

► 04 – 07 DEC 2017 ◀

# 7 SKILLS FOR EFFECTIVE PUBLIC MANAGERS

EXECUTIVE EDUCATION

## ► INTRODUCTION ◀



Increasingly, public managers operate in a VUCA world – characterised by volatility, uncertainty, complexity, and ambiguity. Leaders are answerable to multiple stakeholders, including their own organisations, parent and sister agencies, private companies, citizens, and civil society groups, as well as international actors and organisations. Aside from having to work with these various stakeholders with their own distinct agendas and interests, public managers often find themselves confronted with policy conundrums with no easy answers. At the same time, if they manage to leverage the strengths and expertise offered by stakeholders and harness the benefits of technologies, they may be able to create more value at lower costs. In short: 21st century challenges can be turned into immense opportunities.

But how should they tackle this? Clearly, business as usual is not an option. Developing competencies in areas such as strategic planning, operational control, and financial forecasting are no longer sufficient. New skills, competencies, and values will have to be added to existing ones. But which will be most important, and how can managers and their agencies acquire and nurture these skills, competencies, and values?

Taught by the faculty of the Lee Kuan Yew School of Public Policy and guided by the lead instructor's brand new book *The 21st Century Public Manager*, this 4-day programme on *7 Skills for Effective Public Managers* provides cutting-edge insights on complexity, diversity, and resilience in preparation for a VUCA world. Participants will be equipped with the tools, cases, and best practices to be better prepared and more confident about turning today's and tomorrow's challenges into opportunities. After taking this course, participants will craft their own future as 21st century public managers.



## ► KEY INFORMATION ◀

### Date & Duration

04 – 07 December 2017 (4 DAYS)

### Venue

Lee Kuan Yew School of Public Policy  
National University of Singapore

(469C Bukit Timah Road Singapore 259772)

### Programme Fees\*

- › S\$3,980 + 7% GST<sup>#</sup>
- › S\$3,582 + 7% GST (For Groups of 3 or more Participants)
- › S\$3,184 + 7% GST<sup>#</sup> (20% discount for LKY School Degree Programme/ Executive Education Programme Alumni)<sup>^</sup>

### Applications

Please submit completed Application Form & CV

(Refer to enclosed form for more details)

### Deadline for Applications

06 November 2017

### Contact

Executive Education Department  
Lee Kuan Yew School of Public Policy

Tel: (65) 6516 8697 / (65) 6601 1183

Fax: (65) 6872 9291

Email: lkysppep@nus.edu.sg

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\* Fee is based on per-person basis and includes food, refreshments, site visits and learning support materials. All participants will receive their own personal copy of the textbook *The 21st Century Public Manager*. Overseas participants should arrange their own visa, travel costs from Singapore, accommodation, transport, and cover their living expenses while in Singapore. The LKY School does not provide scholarships or financial aid for this programme.

# Goods and Services Tax (GST) is applicable for Singapore-based participants and overseas participants who are self-funded or sponsored by Singapore organisations.

<sup>^</sup> All discounts are not cumulative and only one of them (the greater) is granted at a time. Alumni discount can only be used once per year. Nominees from non-profit and non-governmental organisations may qualify for sponsorships. Please contact us for more details.

## ▶ PROGRAMME OBJECTIVES ◀

This programme will help participants be:

- › More effective in preparing for ‘known’ and ‘unknown’ 21st century public management challenges;
- › More confident and astute in dealing with ambiguous stakeholders, populist electorates and political bosses;
- › More realistic in assessing the risks and benefits of cross-sectoral collaboration;
- › More effective in managing and leading diverse teams with members from different generations and backgrounds; and
- › More skilled at combining long-term strategic planning and foresight with immediate responses to continuous media cycles and requests.

## ▶ TARGET AUDIENCE ◀

This programme is designed for middle- to senior-level policymakers and directors of programmes, departments and agencies who want to adopt a more future-ready mindset, and for public managers who are transitioning from leading small teams, programmes or projects to more senior roles where they will lead and manage bigger teams in cross-departmental, cross-sectoral, and cross-national settings. It is also particularly useful for managers of non-profit and private sector organisations working with or through governments.

