



Leadership and Policy Implementation Training Course

18 – 22 January 2027
Vienna (Austria)



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Leadership and Policy Implementation Training Course is a 5-day course on leading the delivery of approved policies, from operational planning and stakeholder alignment to resource allocation, change management and outcome evaluation. It is designed for senior managers, public-sector leaders, policy officers and department heads. You complete and take back the Policy Implementation Roadmap and Delivery Scorecard. The course is delivered by Mercury Training Center.

About This Course

Many policies are approved with clear intent but stall between decision and delivery, lost in unclear ownership, thin resources and quiet resistance. To follow this course, you should already lead a team or function and work with approved policies. You practice by building delivery plans, mapping stakeholders and reading performance data from realistic cases.

Who It Is For

- Leaders responsible for turning approved policies and directives into operational results across departments
- Officers responsible for coordinating policy rollout, reporting progress and resolving delivery bottlenecks
- Managers responsible for allocating budgets, staff and capacity to new policy commitments
- Performance and delivery staff responsible for tracking implementation indicators and briefing decision makers
- Change and communication leads responsible for preparing staff and service users for policy changes

This course is not for readers who need to learn how to draft or analyze policy options, who are better served by a policy development course, nor for new supervisors seeking general people-management basics, who are better served by an introductory leadership course.

Competencies You Will Build

- **Implementation Planning:** you convert a policy statement into objectives, deliverables, milestones and named owners
- **Stakeholder Leadership:** you map interests and influence, then secure commitment from the parties who control delivery
- **Resource Prioritization:** you match budgets, people and capacity to the policy actions that carry the most weight
- **Resistance Management:** you diagnose why teams and partners slow a change and apply targeted responses
- **Delivery Monitoring:** you run routine performance reviews using indicators and escalate issues before deadlines slip
- **Outcome Evaluation:** you judge whether a policy produced its intended results and recommend adjustments

What You Will Be Able to Do

By the end of the course you will be able to:

- From an approved policy document, derive a results chain linking inputs, activities, outputs and intended outcomes
- Given a list of involved departments and partners, build a RACI matrix that removes overlapping and missing accountabilities
- Using a stakeholder register, prepare an engagement and communication plan sequenced to the rollout stages
- Given competing resource requests, rank implementation actions and justify the allocation to decision makers
- Using progress and indicator data, produce a delivery dashboard that flags red-rated actions and corrective steps
- From post-rollout evidence, write an evaluation summary that separates implementation failure from design failure

Course Content

Day 1: The Implementation Gap and the Leader's Role

- Policy Cycle Stages and Where Delivery Typically Breaks Down
- Results Chain and Theory of Change for Approved Policies
- Implementation Readiness Assessment of Systems, Skills and Mandate
- Leadership Styles for Cross-Department Policy Delivery
- Delivery Unit Models and Governance Structures for Rollout

Day 2: From Policy to Operational Plan

- Policy Deconstruction into Objectives, Deliverables and Milestones
- RACI Matrix for Shared Accountability Across Agencies and Units
- Implementation Roadmap and Phased Rollout Sequencing
- Resource Mapping and Prioritization of Budget, Staff and Capacity
- Implementation Risk Register and Mitigation Ownership

Day 3: Leading Stakeholders and Managing Change

- Stakeholder Interest and Influence Mapping for Policy Rollout
- Engagement and Communication Plan Aligned to Rollout Stages
- Diagnosing Resistance in Frontline Teams and Partner Organizations
- Negotiation and Coalition Building with Delivery Partners
- Adapting Delivery to Leadership and Priority Changes

Day 4: Monitoring Delivery and Evaluating Outcomes

- Implementation Indicators Covering Inputs, Outputs and Outcomes
- Delivery Dashboards and Red-Amber-Green Status Reporting
- Routine Performance Reviews and Escalation Protocols
- Evidence-Based Evaluation of Policy Results and Unintended Effects
- Separating Design Failure from Implementation Failure in Reviews

Day 5: Applied Implementation Practice

- Exercise Building a Results Chain and Roadmap for a Service Policy
- Exercise Resolving Accountability Gaps with a Cross-Agency RACI
- Exercise Running a Delivery Review from Dashboard Data
- Briefing Senior Decision Makers on Implementation Status and Options
- Completing the Policy Implementation Roadmap and Delivery Scorecard

Case Studies and Exercises

The following are suggested activities used during the course.

- Case study: a health authority rolling out a new patient-referral policy across several facilities; you identify the implementation gaps and assign owners for each milestone.
- Case study: a utilities company introducing a customer service policy under tight resourcing; you rank actions and reallocate staff to the critical deliverables.
- Exercise: an education department facing staff resistance to a new assessment policy; you diagnose the causes and draft a targeted engagement plan.
- Exercise: a municipal services directorate reviewing a stalled environmental policy; you read the dashboard, decide on corrective steps and prepare an escalation note.

What You Take Back

You return with the Policy Implementation Roadmap and Delivery Scorecard, built around a policy from your own organization. In your first month back, you use it to confirm owners and milestones, set the first performance review and give decision makers a clear view of delivery status.

- Results chain and phased implementation roadmap template
- RACI matrix and stakeholder engagement plan
- Delivery scorecard with indicators and red-amber-green status rules
- Implementation risk register and evaluation checklist

Quick Answers FAQ

What should I know before leadership and policy implementation training?

You should already lead a team or function and work with approved policies or directives. Basic familiarity with planning, budgeting and performance reporting helps you apply the delivery tools to your own cases.

How does leadership and policy implementation training differ from policy development training?

Policy development training focuses on analyzing problems and drafting policy options. This course starts after approval and concentrates on leading delivery: plans, accountabilities, resources, resistance, monitoring and evaluation of results.

Why do approved policies often fail during implementation?

Policies often fail because ownership is unclear, resources do not match commitments, affected staff are not engaged and progress is not tracked. Leaders who plan delivery, align stakeholders and review indicators routinely close much of that gap.

What do I take back from leadership and policy implementation training?

You take back the Policy Implementation Roadmap and Delivery Scorecard, built on a policy from your own work, with a roadmap, RACI matrix, engagement plan, indicators, risk register and evaluation checklist.

For Your Manager

After the course, the team member will be able to turn an approved policy into an owned delivery plan, align the departments and partners involved, and track progress with clear indicators. They return with the Policy Implementation Roadmap and Delivery Scorecard, first used to set owners, milestones and the opening performance review for a current policy.