

# EXECUTIVE PUBLIC LEADERS PROGRAMME

---

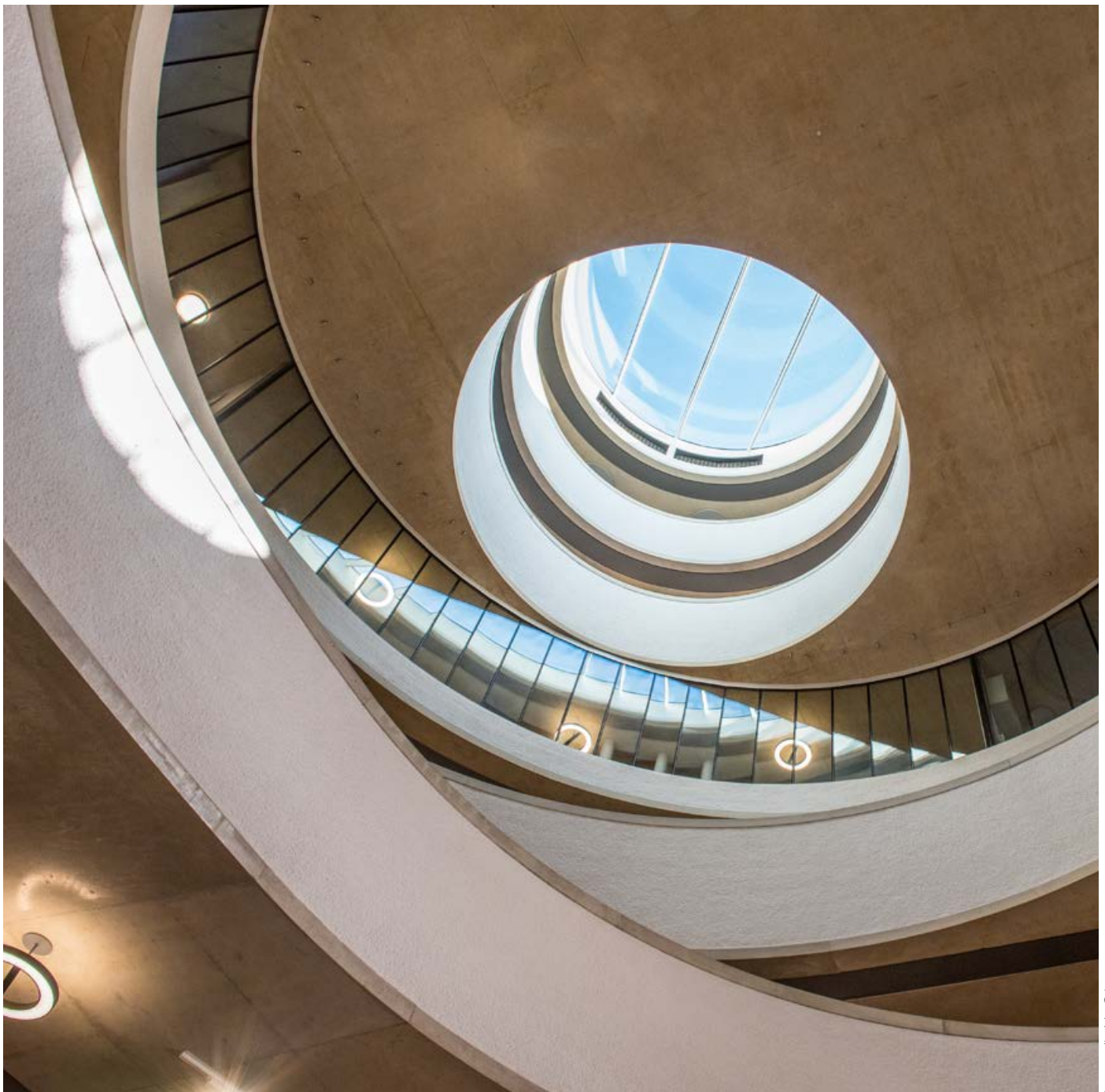


Image credits: John Cairns

The Executive Public Leaders Programme is a unique executive education opportunity from the Blavatnik School of Government, University of Oxford, for the heads of public organisations.

