



**iCPS**

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**International Centre for  
Parliamentary Studies**

# About The Centre



- **Headquarters**  
London
- **Regional Offices**  
Mauritius  
Brussels  
USA
- **Representations**  
India  
Republic of Georgia



## **The Centre's Objectives**

- Democracy
- Good Governance
- Effective Policy
- Development

# About The Centre



- **ICPS International Training** – Bespoke programmes for **ALL** public sector organisations. Accredited by *Chartered Management Institute* .
- **Government Exchange** – UK training division of ICPS . Main focus on providing an insight into the workings of Parliament, Government and policy making.
- **Government Gazette** – Quarterly magazine on EU and regional policy.
- **Public Policy Exchange** – Produces and delivers high quality conferences and interactive seminars in the UK and Brussels, which provide an invaluable interface for policy discussion, debate and networking. These events offer local practitioners, civil servants and other stakeholders not only an insight into current policy thinking, but also the opportunity to feed into future development across all areas of public policy.
- **Consultancy** – Consultancy services to public administrations and agencies around the world on a broad range of areas related to good governance, democracy and effective policy making
- **High-Level Briefings** – On a broad range of topics





- Pillars of Democracy
- Security
- Rule of Law
- Accountability
- Electoral Affairs
- Institutional Building
- Capacity Building
- Strategic Planning



- Professional Certificate in Fundamentals of Governance: Parliament and Government
- Professional Certificate in Strategic Policy Planning: A Comprehensive Guide for Government Officials
- Professional Certificate in International Management and Leadership: A Comprehensive Guide for Senior Civil Servants
- Professional Certificate in International Regulatory Affairs
- Professional Certificate in Electoral Processes
- Professional Certificate in Management Consulting Essentials
- Professional Certificate in International Anti-Corruption
- Professional Certificate in International Security
- Professional Certificate in Conflict Resolution and Post-Conflict Reconstruction
- Professional Certificate in Strategic Water Planning
- Professional Certificate in Strategic Health Planning
- Professional Certificate in Strategic Energy Planning
- Professional Certificate in Strategic Transport Planning
- Professional Certificate in Strategic Education Planning
- Professional Certificate in Strategic Environmental Planning and Sustainability

# Countries that have received our assistance



|             |                |           |            |
|-------------|----------------|-----------|------------|
| Afghanistan | Bulgaria       | Georgia   | Kosovo     |
| Albania     | Burundi        | Germany   | Kyrgyzstan |
| Angola      | Cameroon       | Ghana     | Latvia     |
| Australia   | Canada         | India     | Lesotho    |
| Austria     | Cape Verde     | Indonesia | Lithuania  |
| Bangladesh  | Colombia       | Iraq      | Luxembourg |
| Barbados    | Croatia        | Ireland   | Macedonia  |
| Belgium     | Czech Republic | Israel    | Malawi     |
| Belize      | Denmark        | Italy     | Malaysia   |
| Bermuda     | Estonia        | Jamaica   | Malta      |
| Botswana    | Ethiopia       | Jersey    | Mauritius  |
| Brazil      | Finland        | Kenya     | Mexico     |

# Countries that have received our assistance



|             |                       |                                  |                 |
|-------------|-----------------------|----------------------------------|-----------------|
| Moldova     | Palestinian Authority | Solomon Islands                  | The Netherlands |
| Mongolia    | Philippines           | Somalia                          | Trinidad        |
| Montenegro  | Poland                | South Africa                     | Tunisia         |
| Morocco     | Republique de Guinee  | Spain                            | UAE             |
| Mozambique  | Romania               | Sri Lanka                        | Uganda          |
| Namibia     | Rwanda                | Swaziland                        | United Kingdom  |
| Nepal       | Samoa                 | Sweden                           | Uruguay         |
| Nevis       | Saudi Arabia          | Switzerland                      | USA             |
| New Zealand | Senegal               | Syria                            | Venezuela       |
| Nigeria     | Serbia                | Tanzania                         | Zambia          |
| Norway      | Singapore             | Thailand                         |                 |
| Pakistan    | Slovakia              | The Democratic Republic of Congo |                 |





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- Development of leaders
- Leaders are made and not born
- 50% of organisational success
- Leaders = relations
- Communication is everything



- Communication Skills
- Hypnotic Language
- Negotiation
- Meta - programmes



*Everything that irritates us about others can lead us to an understanding of ourselves*

- Carl Jung



# Meta- Programmes-What are they?



- Filters that operate at a higher level (meta) than the mental process
- Act as filters for how we think and act
- How we see the world



- 20 recognised Meta - Programmes
- Each can take between 1 full day session
- 3 Meta-Programmes overview
- Self-analysis after each programme
- Relate to your own context

