



ReSPA

Regional School
of Public Administration

Workshop on Team Development and Team Management

7-9 October 2014
Danilovgrad, Montenegro
DRAFT PROGRAMME

Background

In the line with the Programme of Work (POW) 2014, ReSPA aims to support the CoP on HRM and the main topic of this event will be devoted to the most important thematic areas in the Western Balkans in domain of HRM/HRD on strategic, capacity needs level and in domain of national legal framework. As one of the planned activities in ReSPA HRM/HRD roadmap for 2014 the integrated training on Leadership and Change Management has been foreseen. It has been based on the fact that competent public managers at senior level have to have the skills to guide and motivate the middle management and should be able to translate the requirements from external stakeholder groups into necessary internal structural and cultural reform programmes. In times of rapid change, good leadership is often more important than detailed substantive knowledge. This requires a wide range of skills like setting clear objectives, delegation of tasks, monitoring results, negotiating, and coaching, managing change, motivating as well as handling and solving conflicts. Leadership and Management skills are key elements in the smooth, effective and efficient running of a Public Administration organization.

This three-day Team Development and Team Management workshop will provide practical insights and best-practices into Team Development and Team Management. This training is a follow-up of the previous training delivered in July and focusing on leadership. It will provide participants further insights into group/team dynamics as well as hints and tips how to successfully manage a team, and to better communicate with fellow colleagues. Participants will gain the skills, theory and specialist knowledge needed to improve their team management, and ensure the application of effective communication in the team. Subjects of performance management, appraisal systems in public sector and Team Performance will also be covered and illustrated with case-studies from the region.

The workshop programme will provide participants with a forum to identify a practical roadmap for implementing people-oriented team development strategies that bring into line the needs of both the organisation and employees. In particular, participants will be enabled to think about suitable practices to suit their organisational, cultural, and environmental and people management context. Through action planning, case studies and group discussions participants will gain insights on how to review current practice and determine how best to approach the development of Management and Team works strategies suited to the needs of public administration organisations in the Western Balkans.

The key themes that will be explored in the course of the three-day workshop will include:

- Project Team Development Stages
- Teams Transactional Analysis
- Principles of Effective Communication
- Teams and Cross- cultural skills and negotiation skills in European contexts
- Performance Management and Appraisal System
- Contingency Leadership
- Human resources and Team Performance



Objectives

By the end of the Program it is envisaged that participants will:

- Identify the different types of teams and team dynamic in public administration and how to deal with a wide range of stakeholders
- Recognize why teams are key contributors to organizational effectiveness and why it is important for teams to have a balance of conformity and deviance and a moderate level of cohesiveness
- Appreciate how different elements of group dynamics influence the functioning and effectiveness of teams.
- Advance skills to motivate group members to achieve organizational goals, reduce social loafing in teams and to solve conflicts
- Multiple Perspectives – learning to understand situations from the perspective of local employees in public sector

Content

The content proposed by this training is organized around the following three core themes:

- Theories and Practice of Team Development and Management
- Communication and Feedback mechanisms
- Effective Motivation and Appraisal system

Firstly, the program will provide participants with an understanding of theories, concepts and 'good' practices around the core themes of the training, namely: team development and team management. It will emphasize on building and managing a team, how to develop it in line with the requirements of the public administration.

Secondly, the program will explore in depth the key skills in communication and feedback mechanisms.

Finally, the program will equip participants with effective skills and techniques in raising the level of motivation of team members and establishing modern, effective appraisal system.

Participants will be provided with extensive handout material and frameworks, which they will be able to use in reviewing and developing their Leadership and Management strategies within respective working environments.

Target Group

This three-day workshop on Team Development and Team Management will be of interest to the representatives of the Western Balkans public administrations working as senior HR practitioners. It is primarily targeted at the participants of the previous training held in July 2014.

Participants are required to have at least 5 years' experience of working in related areas (management / HR) in particular those engaged in the following roles are encouraged to apply:

- Senior management staff with responsibility to motivate staff and to achieve results;
- Senior HR Staff engaged in team performance and team development; and/or
- Previous participants of the July training in Leadership and Change Management.

Participants will be required to engage in group discussion and information sharing exercises during this workshop and be open to analysis and feedback, both from the facilitators and their co-participants. Ideally participants will be in a position to bring copies of change management strategies and leadership development plans to the workshop to share with fellow participants.

Workshop Facilitators

The 3-day workshop will be directed and presented by one international and two regional experts.

Krzysztof Jaros

Born 1973, Mr. Jaros is a German lawyer specialized in European and international public law with extensive experience in project management and training delivered to judges and civil servants of both EU candidate and neighborhood countries. After graduating from law faculty, he worked for several years as a trainer and researcher at the Center for European Integration Studies and, since 2001, he has been participating as an expert and manager for various projects in the scope of international cooperation. Between 2005 and 2013, Mr. Jaros was the Resident Adviser to three EU funded Twinning-Projects in Poland and Morocco, where he was in charge of coordinating large groups of international senior experts. The last long-term assignment at the Moroccan Ministry of Finance focused on implementing necessary reforms to improve the governance of public enterprises and involved a wide range of institution and team building issues such as change management.