# EXECUTIVE PUBLIC LEADERS PROGRAMME

Governments and citizens expect the leaders of ministries, large executive agencies and international organisations to manage a wide array of complex challenges, from the effects of globalisation to rapid developments in technology. These institutions influence the lives of millions of citizens, spend billions in public funds and employ thousands of staff.

The Executive Public Leaders Programme brings you, as the head of a public organisation, to an environment that marries experience with cutting-edge ideas – and gives you space to reflect on and strengthen your capacity to provide inspirational leadership in the context of rapid change.

Offering academic insight, peer learning and one-to-one coaching, this programme is for you if you head a ministry, regulatory agency or international organisation, or are likely to move into such a position soon. You will learn from world-renowned scholars in varied fields, from outstanding leaders across different sectors, and from one another.

***“The Blavatnik School has rapidly established itself as a leading education and research partner for senior public policymakers. If you want to be challenged and supported by smart people who share your commitment to public service, it’s hard to beat.”***

**Lord O’Donnell, head of the UK civil service 2005–11**



Image credit: John Cairns

The Blavatnik School of Government



Image credit: iStock

University of Oxford

# EXECUTIVE PUBLIC LEADERS PROGRAMME

## Programme details

- **Session dates:** 7–20 July 2019
- **Application deadline:** 28 February 2019
- **Faculty chair:** Professor Ngaire Woods
- **Fee: £18,000 per person**, which includes accommodation (6–20 July), meals, tuition, programme materials, executive coaching and extracurricular activities
- **Language:** English

*“My time at the Blavatnik School of Government was a great chance to test and refine the National Performance Framework for Scotland.”*

**Leslie Evans, Permanent Secretary to the Scottish Government, and part of the Blavatnik School’s Permanent Secretary Fellowship programme**

## Outcomes

The programme will help you respond to fundamental changes confronting your organisation, drawing on lessons from across the globe and from your fellow participants. You will leave Oxford better equipped to tackle immediate issues and better resourced to deal with challenges in future.

In particular, you will have strengthened your capacity to respond to four challenges facing all leaders of major public organisations:

- Adapting to changing digital technology and the role of big data – harnessing the benefits and managing the challenges
- Achieving outstanding people and organisational performance to support public sector transformation
- Creating effective partnerships with businesses and non-governmental organisations to deliver better outcomes for citizens
- Building a culture of integrity

The programme will help you to develop a personal and organisational action plan, supported by programme faculty, executive coaches and your peers.



Lord O’Donnell, head of the UK civil service 2005–11; Ana Brnabić, Prime Minister of Serbia; and Shu Yinbiao, chairman of the State Grid Corporation of China; all speaking at the Blavatnik School



## EXECUTIVE PUBLIC LEADERS PROGRAMME

### Faculty and practitioners

Our expert faculty from the Blavatnik School of Government have developed the programme in consultation with practitioners from the highest levels of public service. You will be guided by a combination of our core faculty, leading practitioners, and renowned experts from other disciplines drawn from the wider University.

Faculty teaching on the programme include Blavatnik School researchers who are globally recognised for their expertise, such as Professor Ngaire Woods and Sir Paul Collier, while our guest practitioners include Dominic Barton, the global head of McKinsey & Company from 2009 to 2018, and Diego Piacentini, a former Vice-President at Amazon who took leave of absence from the company to spearhead the Italian government's digital agenda.

An indicative list of programme faculty can be found on pages 6–7.



#### Faculty chair: Ngaire Woods

The faculty chair of the programme is **Professor Ngaire Woods CBE**, founding dean of the Blavatnik School. Ngaire's research focuses on the governance of organisations, the challenges of globalisation, global development, the role of international institutions and global economic governance. She advises governments worldwide as well as multilateral organisations including the IMF, the Asian Infrastructure Investment Bank, the African Development Bank, the UNDP, and the Commonwealth Heads of Government. She has presented many documentaries for radio and television and authored numerous books. She has a BA and LLB from Auckland University and an MPhil and DPhil from Oxford University.