## ▶ PROGRAMME FOCUS ◀

The programme is structured around 7 key skills that help public managers become more effective in their operating environments:

1. **Managing Multiple Stakeholders** – Dealing with more fluid and ambiguous stakeholder networks across various engagement platforms (including new media).
2. **Managing Political Turbulence and Leadership Shifts** – Dealing with declining public trust and legitimacy, populism, and more frequent (and sudden) leadership shifts.
3. **Managing the New Work (Force)** – Dealing with new generations of workers and new (virtual, technologised, remote, and flexible) work practices.
4. **Managing Internal and External Innovation Forces** – Managing tensions between innovation, risk-aversion and austerity in implementing new regulations, programmes and technologies.
5. **Managing Ethical Complexities** – Operating amidst new types of ethical dilemmas and scrutiny from stakeholders;
6. **Managing Short versus Long Term Horizons** – Acting in the present as well as anticipating the future(s) through strategic use of foresight exercises and media frames.
7. **Managing Cross-Sectoral Collaboration** – Leveraging on the working styles, resources, and agendas of different types of partners in collaborative arrangements.





# 7 SKILLS FOR EFFECTIVE PUBLIC MANAGERS

## 04 – 07 December 2017

Kindly complete the Application Form and submit together with a copy of participant's CV either by email or post.

### › Participant Details

MR/MS/DR/OTHERS\* (If others, please specify) \_\_\_\_\_

FIRST NAME \_\_\_\_\_ LAST NAME \_\_\_\_\_

DESIGNATION \_\_\_\_\_ DEPARTMENT \_\_\_\_\_

ORGANISATION \_\_\_\_\_

ADDRESS OF ORGANISATION \_\_\_\_\_

NATIONALITY \_\_\_\_\_ OFFICE NUMBER \_\_\_\_\_

EMAIL ADDRESS \_\_\_\_\_ MOBILE NUMBER \_\_\_\_\_

DIETARY RESTRICTION (IF ANY) \_\_\_\_\_

NO. OF YEARS OF RELATED EXPERIENCE \_\_\_\_\_

### › Programme Expectation

MOTIVATION FOR JOINING THIS PROGRAMME (1–2 sentences)

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DESCRIBE YOUR CURRENT ROLE IN YOUR ORGANISATION (1–2 sentences)

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### › Payment Details

#### Programme Fees\*:

[ ] S\$3,980 + 7% GST#

[ ] S\$3,582 + 7% GST (For Groups Of 3 or more Participants)

[ ] S\$3,184 + 7% GST# (20% discount for LKY School Degree Programme/ Executive Education Programme Alumni)^

Please indicate programme title and year of completion: \_\_\_\_\_

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\* Fee is based on per-person basis and includes food, refreshments, site visits and learning support materials. All participants will receive their own personal copy of the textbook *The 21st Century Public Manager*. Overseas participants should arrange their own visa, travel costs from Singapore, accommodation, transport and cover their living expenses while in Singapore. The LKY School does not provide scholarships or financial aid for this programme.

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**Mode of Payment:**SPONSORED BY  INDIVIDUAL  OWN ORGANISATION  OTHER ORGANISATIONPlease state the Sub-BU Code if sponsored by Singapore government agency:  

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**Payment Contact:**

FIRST NAME \_\_\_\_\_ LAST NAME \_\_\_\_\_

DESIGNATION \_\_\_\_\_ DEPARTMENT \_\_\_\_\_

ORGANISATION \_\_\_\_\_

BILLING ADDRESS \_\_\_\_\_  

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EMAIL ADDRESS \_\_\_\_\_ OFFICE NUMBER \_\_\_\_\_

How did you hear about this programme (You may select more than one option):

 PREVIOUS PROGRAMME PARTICIPANT  LKY SCHOOL ALUMNI  LKY SCHOOL WEBSITE LKY SCHOOL SOCIAL MEDIA  LKY SCHOOL EMAIL/ NEWSLETTER  INTERNET SEARCH PROGRAMME BROCHURE  OTHERS: PLEASE SPECIFY: \_\_\_\_\_

Please indicate below if and how you wish to be contacted for future updates of LKY School programmes and events:

 OFFICE NUMBER  EMAIL  NO, I DO NOT WISH TO BE CONTACTED

## › Cancellation Policy and Important Notes

The LKY School reserves the right to determine the final list of participants taking diversity into account.

