



COMMONWEALTH
TELECOMMUNICATIONS
ORGANISATION



Leading for impact

A CTO masterclass for regulators



Introduction to the course

Unrelenting and rapid innovation in information and communication technologies (ICT) is challenging the traditional regulatory frameworks that governed the industry and disrupting business models. Regulators in this dynamic environment must be creative in finding ways to protect consumers, ensure fair market conditions and encourage investment without stifling innovation. This requires strong leadership skills.

Every manager that is appointed will possess specific technical skills, knowledge and expertise that will qualify them to formulate, plan and execute functions to advance their organisation's strategic goals. As leaders, managers must be able to inspire and influence their team members to reach their full potential. Cultivating a work environment that enables their teams to be the best that they can be, while fulfilling organisational goals.

The *Leading for impact masterclass* is customised and contextualised for managers in the regulatory environment. It is a comprehensive programme designed to help participants understand the ICT regulatory landscape and the role regulators play in balancing the needs of consumers and political directives. It will provide insight into the industry's ecosystem, the political mindset, and equip participants to function in the ever-changing technological and economic landscape.

The course is designed to unlock the participants' personal power by helping to increase self-awareness, resilience and confidence in an environment of uncertainty. It will help participants understand team dynamics and equip them with tools for managing different personality traits.

The course adopts a practical, hands-on, interactive approach that will challenge, broaden and enrich the perspectives of the participants and will feature pre- and post-programme coaching sessions.

If you are a manager and do not see yourself as a leader, or need to improve your leadership skills, this course is for you!

Introduction to the course

LEARNING OUTCOMES

Upon completion of the course, participants shall have a:

- + A full understanding of their role and responsibility as regulatory managers.
- + A better understanding of themselves and how they lead and manage.
- + Tools for understanding how to better communicate within the political and operator arenas.
- + Better understand the key elements of regulatory organisational effectiveness.
- + The key skills required to be effective within a regulatory agency.
- + The differences between management and leadership and the skills required for each.
- + The ability to better mentor and coach their teams.
- + What is required of regulator leaders in the changing technology and economic landscape.
- + Awareness of personal power, resilience, and confidence.

Why enrol for this course?

Customisation of the course to meet the needs of your organisation.

Flexible timetable.

Variety of delivery methods — online, hybrid and onsite (face-to-face).

Cost-effective.

Course benefits

Customised and tailor-made for the regulatory supervisors and managers.

Pre- and post-programme coaching and assessment.

Access to online video series for each module.

Increase employability and widen your job prospects.

Entry requirements

Employees with two or more years' working experience.

Target audience

Employees at supervisory and first-line management levels in the regulatory environment.

Employees selected and groomed for supervisory and management positions.

Employees desiring to move to supervisory/management positions.

COURSE STRUCTURE

Before the course — a pre-programme briefing will be convened to prepare participants for the programme, a week before the course commences.

Day 1 — a leadership audit assessment will be undertaken in which participants will receive feedback on their skills matrix and DISC (dominance, influence, steadiness and conscientiousness) behavioural assessment and coaching will be performed.

Days 2 to 5 — the three comprehensive modules on management foundations, regulatory management and leadership foundations will be taught.

Course structure

Pre-programme briefing

Onboarding/induction

Leadership audit assessment

360 feedback audit session

DISC behavioural assessment

Pre-programme coaching session

Module one: management foundations

The mindset of a regulatory manager

Management and the regulatory organisation

Emotional intelligence — DISC assessment

Effective communication

Leadership and management

Personal development plan

Case study

Module two: regulatory management

The ICT regulators landscape

Regulatory manager's functions and roles

Building competency

Managing political and governmental stakeholders

Managing ICT operators

Managing public and customer/consumer perceptions

Module three: leadership essentials

Leading regulatory functions

Maintaining ethical leadership standards

Coaching and mentoring

'Seven Cs' of leadership

Leading by influence in a hyperconnected world

The next 180 days

Case study



Post-programme coaching and assessment

Three 1-2-1 coaching sessions

90 minutes online follow-up coaching sessions a month

360 leadership audit assessment

One-on-one joint feedback sessions

Course specification

📅 1 WEEK PRIOR

Pre-programme briefing

✔ Onboarding/induction

Zoom/Teams call with participants to prepare them for the course.

