CARICAD
Caribbean Centre for Development Administration

Mid-Level Leadership Development Programme

CALL FOR APPLICATIONS

Call issued: April 21, 2023
Application deadline: June 23, 2023

Mid-Level Leadership Development Programme

The Caribbean Centre for Development Administration (CARICAD) is pleased to issue a Call for Applications from suitably qualified **mid-level managers** for enrolment in its Mid-Level Leadership Development Programme (LDP). The LDP will be delivered in a synchronous, virtual and experiential learning format **beginning September 2023.**

PROGRAMME OVERVIEW

The LDP is designed to strategically strengthen the next generation of Caribbean men and women leaders to contribute more effectively to regional integration and economic growth. This is accomplished by developing leadership programming aligned to the needs and culture of the Caribbean Region and by fostering regional approaches for the sustainability of leadership development.

The key programme areas of the LDP are:

1) **Leadership Development Programme (LDP)**: CARICAD delivers several leadership development programmes targeted at political, senior executive, mid-level and first-time junior leaders from CARICAD member states, regional organisations and beyond.
2) **Enabling Environment**: Cognizant of the fact that the realities of one's work environment have a significant impact on a leader's ability to apply lessons learnt, CARICAD administers an Enabling Environment Assessment Tool to assess the organisational factors within Caribbean public sector and regional institutions that enable the practice and development of leadership. Visit the website at www.clptoolkit.org for further details.
3) **Continuous Learning and Development Network (CLDN)**: Continuous learning and development networks proactively support learners as they practice their learning in their workplaces. Learning and development networks maximize the impact of learning by facilitating further exchanges about the practical applications of what happens in the classroom and other formal learning events.

CONTENT FOR MID-LEVEL LEADERS

This LDP aims to address the following core leadership competency areas and link these in particular to the unique challenges, demands, priorities and learning needs of mid-level managers. The focus is on the role of the *leader* and *leadership* as a function and will assist participants in linking their managerial role to leadership aspects, behaviours and approaches. The broad themes to be covered are:

- ***Who am I as a leader?*** - Understanding self, one's own leadership style and approaches, and how to build effective relationships.
- ***Who are we as a team?*** - Leading and developing one's team, and learning a variety of tools to build high performing teams.
- ***Who do we serve?*** - Analysing clients' needs and managing quality client service, fostering innovation in improving client service, and interpreting and implementing organisational strategy.

We will address key leadership themes and concepts in areas of People Intelligence, Business & Organisational Intelligence, Operational Intelligence and Emotional Intelligence. Fully integrated with these areas, the LDP will address environmental sustainability, gender equality and diversity as Cross-Cutting Themes (CCTs). The design will enable participants to explore and appreciate the importance of economic growth, regional integration and good governance.

PROGRAMME COMPONENTS AND TIME COMMITMENT

The programme is approximately three (3) months in duration. **Participants are required to fully participate in all components in order to retain enrolment in the Programme.** The programme offers an integrated design of virtual sessions in large and smaller group sessions, self-study and a practical work-based learning and application project. All components are interconnected and become stepping stones to create a coherent learning experience delivered in a mix of various learning methodologies.

- **Programme launch and orientation webinars**: These will take place online commencing September 2023. *(About two to three two-hour virtual group sessions)*
- **Personal Learning Plan**: Participants will be supported in developing their individual learning plans to guide their leadership learning journey within and beyond the programme: mapping their objectives, milestones and impact at a personal and organisational level, as well as their commitment to the transfer of learning to others in their ministries or organisations.
- **Learning modules for** the full cohort will entail pre-planned, regularly scheduled, mandatory 3 hour virtual learning sessions between September and December 2023. All sessions will be delivered by professional regional and international facilitators and high-level guest-speakers from the public, private and civil society sectors.
- **Improvement Project:** Participants identify a work-based practical application project on a strategic issue for their organisation/ team/functional area in consultation

with his/her manager. Participants will be supported throughout the programme in the development of their improvement project. The final project is required to be submitted in December 2023.

- **Peer-learning activities, self-study and homework:** Participants will be expected to actively engage and participate online, do homework both individually and with fellow participants, engage in self-study, access recordings and reading materials and participate in cohort blogs and discussion boards online. (*Assignments will be practical and relevant, and time commitment will depend on the themes and questions raised*)
- **Access to mentoring from LDP Alumni and the CLDN:** The various LDP alumni will assist with the orientation and the mentoring of participants throughout and after the programme.

It should be noted that participants will be required to have reliable access to the internet, a laptop or desktop computer, and the requisite ICT skills to access online learning platforms, and use of Microsoft Office applications, in order to fully participate in this programme.