# EXECUTIVE PUBLIC LEADERS PROGRAMME

## Programme content

The programme recognises the speed and depth of change confronting today's leaders, and will open with an overview of the key drivers of change: technological, social, political and environmental. The programme is led by faculty who research these changes and their impact on public organisations, and by practitioners – from the public, private and not-for-profit sectors – who have experience of leading organisations in these contexts. Throughout, you will draw on your peers on the programme as sources of expertise, strength, and resilience in challenging times. In doing so, you will establish a network that will support you into the future.

The programme will acquaint you with new frameworks, skills, and good practice, and is taught through a combination of interactive classes, case studies, simulations, and individual and group problem-solving.

You will also benefit from Oxford's long tradition of tutorial learning, with time allocated for private meetings with faculty and for personal coaching alongside the central group work.

Learning will be grouped under four broad themes:

### Technology and data

Data and changing technology present a potentially transformative opportunity for governments. The technological revolution has not only underpinned a data explosion, but altered in multiple other ways how people live, work and communicate.

Governments everywhere are grappling with the implications of these rapid changes. By the end of the programme you will understand how best to use data in policy-making; how to implement digital transformation within the public sector; how governments influence technology firms and how to use this influence for inclusive economic development; and how to manage some of the risks of the technological revolution, including through better cybersecurity.

### People, performance and transformation

Your organisation is only as good as the people who work in it. You need outstanding skills in recruiting, motivating and retaining excellent staff; in managing individual and organisational performance; in designing the structure that delivers best outcomes; and in setting organisational direction and priorities – all in the specific context of public resourcing and accountability.

During the programme you will analyse what determines the design and culture of your organisation and what this means for your approach to leadership. You will assess and improve your people and performance management – including your personal practice. You will also strengthen your ability to navigate the political/public service interface. Taken together, these skills will help you manage change and achieve transformation in your organisation.



University of Oxford

Image credit: iStock

# EXECUTIVE PUBLIC LEADERS PROGRAMME

## Business and non-profits: partnerships to deliver outcomes

Public sector organisations only have so much influence over life outcomes for their citizens: the lives of the people you serve are heavily shaped by the services they receive from the private and not-for-profit sectors, while your own organisation is likely to be increasingly reliant on partners for the delivery of public services.

The programme will enhance your capacity to work effectively in partnership, strengthening your understanding of peers from the private and not-for-profit sectors and your ability to align intent.

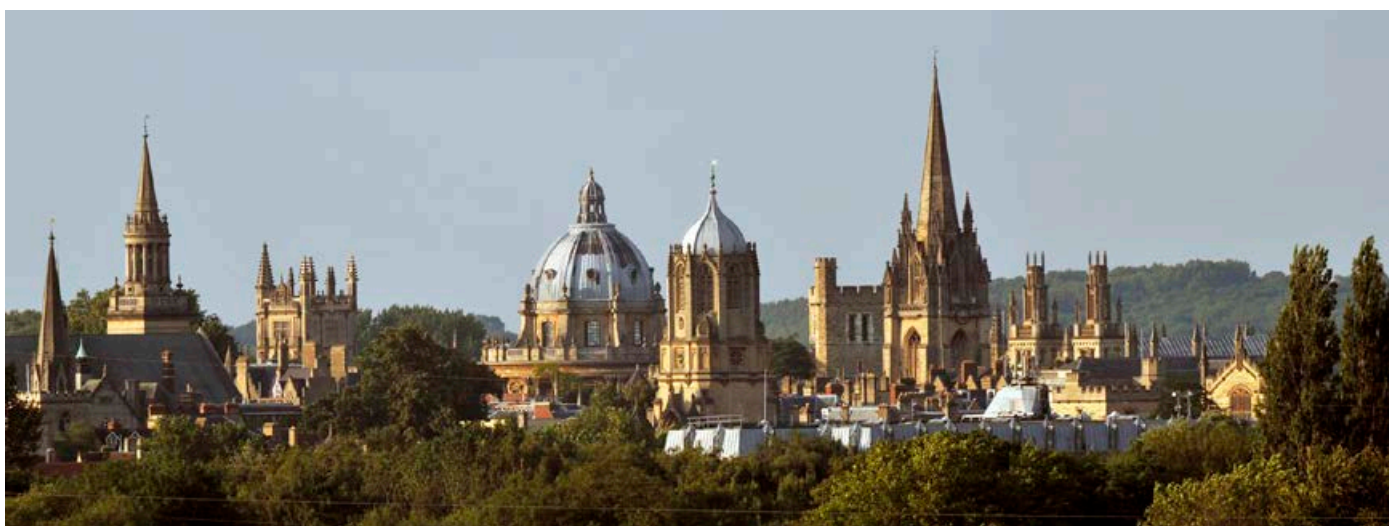
Public organisations not only collaborate with other sectors; they influence them by setting the rules. You will reflect on where to gain the evidence and expertise to inform regulatory activity.

