

Workshops

The following gives an outline of a typical programme. However content may be subject to change in response to the evolving needs of the sector.

Before the cohort comes together for their first workshop, they will take part in a webinar-style introduction. This will provide information about programme structure, objectives and approach, and the opportunity to ask questions of the programme managers

Module 1 – Fit for the future

Workshop 1 – Mapping strategy and the future of roads

This workshop brings the whole cohort together for the first time, setting the scene for the Roads Academy programme and introducing self managed learning. It invites delegates to grapple with thinking at a strategic level in leadership of business, people, practice and thought. Delegates' level of thinking will be challenged using both classic and leading edge strategic theory, using their own situations as 'live' case studies to develop:

- A higher, broader level of solution-oriented thinking to apply to challenges.
- Deeper self-knowledge and confidence to act and affect change in their business.
- Real time/real world strategic answers to challenges they face.
- The strategic agility to respond rather than react.
- A longer term and bigger picture perspective.

Learning outcomes:

By the end of the workshop delegates will be able to:

- Clearly define the system in which they are operating (at national, sector and organisation levels).
- Explore the external environment in order to understand this wider system.
- Understand a range of different approaches to developing strategy.
- Understand strategic thinking and develop their ability to think strategically.
- Develop their ability to work collaboratively and in partnership.
- Create a learning community.
- Engage with the learning journey they are embarking upon.



Module 2: The leader as catalyst

Workshop 2 – Personal effectiveness and influence

Having determined what actions to take in the system and how to put them in place, delegates will now work on their own effectiveness and the delivery of performance through others.

They will explore their own emotional intelligence, interpersonal skills, and their sense of purpose and engagement. They will develop a wider range of effective influencing behaviours, in the context of their business and the sector. Delegates will also explore how to maintain their effectiveness, motivation and personal resilience in the face of ambiguity and uncertainty.



Learning outcomes:

By the end of the workshop delegates will be able to:

- Articulate their personal purpose as a leader in the roads sector in a clear, authentic and engaging way.
- Develop and deploy strategies to engage and influence others with integrity.
- Use performance management positively to deliver results, working with and through others.
- Create a climate of productivity in their team, division, organisation and partnership, through their own leadership style and behaviour.
- Prepare themselves and others for change.

Workshops

Module 3: Developing the system for delivery

Workshop 3 – Systems thinking

Using the Burke-Litwin model, a tool for exploring organisation systems, delegates will examine levers for action in their areas of influence. How will they deploy the strategic actions determined in the first workshop to best effect? Where can they act immediately and where do they have to influence and collaborate? This is all about developing the system for performance and delivery.

Delegates will also develop and practise the skills of consultancy to help them gain entry with stakeholders, and buy-in from them to their plans. Development of consultancy skills here will help when delegates begin the ICPG process following module 4.

Learning outcomes

By the end of the workshop delegates will be able to:

- Understand the interplay between different elements of the system in which they are operating.
- Understand how they can interact with and influence the system to achieve maximum impact.
- Identify strategic actions to drive collaborative, customer-facing performance.
- Use a range of consultancy skills and creative solutions to address complex challenges.
- Work effectively with partners and stakeholders to win confidence and buy-in, build strong partnerships and deliver results.



Module 4: Delivering the future

Workshop 4 – Leading in complexity

This is the final workshop in the Roads Academy programme and as such it is centred on action. The Roads Academy, and the associated qualification, is about the demonstration of learning through application.

This workshop, themed around delivering change, provides delegates with the platform to do so.

They will consider both planned and emergent change in context of the sector and the system in which they are operating, their own response to it and how to effectively lead themselves, others and organisations through it, concluding with developing a personal action plan to implement following the workshop.



Learning outcomes:

By the end of the workshop delegates will be able to;

- Understand and describe their own relationship and that of their team/division/business to both planned and emergent change.
- Recognise the impact of change on organisations and people, and how to effectively respond and take positive advantage of change.
- Adapt their own style and behaviour to engage and lead others through change.
- Take away a personal action plan to deliver change in the system, creating value and benefit.

And in doing so:

- Actively demonstrate the application of their learning from participation in the Roads Academy.