



Presidential Delivery Unit

PDU Team Leadership and Delivery Training

Working document
September/October 2018

Objectives for this training



Foundational leadership: basic to advanced leadership training to enhance self leadership, team leadership skills, managing multiple stakeholders



Introducing delivery: providing an overview of what delivery is, its history, Kenya's experience with delivery and overview of the delivery challenge ahead



Delivery deep dive: review of the five key modules for delivery experts to equip the delivery leaders with all necessary skills to effectively run a delivery system

What is Delivery, what can we learn from Kenya?

Communication team to interview CoS, Secretary and S. Director Systems and develop 5 minutes videos on what delivery means to them and the experience of delivery in Kenya



Week 1: Developing a foundation for delivery

Day 1: Setting the Agenda, Introducing Delivery and High Performance

Time	Agenda item
08:00-08:30	Opening and overview of the President's Delivery Unit: relative to delivery space
08:30-09:30	Introduction to Government delivery: the history of delivery, why is it critical, a case study of Kenya, the UK and Sierra Leone?
09:30-11:00	Introduction to MBTI and team dynamics: leading self, leading others, leading a delivery system
11:00-11:30	<i>Tea break</i>
11:30-12:30	Influencing others: strategic leadership in government delivery and powerful stakeholders
12:30-13:30	<i>Lunch</i>
13:30-15:00	Stakeholder management: managing internal and external stakeholders and their interests
13:30-15:00	The importance of high-performing top teams: an introduction to what a high performing top team looks like
15:00-15:30	<i>Tea break</i>
15:30-16:30	Big 4 Deep Dive and the delivery challenge: an introduction to the President's priorities and the challenge ahead
16:30-17:30	Reflections: review of today's lessons in light of the delivery challenge

Day 2: Effective Communication, Leading Others and Disruption

Time	Agenda item
08:00-08:30	Review of day one and agenda: lessons from day 1 and agenda for the day
08:30-09:30	Pyramid Principle of communication: strategic communication and owning the storyline, translating the pyramid to end products and stakeholders
09:30-11:00	7 steps of problem solving : structured approach for resolving complexity, breaking down problem, hypothesis driven approach, prioritization of solutions and translating paper solution to actual impact
11:00-11:30	<i>Tea break</i>
11:30-12:30	Leadership development 1: work planning, time management, work phasing, importance vs urgent
12:30-13:30	<i>Lunch</i>
13:30-15:00	Leadership development 2: leading in the public sector and basic tenets of leadership
13:30-15:00	Negotiation skills, the core of collaborative delivery: working with multiple stakeholders and achieving delivery goals in light of powerful interests
15:00-15:30	<i>Tea break</i>
15:30-16:30	Disruption, understanding a changing landscape for delivery: reflecting on new drivers of change and how they affect deliverology
16:30-17:30	Reflections: review of today's lessons in light of the delivery challenge

Day 3: Setting the Foundation for Effective Delivery, a Case of Arcadia

Time	Agenda item
08:00-08:30	Review of day 2 and defining aspirations: System's priorities and tracking targets
08:30-09:30	Reviewing the current state of delivery: Evaluate the system's current ability to deliver ambitious objectives
09:30-11:00	Build the delivery unit: Design delivery unit structure and identify the right talent. Plan how delivery unit will interact with rest of the system. Build mindsets necessary for success within unit
11:00-11:30	<i>Tea break</i>
11:30-12:30	Build a guiding coalition: Identify and build relationships with individuals who will support, champion, and drive delivery throughout the system
12:30-13:30	<i>Lunch</i>
13:30-15:00	Simulating delivery (1): defining aspiration for the Republic of Arcadia, a case study of selecting a system priorities
13:30-15:00	Taking stock, key lessons from Arcadia: what did we do right? What are the key lessons for Kenya
15:00-15:30	<i>Tea break</i>
15:30-16:30	Simulating delivery (2): reviewing arcadia's current state of delivery and building the delivery unit
16:30-17:30	Reflections: review of today's lessons in light of the delivery challenge