You will leave better able to assess the effectiveness of regulation in a sector; to use outcomes-based commissioning to drive improvements in delivery; and to understand the rapidly changing business-government nexus.

## Building a culture of integrity

You establish authority to lead by demonstrating your commitment to the purpose of your organisation and through actions that embody the values underpinning that purpose. As well as demonstrating this personal integrity, leaders also drive organisational integrity: the alignment of all activities with the organisation's overall purpose. These two aspects of integrity, personal and organisational, are mutually reinforcing.

During the programme you will reflect on the basis for personal and organisational integrity; link your activities to the people you serve; and consider how to increase the effectiveness of external and internal communication through reference to values. You will also hone specific skills for which both personal and organisational integrity are critical, such as responding to deep reputational crises or navigating complex negotiations where there may be power asymmetry, multiple interest groups, and/or intense public scrutiny.



# EXECUTIVE PUBLIC LEADERS PROGRAMME

## Programme faculty

You will be guided by a combination of our core faculty, leading practitioners, and renowned experts from other disciplines drawn from the wider University. Those whose involvement is already confirmed are listed below, with additional experts due to be confirmed shortly.



### Mara Airoidi

Mara Airoidi is Director of the Government Outcomes Lab within the Blavatnik School, leading research and practitioner engagement on how to improve the outcomes of government commissioning from the private and not-for-profit sector. An economist and decision analyst by

background, she has particular expertise in healthcare and has worked extensively with the UK and Italian national health systems. She has consulted for the UK and Canadian governments, NATO, and the Global Fund to Fight Aids, Tuberculosis and Malaria.



### Dominic Barton

Dominic Barton is global managing partner emeritus of McKinsey & Company and headed McKinsey between 2009 and 2018. He leads the firm's focus on the future of capitalism and the role business leadership can play in creating long-term social and economic value. Dominic chairs

the Canadian Minister of Finance's Advisory Council on Economic Growth and the Seoul International Business Advisory Council. He is author or co-author of a number of books, including *Dangerous Markets: Managing in Financial Crises*; *China Vignettes: An Inside Look at China*; *Re-Imagining Capitalism: Building a Responsible Long-Term Model*; and *Talent Wins: The New Playbook for Putting People First*.



### Sir Paul Collier

Sir Paul Collier is Professor of Economics and Public Policy at the Blavatnik School. Paul is a world expert on development who has conducted internationally renowned research over several decades and has also served as Director of the Research Development Department of the World

Bank (1998–2003). He advises governments and transnational bodies around the world and is a bestselling author of books including *The Bottom Billion* and *Exodus*.



### Ruth Collier

Ruth Collier is Director of External Relations for the Blavatnik School, and will be teaching on the communications module of the programme. Her previous roles have included Director of Communications for the Francis Crick Institute; Head of Engagement and External Relations for

the University of Reading; and Head of Press and Information for the University of Oxford.



### Pepper Culpepper

Pepper Culpepper is Blavatnik Professor of Government and Public Policy at the Blavatnik School. His research focuses on the intersection between capitalism and democracy. His project *Banklash*, funded by a €2.5 grant from the European Research Council, looks at the

interactions between mass media, public opinion and policy. He previously taught at the European University Institute and at the Harvard Kennedy School. His book *Quiet Politics and Business Power: Corporate Control in Europe and Japan* was awarded the 2012 Stein Rokkan Prize for Comparative Social Science Research.



