



**Regional School of Public Administration (Phase 2)**

This programme is financed by the European Commission



## **Managing the Administration**

### ***A comprehensive management training***

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

**Zagreb, 28-30 September 2010 (Module I)  
Zagreb / Danilovgrad (t.b.c.), 8-12 November (Module II)**

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## **PROVISIONAL PROGRAMME**

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### **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 defining a strategy, 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 an 8-day training programme divided over two modules of respectively 3 and 5 days, the emphasis will be mainly given to the development and implementation of strategies and managing people.

### **Overall Aim**

This training programme should provide the participants with knowledge and skills of modern strategic management techniques and methods used in public administration as well as increase the effectiveness by building up reference frames about management in general and specific knowledge and skills for leadership and people management.

### **Objectives**

In this training programme the main objectives are:

- To strengthen strategic planning and implementation;
- To introduce result oriented management and enlarge the ability to set goals and objectives;
- To present effective methods and techniques of setting strategic goals, preparing strategic documents and implementing strategies in order apply this in the respective departments;
- To manage roles and priorities;
- To manage the organisation culture;
- To train in 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).

**Method**

The programme will be implemented through a variety of training methods (presentation, group work, discussions etc). Use will be made from benchmarking, best practices as well as using the own experiences as an important ankle to learn

**Location**

The 1<sup>st</sup> training module will be organised in Zagreb, Croatia.

It is still to be decided whether the 2<sup>nd</sup> training module will be organised in Zagreb, Croatia or in Danilovgrad, Montenegro.

**Target Group**

The programme is meant for participants who have management responsibility and are in charge and responsible for defining strategic goals and its implementation.

**Working language**

The seminar will be conducted in English and simultaneous interpretation will be provided subject to a minimum number of participants requiring translation. Please indicate that your knowledge of your English language skills on the registration form.

**Trainers**Module I:

- Prof. Arthur Nowak-Far (Poland)
- Mr. Tomasz Szuba (Poland)

For module II:

- Mrs Astrid Karg (Germany)
- Mr Johan de Bruycker (Belgium)
- Ms Iva Gotovac (Croatia)
- Ms Ivana Djuric (Serbia)

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## **MODULE I (28-30 SEPTEMBER 2010)**

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### **TUESDAY, 28 SEPTEMBER 2010**

- 09.30            **Welcome**  
**Introduction of the participants, trainers and the programme**
- 10.00            **1<sup>st</sup> Session: Strategic management in public administration settings**
- 2<sup>nd</sup> Session: Launching strategic management methodology in a Ministry; making strategic choices – reflecting political agenda in a politically impartial institutional setting**
- 13.00            Lunch
- 14.00            **3<sup>rd</sup> Session: Workshop - Building mission and vision**
- 16.30            End of the day's programme

### **WEDNESDAY, 29 SEPTEMBER 2010**

- 09.30            **4<sup>th</sup> Session: Strategic analysis; Strategy formulation (and budgeting for strategy)**
- 13.00            Lunch
- 14.00            **5<sup>th</sup> Session: Workshop - Strategy implementation**
- 16.30            End of the day's programme

### **THURSDAY, 30 SEPTEMBER 2010**

- 09.30            **6<sup>th</sup> Session: Monitoring and evaluation; indicators-setting**
- 13.00            Lunch
- 14.00            **7<sup>th</sup> Session: Case studies: International examples, lessons learned**
- 16.00            **Conclusions and evaluation**
- 16.30            End of training module I

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## MODULE II (8-12 NOVEMBER 2010)

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### MONDAY 8 NOVEMBER 2010

- 13.30      **Welcome and Introduction to the training module**  
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.
- 15.00      Coffee break
- 15.15      **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
- 16.00      **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
- 17.00      End of the day's programme

### TUESDAY 9 NOVEMBER 2010

- 09.00      **Brief review of the first day**
- 09.15      **Creating a motivating working environment**  
Frame of reference: SelfDeterminationTheory (SDT)  
Discussion in small groups: how to apply SDT in the working place
- 10.00      **Presentation of the conclusions of the group discussion**  
Interactive with Q & A
- 10.30      Coffee break
- 10.45      **Introducing leadership**  
Determinants in the perception of leadership
- 11.30      **Communication style as major tools for leadership**  
Building up the circumplex-model
- 12.30      Lunch break
- 14.00      **Exercises: different positions in interpersonal communication**  
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 (video feedback is available) and debriefing of the exercises.

- 15.30 Coffee break
- 15.45 **Exercises 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

### WEDNESDAY 10 NOVEMBER 2010

- 09.00 **Brief review of day 1**  
Presentation of the circumplex model in small groups  
Q&A about the circumplex-model  
What are the learning points of each participant?
- 10.00 **Building a bridge to the leadership styles model**  
Presentation: explaining the similarity with the interaction model.
- 10.30 Coffee break
- 10.45 **Exploring the different constructive leadership styles**  
Learning about the inspirational, coaching, participative style: what are the characteristics, when to apply them, what are the effects when applied rightly/wrongly  
Complementary group work
- 11.00 **Plenary presentation**  
Each group presents 1 style.  
The trainer gives an example (modelling)
- 12.30 Lunch break
- 14.00 **Exercises: practicing the different constructive LS-styles**  
Practical cases learning the operational aspects of the LS-styles: showing managerial courage, coaching, delegating, giving clear instructions, providing feedback, ....
- 15.30 Coffee break
- 15.45 **Exercises (continued)**  
Practical cases the participants brought in
- 17.00 End of the day's programme

### THURSDAY 11 NOVEMBER 2010

- 09.00 **Brief review of last day**
- 09.30 **Managing a team**  
Effective teamwork: the CORPI-model  
Understanding the roles and making use of the talents of team members  
**Group work:** Participants work in groups to identify for each letter (C-O-R-P-I) what are the key questions to be asked to identify for each category of the model point for analysis / discussion / improvement (the result is a list of questions for each letter)  
Presentation and discussion of group work results
- 10.30 Coffee break

- 10.45           **Application of CORPI: group exercise ‘The good cause’**
- 11.30           **The ‘Issues clinic’: Group work on “difficult situations”**  
Participants’ own cases
- Group work based on cases presented to
    - a) analyze them using the models and tools presented and
    - b) to draw up recommendations on how to deal with them
  - Presentation and discussion of group work results
- 12.30           Lunch break
- 14.00           **Conflict and conflict prevention in a team**  
Group exercise and debriefing
- 15.15           Coffee break
- 15.30           **Group exercise**  
The character of it depending on the learning points/expectations of the participants.  
E.g.: NASA, facilitating decision making process, brainstorming, etc.
- 16.30           **Final discussion and evaluation**

#### **FRIDAY 12 NOVEMBER 2010**

Basically the trainers spend this 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, meant as a mini-coaching session.

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.

Evaluation and follow up

- 12.30           **End of the training programme**

