



Ministry of Civil Service and Administrative Reforms

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Circular Letter No. 61 of 2012
E/70/202/01

15 November 2012

From: Senior Chief Executive, Ministry of Civil Service and Administrative Reforms

To: Supervising Officers i/c of Ministries/Departments

Training Course on Leadership for senior officers

This Ministry has outsourced to Landmark Management & Tech Consultants Ltd, the organization of a three-day training course on Leadership for senior officers of the Mauritius civil service. The training sessions will be held at La Plantation Hotel, Balaclava, for around 100 officers grouped in 3 batches. The sessions will be run from 08:30 to 17:00 hrs and have been scheduled as follows:

Group A: 04, 07, 12 December 2012
Group B: 05, 10, 13 December 2012
Group C: 6, 11, 14 December 2012

2. A write-up of the whole programme including its objectives and names of facilitators is at Annex 1.
3. Participants will be provided with pre-reading materials one week before the start of the sessions and they will be required to carry out a thorough reading of the textbook.
4. Supervising Officers of Ministries/Departments are invited to submit in order of priority as per pro-forma at Annex 2, the names of senior officers from Administrative and Technical Cadres, who would be nominated for the training programme. The proposed nominations should reach the Ministry of Civil Service and Administrative Reforms, Human Resource Development Division, 4th floor, ATOM House, Royal Street, Port Louis, in hard & soft copies at latest by Thursday 22 November 2012.
5. Please note that nominees, who register for the course but fail to complete it, will be required to refund to this Ministry the cost for which they are sponsored for the course.
6. I rely on your usual collaboration and support to help us in our capacity building initiative and to further the development of our human resource in the public sector.


S. Seebaluck
Senior Chief Executive

Copy to: Secretary to Cabinet and Head of the Civil Service

Leadership in the 21st Century

By Landmark Management & Tech Consultants Ltd

Learning and development are often best achieved through the exploration of, and reflection upon, real-life experiences. Our proposed Leadership programme for Senior Officers of the MCS provides relevant experiences to senior public service leaders that challenge and expand their current worldview and allows them to gain insight into the world and thinking of top leaders, thus preparing them to effectively lead the public service into the future and achieve results.

Success for a public leader in a globalized world depends on the ability to learn and adapt business strategies and government policies sometimes from other foreign public services. This program aims to develop leadership skills for public sector executives by offering them a unique opportunity to network with facilitators with extensive international and local experience in both private and public sectors. Participants will establish a concrete action plan around the four masteries of leadership: personal, interpersonal, organizational and contextual.

Participants will be exposed to a highly experiential and strategic program that aims to build a cadre of more effective senior leaders across the public service, that creates a stronger community of senior leaders to better enable teamwork based on trust, that expands the talent pool of future senior leaders and aligns their values and their connection to the strategic business priorities of the public service.

Programme Objectives

Our leadership course is designed to:

- Deepen the delegate's understanding of the complexities of public service and connect this learning to their own service story through a broad, multidisciplinary and practical approach.
- Expose them to models of ethical and effective service
- Develop their leadership knowledge, skills and competencies through our comprehensive program of theoretical study backed by practical experience and analysis.
- Gain insight into their own strengths and weaknesses thereby allowing them to draw more effectively on their leadership abilities.
- Enhance their understanding of the issues faced by public servants and their leaders and enable them to strategically confront and solve challenges

Approach and Methodology

The guiding principles aim at creating a broad aspirational force that energizes and reinvigorates. But to move from aspiration to action requires a thorough and shared understanding of the current reality of the public service. This involves grasping the reality of the way the leaders work together and communicate their vision, the structure of the organization and how ideas are shared and decisions made, the culture of the organization, including the norms of behavior and the *unwritten rules of the game*, the way in which the key people processes are embedded and operate deep within the service, and finally, the commitment and inspiration of people within.

1. Preparation and pre-reading

One of the most effective components of any management training is the need to create awareness of the demands of such a project. It is therefore of the utmost importance to prepare the attendee and to gain his commitment to the programme. In this regard we send him some pre-course materials to read and digest before the beginning of the course. This step also ensures that all attendees have the same grasp of knowledge required to start the course.

We recommend a standard textbook, the *New Managerial Grid*, by Drs Blake and Mouton. Some of the delegates would already have familiarized themselves with some of these techniques through their previous attendance at developmental courses. Nevertheless pre-readings mentally prepare the them to the type of tasks ahead.

The tools and Techniques

Live Case: assignment of a current challenge facing the public service to each cohort. The cohort then researches, develops and presents recommendations.

Personal Stretch Project: Each participant identifies and completes a work-related project that tests their ability to apply newly acquired skills.

Classroom sessions: Participants engage in discussion with each other, subject matter experts and guest senior leaders to apply practical theories in the public service context.

