI) to focus on the likely strengths and positive qualities of different personality styles, and so the feedback you receive will always be constructive
- Be able to identify the prevailing leadership styles in their organisation
- Assess the effect the prevailing leadership styles have on behaviour and performance in their organisation
- Assess and develop their own ability to motivate others and build commitment to their organisation's values and goals
- Identify and improve on the factors shaping levels of motivation and commitment
- Develop their ability to communicate their organisation's values and goals to others
- Develop their own ability to use different leadership styles, as appropriate to the situation and people involved
- Improve and develop their personal leadership and management skills for the public sector workplace
- Secure an accredited award in leadership

## Audience

The intended audience is public sector employees who in the course of their work are expected to perform a leadership role. Delegates have been from the civil service, state agencies and bodies, universities and local authorities. They are usually head of a function, a manager, director or senior executive (typically equivalent to HEO, AP, PO grades in the civil service). It is also of value and interest to specialists, officers and officials at all grades who are preparing to take on leadership roles and who wish to progress their careers.

## Format

The course uses a combination of theory and practice to achieve its learning objectives, through classroom time (3 full days), home study reading and coursework. Classroom sessions are intensive and participative and will include a variety of approaches including lectures, group discussions, role plays and practical exercises. Participants will have the opportunity to share their own experiences and get a valuable insight into issues and an understanding of best practice that will maximise their ability to perform in a leadership role. All of the assessment will be based on coursework. There will be plenty of opportunities for delegates to test their knowledge and learning progress during the course.

## Assessment and Certification

Each participant is assessed on the basis of a written reflective review exercise. They will be required to demonstrate their uptake of skills and knowledge on all of the course's elements. Delegates will receive a Level 6 Award in Leadership certificate from the ILM on successful completion of the course including attendance and assessment. Everyone who registers for this course will automatically become studying members of the ILM for 6 months and can enjoy a range of member benefits. Successful completion of the course provides eligibility for Associate Membership (AMInstLM) of the Institute of Leadership & Management.

## Programme: Day one

Topic
Introduction: course and tutor intro; course overview and objectives; assessment and home study
Understanding The Myers Briggs Type Indicator (MBTI)
Agreeing 'Best Fit' of Preference Type
Explore the preferences : exercises to demonstrate the influence of type
Assessment of the prevailing leadership style and culture in delegates' organisations

## Programme: Day two

Topic
Leadership definitions and the key responsibilities of the leadership role
Understanding leadership theories and the different leadership styles these illustrate
Identifying delegates' own leadership characteristics, strengths and limitations
The importance of continuous self-development and how to identify opportunities to develop oneself in the leadership role
The leadership function in public service organisations

## Programme: Day three

Topic
Staff needs and motivation: important theoretical considerations
Assessment of the motivation and commitment to the values and goals of delegates' organisations
Motivation in the Irish public sector context
Motivational factors available to the leader and selecting those that are appropriate
Applying effective techniques for communicating, persuading and negotiating
How to develop and achieve commitment to vision and goals for significant projects or programmes of work
The leader's role in protecting and mentoring team members

## Trainer



Ashley Hughes is a training and development specialist with over fifteen years' experience working in both academic education and management development arenas. Working across public and private sectors, Ashley has designed and delivered bespoke management development training for a range of organisations operating in Ireland and across Europe. She is an active member of the associate faculty of the IMI and is a regular contributor on many of their programmes. She is a qualified practitioner in the Myers Briggs Type Indicator (MBTI), Step 1 & 2, and has used this instrument extensively on open programmes and with in-tact teams. She recently qualified in Situational Leadership in the UK. Ashley currently lectures at the Michael Smurfit Graduate School of Business teaching Management and Organisational Behaviour on the MBA programmes. She is a HETAC qualified Master Trainer.