# Meta-programmes-Why is it Important



- Self awareness
- Awareness of others
- Improves communication
- Build a team
- Identify operating structure by everyday conversation
- Will help leaders to understand, predict and influence behaviour



**1.Direction of Motivation -*Towards or  
Away From***

**2.Approach to work - *Options or  
Procedures***

**3.Reference of Motivation - *Internally vs  
Externally***



# Meta - Programme - Motivation - Towards or Away From





## **Towards (Pleasure)**

- Focus on goal
- Think in terms of achievement
- Good at prioritising
- Energised/motivated by novelty
- Difficulty in recognising problem

## **Away From (Discomfort)**

- Aware of what should be avoided, got rid of
- Motivated by problem solving
- Motivated by fear of loss
- Good at trouble-shooting
- Issues with prioritising



## **Towards - Advantages**

- Forward thinking
- Goal orientated
- Positive energy
- Drive

## **Towards – Disadvantages**

- Too much to chew
- Gung-ho
- Leave things unfinished

# Meta - Programme - Motivation -Towards or Away From



## **Away from (Advantages)**

- Good assessing risk
- Good recognising what to avoid

## **Away from (Disadvantages)**

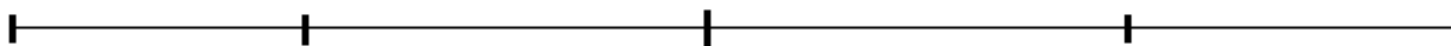
- Overly cautious
- Focus on down-side
- Appear negative
- Unwilling to try something new



# Self-Analysis



**Towards**      **Mainly Towards**      **Equal**      **Mainly Away From**      **Away From**



- i. Where do you think you are on this/each scale?
- ii. How is this shown in your behaviours?
- iii. What impact does/could this have on people you work closely with, or who you wish to influence?



**“Of course we can make fast decisions ...  
once we have considered the 4872 factors.”**



## **OPTIONS**

- Like to have options
- Believe in a better way
- Do not accept given structures
- Over analysis

## **PROCEDURES**

- Like rituals and routines
- Believes there is a 'right' way
- Need the rule book
- Finishers





### **Options (Advantages)**

- Explore options
- Take initiative
- Happy to test and break rules to improve

### **Options (Disadvantages)**

- Procrastinate
- Avoid decisions
- Attempt to reinvent the wheel





### **Procedures (Advantages)**

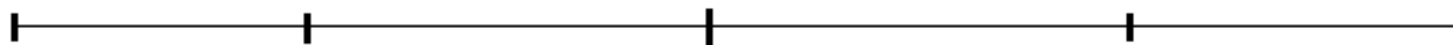
- Very efficient
- Good with following rules
- Stick to agreements

### **Procedures (Disadvantages)**

- Procedures vs results
- Bureaucratic
- Blocking change



Options      Mainly Options      Equal      Mainly Procedures      Procedures



- i. Where do you think you are on this/each scale?
  - ii. How is this shown in your behaviours?
- iii. What impact does/could this have on people you work closely with, or who you wish to influence?

# Meta-Programme 3- Source of Motivation-Internally v Externally referenced



# Meta-Programme 3- Source of Motivation-Internally v Externally referenced



## **INTERNAL**

- Self - motivation
- Decide on quality
- Adverse to feedback
- Makes own assessment
- Instructions as information

## **EXTERNAL**

- Need others' direction
- Constant feedback
- Information as instructions
- Motivated when someone else decides





### **Internal (advantages)**

- Can stay motivated without feedback
- Self-starter
- Independent

### **Internal (Disadvantages)**

- Internal standard overrides evidence
- Disregard evidence
- Disregard advice



### **External (advantages)**

- Make decision based on evidence
- Focussed on others

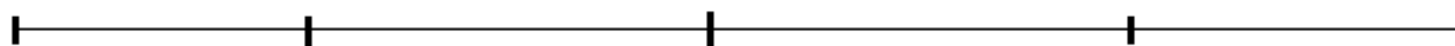
### **External (Disadvantages)**

- Ineffective when Lack of feedback
- Need constant feedback
- Indecisive

# Self-Analysis



Internal      Mainly Internal      Equal      Mainly External      External



- i. Where do you think you are on this/each scale?
- ii. How is this shown in your behaviours?
- iii. What impact does/could this have on people you work closely with, or who you wish to influence?



- i. Based on the answers above, what are some of the key focus and actions for you?
- ii. How is your own profile different from/similar to people you work with?
- iii. How similar or different are your Meta Programmes preferences from those of people with whom you:
  - Get on well?
  - Do not get on quite so well



# It is all about Leadership



*I am not afraid of an army of lions led by a sheep; I am afraid of an army of sheep led by a lion.*

Alexander the Great

# Conclusion



Thank You