### Stefan Dercon

Stefan Dercon, Professor of Economic Policy at the Blavatnik School, is an economist with a focus on African development. He was Chief Economist of the UK's Department of International Development, the government department in charge of the UK's aid policy

and spending, between 2011 and 2017. His current research examines the psychological challenges of poverty, the political economy of development, the challenges and opportunities of new technologies, and how to organise and finance responses to natural disasters and protracted humanitarian crises.



### Thomas Elston

Thomas Elston is Associate Professor in Public Administration at the Blavatnik School. His research focuses on the organisation and management of the public sector; particularly the performance of public agencies, the administration of complex organisations, and

the political-administrative interface. He regularly consults for public agencies and NGOs in Europe, the US and elsewhere.



### Leslie Evans

*Involvement in programme awaiting final confirmation.*

Leslie Evans is the Permanent Secretary to the Scottish government. As the most senior Scottish civil servant and head of the civil service in Scotland, she is the principal policy adviser to the First Minister of Scotland

and secretary to the Scottish cabinet. She is also the principal accountable officer for the Scottish government, with a personal responsibility for the Scottish government's finances and for efficient use of resources. She leads over 5,000 civil servants and supports the development, implementation and communication of Scottish government policies.



## EXECUTIVE PUBLIC LEADERS PROGRAMME



### Emily Jones

Emily Jones is Associate Professor of Public Policy at the Blavatnik School and directs the Global Economic Governance Programme. She is an expert on negotiations and has provided training for the UK and Indonesian governments. She has also worked with the

World Trade Organization, the Commonwealth Secretariat and Oxfam International. Her research examines the political economy of global trade and finance, focusing on the ways in which governments can exert influence in asymmetric negotiations. She previously worked in Ghana's Ministry of Trade and Industry and for the UK government's Department for International Development.



### Peter Kemp

Peter Kemp is Vice-Dean for Academic Affairs and Professor of Public Policy at the Blavatnik School. His focus is housing and housing policy, particularly housing allowances and private rental housing. He has also undertaken research on welfare reform and on homelessness.

Throughout his career, he has contributed to debates about the impact and reform of public policy and has held various advisory roles for the UK government as well as advising officials overseas.



### Calum Miller

Calum Miller is Chief Operating Officer and Associate Dean of Administration at the Blavatnik School. Prior to joining the School, Calum was a senior UK civil servant who worked in the Treasury, the Cabinet Office, the Foreign Office and the

Department for International Development, and served as Principal Private Secretary to the head of the UK civil service (2009–10) and to the Deputy Prime Minister (2010–12).



### Diego Piacentini

Up until November 2018, Diego Piacentini was the Government Commissioner for the Digital Agenda, Italy, on leave of absence from Amazon, where he was Senior Vice President of International Consumer Business. Diego will be teaching as a practitioner on the digital module

of the programme. Having spent his career in the technology industry, he took a leave of absence from Amazon in 2016 to assist in bringing the digital revolution to the Italian government. He led the government's Digital Transformation Team, which provides central leadership and direction for the variety of digital projects involving the country's public administration.



### Karthik Ramanna

Karthik Ramanna is Professor of Business and Public Policy and Director of the Master of Public Policy Programme at the Blavatnik School. His scholarship explores the role of business leaders in shaping the basic rules that govern

capital-market societies. He was previously at the Harvard Business School, where he taught the required MBA course 'Leadership & Corporate Accountability'. He has consulted with the Brookings Institution, the Center for Audit Quality, and several leading auditing and financial firms.



### Tom Simpson

Tom Simpson is Associate Professor of Philosophy and Public Policy at the Blavatnik School. He works on questions of trust: what is trust and what does it mean to be trustworthy? When is trust justified? When is it needed? He also examines issues at the intersection of technology and

security, and provides ethics and judgment consultancy, in particular to military clients. In addition to his research career, he was an officer with the Royal Marines Commandos for five years, serving in Northern Ireland, Iraq and Afghanistan.