Day 4: Understanding the Delivery Challenge

Time	Agenda item
08:00-08:30	Review of day 3 : Stock taking key learnings from day 3 and their application
08:30-09:30	Evaluate past and present performance: Translate aspirations into specific target metrics, and identify supporting metrics
09:30-11:00	Simulating delivery (3): A review of Arcadia's past and past performance and translating its aspirations into specific target metrics and supporting metrics. Role play cabinet and help Arcadia translate aspirations into specific measurable targets
11:00-11:30	<i>Tea break</i>
11:30-12:30	Understand drivers of performance and relevant system activities: <i>what's the system doing to address drivers of underperformance and should this be refined?</i>
12:30-13:30	<i>Lunch</i>
13:30-15:00	Simulating delivery (4): review Arcadia's current efforts to address drivers of underperformance and decide whether this should be refined or not?
13:30-15:00	Taking stock, key lessons from Arcadia: what did we do right? What are the key lessons for Kenya
15:00-15:30	<i>Tea break</i>
15:30-16:30	Arcadia vs Kenya's Big 4 Agenda, a detailed comparison: what are the key lessons that Kenya can take away from Arcadia?
16:30-17:30	Reflections: review of today's lessons in light of the delivery challenge

Day 5: Formulation of the Big 4 Agenda, how did we get here?

Time	Agenda item
08:00-08:30	Review of day 4 : Stock taking key learnings from day 4 and their application
08:30-09:30	How the Big 4 was formulated, behind the scenes: How the President settled on the Big 4 agenda, what were the options?
09:30-11:00	A detailed review, Health: A review of Kenya's UHC priority and deep dive on the implementation framework, role of PDU and the PMO
11:00-11:30	<i>Tea break</i>
11:30-12:30	A detailed review, Affordable Housing: A review of Kenya's affordable housing priority and how we plan to delivery 500,000 affordable homes
12:30-13:30	<i>Lunch</i>
13:30-15:00	A detailed review, manufacturing: A review of Kenya's strategy to increase the manufacturing sector's contribution to GDP to 15%
13:30-15:00	A detailed review, food security: A review of Kenya's strategy to achieve food security for her population, key drivers and desired outcomes
15:00-15:30	<i>Tea break</i>
15:30-16:30	The Big 4 panel, what's critical for delivery of big 4 agenda, private sector view : Host panel bring private sector and public sector leaders
16:30-17:30	Reflections: review of today's lessons in light of the delivery challenge

Week 2: Planning for and driving delivery

Day 1: Setting a Strategic Direction, Targets and Trajectories

Time	Agenda item
08:00-08:30	Review lessons from week 1: Stock taking key learnings from week 1
08:30-09:30	Determine your reform strategy: Set the strategic direction for the system, including defining a theory of change
09:30-11:00	Simulating delivery (5): develop Arcadia's theory of change, work in groups and present each groups view on the theory of change and the strategic direction of the republic
11:00-11:30	<i>Tea break</i>
11:30-12:30	Simulating delivery (6): a review of Arcadia's solution space and sequencing initiatives to achieve maximum impact
12:30-13:30	<i>Lunch</i>
13:30-15:00	Set targets and trajectories (1): set interim and final targets for the target metric(s)
13:30-15:00	Set targets and trajectories (2): develop a realistic trajectory based on benchmarks and expected efficacy of the reform strategy
15:00-15:30	<i>Tea break</i>
15:30-16:30	Simulating delivery (7): set targets and trajectories for Arcadia's reform strategy
16:30-17:30	Reflections: review of today's lessons in light of the delivery challenge

Day 2: Developing Delivery Plans for Priority Initiatives

Time	Agenda item
08:00-08:30	Review lessons from day 1: Stock taking key learnings from day 1
08:30-09:30	Produce delivery plans: Identify which delivery plans the system requires, select owners, and help them to write their delivery plans
09:30-11:00	Case Study 1: Sierra Leone Health Sector Plans: developing delivery plans for the Sierra Leone Health sector transformation, key lessons and application for Kenya
11:00-11:30	<i>Tea break</i>
11:30-12:30	Case Study 2: Sierra Leone Energy Sector: developing delivery plans for the Sierra Leone Energy sector transformation
12:30-13:30	<i>Lunch</i>
13:30-15:00	Case Study 3: Kenya's Digital Learning Programme: developing delivery plans for the Kenya's DLP programme, a delivery chain example
13:30-15:00	Case Study 4: Kenya's Standard Gauge Railway: developing delivery plans for the Kenya's SGR programme, a delivery chain example
15:00-15:30	<i>Tea break</i>
15:30-16:30	Simulating Delivery (8): developing delivery chains for Kenya's Affordable Housing Programme
16:30-17:30	Reflections: review of today's lessons in light of the delivery challenge

