

Training Programme

Management Concepts and Skills for Senior Civil Servants

*organised by the
European Institute of Public Administration (EIPA)*

Podgorica (Republic of Montenegro), 26 – 28 May 2009 (module I)
Podgorica (Republic of Montenegro), 30 September – 2 October 2009 (module II)

PROGRAMME

Background

For public managers nowadays the challenge is in finding the right balance between having the expertise on the substance of the area they are working in and being able to lead their staff towards the objectives of their department. This often requires a wide repertoire of skills like setting clear objectives, negotiating between different interests, coaching, supporting, motivating, delegation of tasks, handling conflicts dealing with different employees of different age and levels of experience within the administration. In a six days training programme divided over two modules of three days emphasis will be mainly given to people's management.

Main objective of the programme

The main goal of the programme is to improve the effectiveness of the senior managers by building up reference frames about management in general and specific knowledge and skills for leadership and people management.

Objectives for the 1st module (3 days)

Before the start of the first seminar the trainers try to increase self awareness by sending a questionnaire inquiring about their personal learning goals, challenges they encounter and 2 tests, one about their interaction style and the other about personality.

During the seminar the focus is on the following objectives:

The participants:

- Getting acquainted with each other, the trainers and the programme
- Building up an atmosphere of trust
- Integrating their personal learning objectives and expectations in the programme
- Offering time and opportunities for exchange of experiences, best practices, etc.

Knowledge:

- Concepts: management, organisation culture, mission, vision, strategy
- Framework: the Quinn-management model
- Roles and key responsibility-areas of a manager
- The circumplex-model as a framework for interpersonal communication and leadership

Skills:

- Learning to define the own mission, vision, strategy
- Managing roles and priorities
- Managing the organisation culture
- Training different styles of situational leadership: directing, coaching, supporting, delegating
- How to motivate people taking into account the fundamental needs of autonomy (agency), competence (growth) and communion (affiliation)

Methodology

Before the actual start of the training a questionnaire is sent to the participants inquiring about the main challenges they are facing and to reflect on their own learning objectives. This is done for some purposes like:

- To build up a relationship from the very beginning and;
- To get commitment for the programme;
- To be aware of the expectations;
- To learn about the management situation participants are facing;
- To increase awareness of the role as a manager.

They also fill out a test about their own strengths and learning points.

Two valid & reliable tests will be used, from which the results are complementary:

- IAS (Interpersonal Adjective Scale-Wiggins): behaviour (external)
- Neo-Pi-R: personality (Big 5 model): traits (internal)

On day 3, an individual feedback session with every participant will be done.

That opportunity will be used to provide individual feedback on their test results and link them to the personal learning goals.

The participants will also be provided with an assignment for observations and actions to apply the learning material of the training in the interval between the 1st and the 2nd part of the programme, taking place in September-October.

Participants are asked to send a report of their observations.

They are also invited to send cases that they experience being difficult for them.

In the first part of the programme the emphasis will be more on building up the necessary common frames, supported by practice and exercises of course, the second part will be merely practice.

At all time the participants will be challenged to take an active role in the process: express their opinion (meta-plan, flipchart, presentations, ...), exchange experiences, discuss issues/cases with colleagues in small groups, do exercises, learning activities, etc.

The balance between theory and practice is estimated +/- 30–70%.

Location

Both modules will be organised in Podgorica on respectively 26–28 May and 30 September-2 October 2009.

Participants

The training is meant for senior civil servants who have a management responsibility for parts of the Administration.

The size of the group will be maximum 21 participants.

Trainers

Astrid Karg (Germany)

Johan de Bruycker (Belgium)

TUESDAY 26 MAY 2009: DAY 1

- 09.00 **Welcome and Introduction to the Seminar**
*Presenting the framework of the programme:
Background, objectives, roles of the trainers/facilitators, working principles and methods and the desired participation.
Getting acquainted:
introducing the participants, their professional situation, challenges, personal objectives in the training, expected outcome.*
- 10.30 Coffee break
- 10.45 **Defining management and the role(s) of a manager**
– *Brainstorm by meta-plan*
– *Summarising key responsibility areas (interactive) and the role of the manager*
– *Interactive presentation of the Quinn management model*
- 11.30 **Self-reflection on strengths and weaknesses in management roles**
– *Individual reflection by means of a handout describing the Quinn management-roles*
– *Exchange of experiences and best practices in pairs*
- 12.30 Lunch break
- 14.00 **The manager as a director**
Defining the key management concepts: mission, vision, strategy, and objectives.
- 14.30 **Creating a motivating working environment**
*Discussion in small groups (complementary group work):
Describing the state of the art in reference with: the management plan of the organisation (or directorate, department,), team objectives, individual objectives (cascading goals)*
- 15.30 **Coffee break**
- 15.45 **Presentation of the conclusions of the group discussion**
Interactive with Q & A
- 16.00 **Management issues to develop**
According to the outcome of the different working groups, we form new groups of complementary competences to elaborate the weaker points in the management approach
- 16.30 **Summing up the day**
Round Robin in which we evaluate the day, content, method, our own contribution as trainers and make some agreements to follow up
- 17.00 End of the day's programme

WEDNESDAY 27 MAY 2009: DAY 2

- 09.00 **Brief review of day 1**
Question: What are the learning points of each participant?
(Round Robin)
- 09.30 **Introducing the programme of day 2**
Presentation
- 09.45 **Interpersonal Communication**
Interactive presentation of the circumplex-model
- 10.30 Coffee break
- 10.45 **Exercises: different positions in interaction**
Building up a sound understanding of the interaction process by going through a sequence of exercises, gradually progressing in level of complexity. The subject evolving from 'out of the box' to real cases, introduced by the participants. Feedback and debriefing of the exercises.
- 12.30 Lunch break
- 14.00 **Building a bridge to the leadership styles model**
Presentation: explaining the similarity with the interaction model.
- 14.30 **Exploring the different constructive leadership styles**
Practical cases to learn about the most important situational leadership styles: Directing, coaching, supporting, delegating
- 15.30 Coffee break
- 15.45 **Exploring the different constructive leadership styles (continued)**
- 16.30 **Summing up the day**
Round Robin in which we evaluate the day, content, method, our own contribution as trainers and make some agreements to follow up
- 17.00 **End of the day's programme**

THURSDAY 28 MAY 2009: DAY 3

Basically the trainers spend the day providing individual feedback to each participant, based on the outcome of the tests. In the meantime we can link these results with the behaviour shown in the training sessions and especially in the exercises.

Each participant will have a personal meeting with one of the trainers for approximately 1 hour. In the remaining time (when not involved in a feedback session with one of the trainers) the participants will be involved in 'inter-vision' tasks in small groups.

SEMINAR 2: WEDNESDAY 30 SEPTEMBER - FRIDAY 2 OCTOBER 2009

Following the general philosophy (method) of the programme, meaning to gradually empower the participants to take on responsibility in what they need as a content or support in the programme, the following issues should be understood as suggestions.

A more specific programme will be sent to the participants in between the interval of the 2 seminars.

The trainers assume that the second part of the programme will be due to practice, broadening and widening what has been offered as framework or models during the first part of the programme.

Working with a team will be a new, additional topic.

Not necessarily in that order, we will deal with:

- Handling emotions
- Handling conflicts
- Handling feedback (on performance and attitude)
- Handling difficult people
- Handling resistance to change
- Managing up
- Negotiation
- Diversity

Managing a team:

- Team effectiveness: the CORPI-model
- Team roles (Belbin)
- Meetings
- Decision making
- Group facilitation techniques
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