



**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)*

**Sarajevo, 7 – 9 April 2010 (Module I)**

**Sarajevo, 18 – 21 May (Module II)**

---

## **PROVISIONAL 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 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 a 7-day training programme divided over two modules of respectively 3 and 4 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 angle to learn

**Location**

The programme will be organised in Sarajevo, BiH.

**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.

**Trainers**Module I:

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

For module II:

- Mrs Astrid Karg (Germany)
- Mr Johan de Bruycker (Belgium)

---

## MODULE I (7-9 APRIL 2010)

---

### WEDNESDAY, 7 APRIL 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
- 19.00            Joint Dinner

### THURSDAY, 8 APRIL 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

### FRIDAY, 9 APRIL 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

---

## MODULE II (18-21 MAY 2010)

---

### TUESDAY 18 MAY 2010

- 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 19 MAY 2010**

- 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 20 MAY 2009:**

- 09.00      **Managing a team**  
Understanding the roles and making use of the talents of team members
- 10.30      Coffee break
- 10.45      **Managing a team continuation**
- 12.30      Lunch break
- 14.00      **Dealing with conflicting interests and negotiating**
- 15.30      Coffee break
- 15.45      **Dealing with conflicting interests and negotiating II**
- 16.30      **Summing up the day**

## **FRIDAY 21 MAY 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. 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