Day 3: Establishing and Communicating Effective Routines

Time	Agenda item
08:00-08:30	Review lessons from day 2: Stock taking key learnings from day 2
08:30-09:30	Establishing effective routines: rationale for effective routine setting and why this is key for effective delivery
09:30-11:00	Simulating Delivery (9): team develops a sample routine for Arcadia's Delivery Unit, review of best practice and what key success factors are
11:00-11:30	<i>Tea break</i>
11:30-12:30	Case Study 5: Sierra Leone President's Recovery Priorities Unit: a case study on effective routines, "how they brought an entire country back to life"
12:30-13:30	<i>Lunch</i>
13:30-15:00	Developing an effective assessment framework for routines: how to ensure routines are effective by establishing regular check gates
13:30-15:00	Communicating expectations for routines: how do we ensure that delivery leaders effectively communicate routines across the delivery system?
15:00-15:30	<i>Tea break</i>
15:30-16:30	Stock take 1: what are the key lessons we have learned over the last few days and how does this tie in with the challenge ahead?
16:30-17:30	Reflections: review of today's lessons in light of the delivery challenge

Day 4: Anticipating Problems Early, A Case Study Review

Time	Agenda item
08:00-08:30	Review lessons from day 3: Stock taking key learnings from day 3
08:30-09:30	Solving problems early: anticipating problems before they arise and classifying problems according to severity to uncover root causes
09:30-11:00	Simulating Delivery (10): anticipating problems in the affordable housing pillar, classifying them and uncovering the root causes
11:00-11:30	<i>Tea break</i>
11:30-12:30	Case Study 6: Otario's Education Sector, Sierra Leone Working Groups: a full system's approach to anticipating problems, key lessons for future projects
12:30-13:30	<i>Lunch</i>
13:30-15:00	Case Study 7: how we anticipated and solved problems for SGR: a full system's approach to anticipating problems, key lessons for future projects
13:30-15:00	Case Study 8: how we anticipated and solved problems for DLP: a full system's approach to anticipating problems, key lessons for future projects
15:00-15:30	<i>Tea break</i>
15:30-16:30	Case Study 9: how we anticipated and solved problems for Early Oil: a full system's approach to anticipating problems, key lessons for future projects
16:30-17:30	Reflections: review of today's lessons in light of the delivery challenge

Day 5: A Culture of Delivery

Time	Agenda item
08:00-08:30	Review lessons from day 4: Stock taking key learnings from day 4
08:30-09:30	Building and maintaining a culture of delivery: Building a culture that emphasizes action and progress in a challenging environment
09:30-11:00	Simulating Delivery (11): how can the PDU ensure that it maintains a culture of delivery?
11:00-11:30	<i>Tea break</i>
11:30-12:30	Case Study 10: a delivery review of Galana Kulalu: a critical example of the impact of a delivery unit, what we could have done better?
12:30-13:30	<i>Lunch</i>
13:30-15:00	Case Study 11: a delivery review of the SGR: a critical example of the impact of a delivery unit, what we could have done better?
13:30-15:00	Case Study 12: a delivery review of the Loiyangalani-Suswa T-Line: a critical example of the impact of a delivery unit, what we could have done better?
15:00-15:30	<i>Tea break</i>
15:30-16:30	How can an effective delivery improve on our case studies: how would an effective delivery culture led to more impact on the focus case studies?
16:30-17:30	Reflections: review of today's lessons in light of the delivery challenge

Week 3: An irreversible culture of delivery

Day 1: Building System Capacity, Communication and Relationships

Time	Agenda item
08:00-08:30	Review lessons from week 2: Stock taking key learnings from week 2
08:30-09:30	Building system capacity all the time: reviewing system's current capacity to deliver aspiration and enhancing capacity to match delivery need
09:30-11:00	Communicating the delivery message: how to tie down the delivery message to key stakeholders, tracking messages and taking action to remedy
11:00-11:30	<i>Tea break</i>
11:30-12:30	Unleashing the alchemy of relationships: Identify, cultivate, and leverage relationships to create an independent will to deliver throughout the system
12:30-13:30	<i>Lunch</i>
13:30-15:00	Stock take 2: what are the key lessons we have learned over the last two weeks and how will they influence our approach to delivery?
13:30-15:00	Stake on the ground: delivery leader sets expectations for the delivery phase
15:00-15:30	<i>Tea break</i>
15:30-16:30	Training close-out: all in