Roxana Amirzadeh

Roxana Amirzadeh holds Masters in Environmental Economy and Sustainable Development and MSc in Architecture and Construction, more than 15 years Management experiences in different projects in different countries (Iran, Macedonia, Belarus, Kosovo and Serbia). Extensive experiences in training of civil servants in Project Cycle Management and contracting. In addition, She has been preparing training needs analysis, curricula development, development of the Training Plan including preparation and delivery of tailor-made trainings for key ministries staff and social partners Support to the National Employment Policy, and support to Social Dialogues. She has been working in several international projects and different EU funded projects in different countries.



Daliborka Uljarevic

Daliborka Uljarević is Executive Director of the Centre for Civic Education (CCE), one of the leading Montenegrin NGOs (www.cgo-cce.org). She is political scientist with extensive education in democratic leadership and capacity building and over 15 years of working experience in civil society, media and international organisations. In addition, she is co-author of number of publications and essays, as well as editor of several books in the area of democracy, human rights and European integration. Within the consultancy and training engagement, she conducts seminars in project cycle management, needs assessment, project design, project cycle management, monitoring and evaluation, strategic planning, organizational management, public relations and conflict management.

Methodology

The seminar will be delivered through a combination of short lecture style inputs; PowerPoint presentations; participant-centered classroom discussion and a range of practical exercises.

The facilitators will, in particular, draw on their experiences of the successes and failures of various Team Development and Team Management strategies. Participants will be encouraged to comment on the relevance of the proposed approaches and techniques for their own working environment and context.



DRAFT TRAINING PROGRAMME

Day 1- Tuesday, 7 October 2014

Introduction to the concepts of Team development and Management, communication

09.30 - 09.45	Introductions, Participants' Expectations and Course Overview
09.45 - 11.00	Definitions "Team and Team roles"
11.00 - 11.30	<i>Coffee break</i>
11.30 - 13.00	Working in Teams <ul style="list-style-type: none">▪ Teams vs. Groups: What's the Difference?▪ Why Have Teams Become So Popular?▪ Stages of Group and Team Development▪ Creating Effective Teams▪ Twenty-First Century Teamwork: Virtual Teams
13.00 - 14.00	<i>Lunch break</i>
14.00 - 15.00	Communication in Teams <ul style="list-style-type: none">▪ Principles and Practices▪ Integrate mediation and monitoring concepts in Team Management▪ Review and Discussion of Policy and Practice in Participants Employments▪ Mastering Group Dynamics▪ Effective Dialogue and dealing with Emotions▪ Review and Discussion of Policy and Practice in Participants▪ Frameworks for Feedback and Evaluation
15.00 - 15.30	<i>Coffee break</i>
15.30 - 17.00	Team Management decision and Team effectiveness <ul style="list-style-type: none">▪ Monitoring or take action▪ Internal and external Team management actions▪ External support and recognition▪ Decision making
17.00	End of 1 st day



Day 2- Wednesday 8th October 2014

Motivation and Conflicts

09.30	09.45	Quick recap on Day 1 & introduction to Day 2
09.45	- 11.00	Motivation <ul style="list-style-type: none">▪ What are people looking for from work?▪ What happens if they do not find what they are looking for?▪ What can Managers, Supervisors and Team Leaders do to ensure that their people are motivated?
11.00	- 11.30	<i>Coffee break</i>
11.30	- 13.00	Team Managers and their roles in grow of motivation in Public Sector <ul style="list-style-type: none">▪ Theory and Best Practice▪ A Framework for Fostering Employee's Motivation▪ Case Study Exercise▪ Review and Discussion of Policy and Practice in Participants Employments
13.00	- 14.00	<i>Lunch break</i>
14.00	- 15.00	Case studies and group exercise
15.00	- 15.30	<i>Coffee break</i>
15.30	- 17.00	Diagnostic tools finding solution for complex problems
17.00		End of 2 nd day

Day 3- Thursday 9th October 2014

Time Management, Delegation and Stress Management

09.30	09.45	Quick recap on Day 2 & introduction to Day 3
09.45	- 11.00	Characteristic of team excellence <ul style="list-style-type: none">▪ Condition of Group Effectiveness▪ Delegation▪ Supervision▪ Case Studies▪ Review and Discussion of Policy and Practice in Participants Employments
11.00	- 11.30	<i>Coffee break</i>
11.30	- 13.00	Performance Management and Appraisal System in public sector
13.00	- 14.00	<i>Lunch break</i>
14.00	- 15.00	Case studies
15.00	- 15.30	<i>Coffee break</i>
15.30		Wrap-up and Workshop Evaluation & Review Official end of the Workshop