### Matt Tee

Matt Tee is the UK's press regulator as Chief Executive of the Independent Press Standards Organisation, and will be teaching as a practitioner on the communications module of the programme. Previously, he headed communications for the UK government as

Permanent Secretary for Government Communications. His other senior roles have included Chief Executive of NHS Direct, the UK's health advice and information service; Chief Operating Officer at the NHS Confederation, a membership body that represents UK National Health Service organisations; Director General of Communications at the UK government's Department of Health; and Head of News at the UK government's Department of Trade and Industry.



### Jonathan Wolff

Jonathan Wolff is the Blavatnik Chair in Public Policy. He was formerly Professor of Philosophy and Dean of Arts and Humanities at UCL. His recent work has largely concerned equality, disadvantage, social justice and poverty, as well as applied topics such as public safety, disability,

gambling, and the regulation of recreational drugs. He has acted as an advisor to the UK government on policy areas including gambling, drugs and homicide.



# EXECUTIVE PUBLIC LEADERS PROGRAMME

## How to apply

The Executive Public Leaders Programme is aimed at senior public leaders who head a ministry, agency or international organisation (permanent secretaries, chief executives or equivalent), or are likely to move into such a position soon.

To apply, please complete the form at [www.bsg.ox.ac.uk/eplp](http://www.bsg.ox.ac.uk/eplp). You will be asked to upload a supporting statement (maximum two pages) and a résumé/CV.

Admission to the programme is selective and is based on professional achievements, organisational responsibilities and personal motivation.

For further information on the programme or on application, please contact the Executive Public Leaders Programme team: [eplp@bsg.ox.ac.uk](mailto:eplp@bsg.ox.ac.uk); +44 (0)1865 614343



Image credit: John Cairns

Faculty members Dr Emily Jones, expert on negotiations; Professor Karthik Ramanna, expert on business and society; Professor Jonathan Wolff, an applied philosopher who has advised the UK government; and Sir Paul Collier, world-renowned development economist and bestselling author



Image credit: John Cairns

Malala Yousafzai, Nobel Laureate; Chief Olusegun Obasanjo, President of Nigeria 1999–2007; and David Cameron, UK Prime Minister 2010–16; all speaking at the Blavatnik School

# EXECUTIVE PUBLIC LEADERS PROGRAMME

## The Blavatnik School experience

The Blavatnik School of Government at the University of Oxford, founded in 2010 with a uniquely global approach to government and policy, blends intellectual rigour with real-world practicality.

We undertake teaching, research and wider engagement with a mission to improve government worldwide. Since our foundation, we have learned from and advised multiple heads of government, several civil service chiefs, and many C-suite executives from organisations like the UN and the World Bank.

The top-ranked university in the world,<sup>1</sup> Oxford combines 900 years of history with the innovative mindset required for cutting-edge research. During the programme you will have opportunities to interact with researchers from multiple frontiers of knowledge.

Over its history, Oxford has produced nearly 60 heads of state and government and countless leaders of major public organisations. The Executive Public Leaders Programme reimagines this leadership education for the 21<sup>st</sup> century.

<sup>1</sup>Times Higher Education World University Rankings. Oxford has now ranked first for three years in a row.



Image credit: John Cairns



Image credit: Iwan Boon

Our award-winning building offers a purpose-built teaching base for the programme – though learning will take place in a variety of locations chosen to stimulate reflection and imagination

This information is current at January 2019. Programme content and delivery may vary from the information provided, which should taken to be indicative rather than tightly prescriptive.

The Blavatnik School of Government, University of Oxford, reserves the right to vary the programme in line with operational requirements.



Blavatnik School of Government



To learn more about the Blavatnik School of Government, visit [www.bsg.ox.ac.uk](http://www.bsg.ox.ac.uk).

For further information on the Executive Public Leaders Programme, contact: [eplp@bsg.ox.ac.uk](mailto:eplp@bsg.ox.ac.uk); +44 (0)1865 614343