Once confirmed, should the participant cancel four (4) weeks before the programme, the LKY School will charge the participant or the sponsoring organisation a cancellation fee equivalent to 50% of the programme fee. LKY School reserves the right to postpone or cancel the programme by giving at least 14 days notice.

Please note that photography, audio, and video recording may occur during the programme. All photography, audio, and video recording may be used for the purpose of LKY School's marketing, publicity purposes in print, electronic, and social media. If you do not wish to have your image recorded or published, for compelling and legitimate grounds relating to your particular situation, please inform us via email before the start of the programme. LKY School shall not be responsible for photographs and/ or videos taken by unauthorised persons during the programme.

By signing this application form, you agree that LKY School and NUS may collect, use, and disclose your personal data, as provided in this application form, for the following purpose in accordance with the Personal Data Protection Act 2012 and our data protection policy:

- › Disclosure and transfer of your data to third party service providers, agents and/ or our affiliates or related corporations that provide administration, data processing, computer, or other services to LKY School and NUS.

Please visit our website at <http://www.nus.edu.sg/legal-information-notice> for further details on our data protection policy, including how you may access and correct your personal data or withdraw consent to the collection, use, or disclosure of your personal data.

I have read the above and accept the terms.

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**Applicant's Signature****Date**Send your application materials to us by email or post. Put **"7 Skills for Effective Public Managers"** as the email subject line or on the envelope flap.You can also submit your application **ONLINE**. Visit [www.lkyspp.nus.edu.sg/executive-education/](http://www.lkyspp.nus.edu.sg/executive-education/) for more details.

## ► FACULTY & SPEAKERS ◀

The *7 Skills for Effective Public Managers* programme will be taught by international faculty of the Lee Kuan Yew School of Public Policy and senior practitioners who are experts in their respective fields.

### **Associate Professor Zeger Van der Wal**

*Lee Kuan Yew School of Public Policy  
National University of Singapore*

Zeger van der Wal is a globally recognized lecturer, researcher, and consultant in public management and leadership. He is the author of the highly anticipated textbook *The 21st Century Public Manager* (published with Macmillan in 2017). Currently, he is a senior Faculty member at the LKY School of Public Policy. In 2014, he was awarded the prestigious Humanities and Social Sciences Faculty Research Fellowship as well as the National University of Singapore Teaching Excellence Award. In recent years, he has developed an active portfolio of executive education and consulting assignments. Clients include: World Economic Forum, VISA, Monetary Authority Singapore, Sri Lanka Public Service Commission, Malaysia Anti-Corruption Agency, The Executive Council of Dubai, Home Team Academy Singapore, Ministry of Transport Singapore, UNDP, Toyota Asia-Pacific, and Civil Service College Singapore.

### **Dr. Alex Lin**

*Head  
Infocomm Investments Pte Ltd*

As Head of Infocomm Investments Pte Ltd, Alex Lin leads a team of investment professionals to develop the infocomm start-up ecosystem in Singapore, through strategic investments in promising companies.

For the last 10 years, Alex had been actively building companies, mentoring entrepreneurs and investing in promising start-ups. He held entrepreneurship and investment related roles in prototyping capabilities and incubators. He is also an engaging speaker promoting innovative thinking amongst aspiring start-ups and hackathons in Asia.

### › About *The 21st Century Public Manager*

Truly global in scope and ambition, *The 21<sup>st</sup> Century Public Manager* aims to inspire public managers in rethinking their roles, skills, and values.

This timely and accessible book includes real-life examples and cases from over 25 countries across the globe.

It is written for aspiring and current public managers in graduate schools and executive education programs.

Every accepted participant of the *7 Skills for Effective Public Managers* programme will receive a copy of this book.



EXECUTIVE EDUCATION

## LEE KUAN YEW SCHOOL OF PUBLIC POLICY

National University of Singapore  
469C Bukit Timah Road  
Singapore 259772



[LKYSPP.nus.edu.sg](http://LKYSPP.nus.edu.sg)



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