

Managing the Administration - A comprehensive management training

- Module II -

Management Concepts and Skills for Senior Civil Servants

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

Danilovgrad, 8-12 November 2010

PROGRAMME

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**
Individual exercise, examples of (non)motivating situations
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)**
Providing feedback
- 17.00 End of the day's programme

THURSDAY 11 NOVEMBER 2009:

- 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
- 10.00 **Application of CORPI: group exercise ‘The good cause’**
- 10.30 Coffee break
- 11.00 **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**

Trainers:

- Ms Astrid KARG (Germany)
- Mr Johan DE BRUYCKER (Belgium)

Co-trainers:

- Ms Ivana Djuric (Serbia)
- Ms Iva Gotovac (Croatia)