Share the training schedule with participants.

Briefly discuss the course outline, training methodologies and assessments.

Short courses to be completed before the session.

Explain the housekeeping rules.

Feedback and suggestions from participants.

📅 DAY 1

Leadership audit assessment

✔ Assessment

360 feedback based on the skills matrix — what were you thinking here?

Behavioural assessment for each manager — this will be sent out to the participants to be completed before the session.

Small group coaching to create emotional and leadership-style awareness as well as get a better appreciation for the group.

📅 DAY 2

Module one: management foundations

✔ The mindset of the manager

Personal accountability and collective responsibility

Management and the regulatory organisation

Key organisation concepts — the regulatory authority, its role and functional areas

Emotional intelligence

The components of emotional intelligence

DISC behavioural profiles

Behavioural tendencies to management supervision

Coaching and developing different profiles

Behavioural profile and team effectiveness

✔ Effective communication

The communication process

Personality and communication

Decisions on appropriate communication style and medium

Building blocks to managerial communication

Communicating to service providers, government officials and the public

Effective listening

✔ Leadership and management

What are they and why are they different

Now that you're managing a regulatory function, what now?

✔ Building personal development plan

Identifying destination, gaps and actions

Course specification

📅 DAY 3 & 4

Module two: regulatory management

✔ **Understanding the ICT regulators landscape**

The global ICT landscapes

Current ICT trends

Key challenges

Navigating in the interest of national development

✔ **Regulatory managers functions and roles**

Key functions

Planning, staffing, organising, controlling, directing

Essential roles

Interpersonal, decisional, informational

✔ **Building competency**

Goal and action management with the regulatory agency

Competency of regulatory leaders and managers — ASK (attitude, skills, knowledge)

Performance planning, facilitation and evaluation

Effective performance management

✔ **Managing political and governmental stakeholders**

Understanding the political mindset

Understanding the public servant perspective

Planning for the political agenda

Agreeing the battles to be fought

Executing the regulatory agenda

✔ **Managing ICT operators**

Agreeing the overall objectives

Understanding the operators interest

Relationships with key operator decision-makers

Executing the collaboration and partnership agenda

✔ **Managing public and customer/ consumer perceptions**

Understanding key public stakeholder interest

Identifying and managing key influencers

Creating and executing public campaigns

📅 DAY 5

Module three: leadership essentials

✔ **Leading regulatory functions**

Foundations of leading your functional area

Leadership keys/leadership styles for technical vs softer functional areas

Leading the ICT revolution and its impact on national development

✔ **Maintaining ethical standards**

Ethical challenges of the regulatory leader

Keys to creating personal ethical standards

Applying the ethical principles

✔ **Mentoring and coaching — key requirements**

Key mentoring and coaching skills

Performance coaching (managing performance)

Keys to building personal capacity

Managing the coaching session

Difference between coaching and mentoring

✔ **'Seven Cs' of leadership**

Clarity, competence, character

Coachability, change, compassion

Courage

✔ **Leading by influence in a hyperconnected world**

Key methods of influence

Key mediums for influence

Applying the principles of influence

✔ **180-day action plan**

Key deliverables

Key performance indicators and reporting

Development agenda

Milestone plan

Course specification

📅 AFTER THE COURSE

Post- programme coaching and assessment

✔ Post-programme coaching

Three small group coaching sessions

90 minutes online follow-up coaching sessions a month

✔ 360 leadership audit assessment (six months post-programme)

Feedback to be obtained from co-workers, customers, direct reports and supervisors to gauge participant leadership performance

One-on-one joint feedback sessions



How to enrol

To enrol for the course please contact the CTO's Capacity Development and Training team:

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