PROGRAMME BENEFITS

Participants will:

- ***Practice systemic, critical and adaptive thinking and practical, work-related behaviours***– through classroom and virtual learning experiences, reflection, peer-coaching and self-assessment and feedback.
- ***Acquire international and regional perspectives*** – through presentations by expert resource persons, readings, site-visits or work-related leadership projects.
- ***Bring practical learning to their teams/peers*** –by teaching their peers in the broader Public Service community (including the various institutions and organs of CARICOM and the OECS Commission), and by reporting on their learning to other colleagues, senior leaders (Permanent Secretaries, CEO's etc.) and staff.
- ***Develop a network of trusted colleagues*** – through full-cohort and small-group learning activities as well as through mentoring and on-going alumni events, participants will develop as a community of learners and leaders that can support one-another during and beyond the programme.
- ***Demonstrate full commitment to their transformational journey*** – by identifying their Learning plan and participating in and attending all of the Programme components and other organised meetings and activities.

The Country and Region will:

- ***Learn from participants' experiences and professional growth*** – new strategies, new leadership competencies, new approaches to public service leadership, and service delivery;
- ***See direct impact -*** attention will be paid to addressing regional challenges in environment, governance, economic development, gender and diversity, human resource

development, as well as fostering more systematic and sustainable approaches to leadership development for upcoming generations;

- ***Realise greater collaboration within and across countries:*** participants will be challenged to build strong relationships and networks as well as become role models by sharing their insights within the Public Service community of their country, and across the Region; and
- ***Develop sustainable strategies for continued excellence*** – Throughout the programme, the facilitators and support team will work with participants to apply their learning strategically and systemically, emphasizing practical ways to create an enabling environment for sustainable public service excellence as well as focusing on the continuous learning and development of themselves and their staff.

The mandate and priority are focused on creating sustainable and continued learning, enabling an impact beyond the participants and the programme itself. Therefore, participants' success in the Programme will be determined by observable/measurable improvements in job performance as evidenced by post-programme evaluation studies and research.

PROFILE

The Mid-Level Leadership Development Programme, with a target of 24 participants, will be composed of **mid-level leaders.**

PARTICIPANT SELECTION CRITERIA

This Programme has been described by our alumni as "not for the 'faint-hearted'", "completely different than traditional classroom learning" and "truly a deep transformative learning experience."

To continue ensuring high quality learning for all involved, we, therefore, recommend that all applicants for enrollment in this Programme of the LDP **should**:

- Have five (5) years' experience at a mid-level leadership position. Candidates with a shorter time at this level who can demonstrate sound supervisory experience (i.e. managing a project team, or a unit with responsibility for people and performance) are invited to present a compelling case which will be taken into consideration.
- Supervise a team and can adequately describe the size and kind of team and function they manage.
- Report to a senior manager directly.
- Have support from their manager for their participation and the study time required.
- Commit to undertaking an Improvement Project, relevant to their unit, department or functional area during the LDP.

All applicants for enrollment in the LDP **must**:

- Have attained a minimum of a Bachelor's Degree from a 3-4 year degree programme at a duly accredited tertiary institution; however candidates without a Bachelor's degree who can demonstrate that they have a sound combination of supervisory experience and work related training will be considered.
- Be willing, able and **fully committed** to participate in **all elements** of this blended, experiential learning-oriented Programme;
- Be open to a leadership development learning experience which will stretch assumptions about themselves, learning and leading;
- Possess a proficiency in Windows (or Mac) operating systems and Microsoft Office Suite and sufficient technical equipment in order to be able to participate in the virtual learning components; access to a quiet working space to attend virtual sessions is essential.

As part of the application process, applicants will be asked to demonstrate and describe, with specific examples, their commitment and approach to on-going professional leadership development, as well as their commitment to transferring and supporting the development of their organisation, their direct reports, their peers and others to ensure sustainability and impact of learning and development beyond the programme's boundaries.

COST

USD$2000.00 inclusive of tuition and programme materials per participant.

HOW TO APPLY

Interested candidates are required to:

- Complete the electronic application form. (Hand-written application forms will not be accepted).
    - If candidates are being sponsored by their organisation, the relevant section on the application form should be filled out by the Head of the sponsoring organisation or his/her authorised designate.
- Completed application forms must be submitted to info@caricad.net by **June 23, 2023.**
- Once your application has been provisionally accepted, details will be emailed to you with regards to payment arrangements. **Registration in the Programme will only be confirmed upon receipt of full payment.**
- Note that Programme spaces are limited, so early registration and payment are highly recommended.

REQUIRED COMMITMENT

All persons admitted to the Programme are required to participate fully in **all** online and other programme events and activities. **Failure to do so, as determined by CARICAD may result in the participant being removed from the Programme, without a refund of fees.** In that event, **the sponsoring organisation and the participant** will be notified of the participant's removal from the Programme. The removal of any participant from the

Programme will **not** adversely impact subsequent applications for other CARICAD programmes.

FURTHER INFORMATION

For further information, contact us at info@caricad.net. For additional information about our Leadership Programmes, visit the website at www.caricad.net.