



ReSPA

Regional School
of Public Administration

Workshop

LEADING THE CHANGE BY SYSTEMIC PROBLEM SOLVING

9-11 December 2014

Danilovgrad, Montenegro

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 base 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.

Following initial training on Leadership, a second three-day Team Development and Team Management workshop was delivered providing practical insights and best practices into Team Development and Team Management. It was focusing on leadership and provided participants further insights into group/team dynamics as well as hints and tips to successfully manage a team, and to better communicate with fellow colleagues. Participants gained the skills, theory and specialist knowledge needed to improve their team management, and ensure the application of effective communication in the team.

This training is a follow-up of the previous two workshops delivered in July and October. Its focus is one of the most important skills every leader should master, leading the change by problem-solving. Regardless of the nature of the problems, a fundamental part of leader's role is finding ways to solve them. So, being a confident problem solver and decision maker is really important to a leader's success and much of that confidence comes from having a good process to use when approaching a problem.

This workshop is challenging from the outset being a blend of trainer-led and experiential learning. It gives the participants a range of versatile and effective techniques, focusing on their real life challenges and enhancing learning from the previous training. In particular, participants will be engaged in case studies, group work, plenary discussions and creative problems solving in teams. They will be asked to identify their real life case studies to work on throughout the program, producing as a result a personalized action plans. In addition, the participants will be given an opportunity to exchange their expertise and ideas with peers through structured activities. All case studies and exercises take in consideration the needs of public administration organizations in the Western Balkans and link their learning activities to Change Management and Strategic Thinking context.

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

- Change Management and Organizational Culture
- The role of HR in Change Management process and its strategic interests
- The 6-step process for problem-solving including decision making
- Skills, techniques and tools for problem solving
- Generating solutions for real life case studies
- Learning from peers

Objectives

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

- Be able to analyze and identify a problem
- Be able to manage change projects/initiatives more effectively
- Recognize the importance of dealing with the cause of a problem, rather than just dealing with the effect of a problem
- Know the different stages of the problem solving and decision making process and understand the importance of each stage in ensuring effective decisions are made
- Be able to use problem solving techniques and tools
- Apply problem solving and decision making models to the workplace

Learning outcomes

- Understanding the importance of the Organizational Culture in the process of Change Management
- Deepening the understanding of HR role and its strategic interests and of the necessity to have a structured approach
- A clear and systematic approach to case solving including decision making
- Knowledge of a range of proven techniques and ability to apply them to a 6-step process in order to solve cases
- Taking advantage and practical advices from peers
- Having a unique opportunity to turn differences into resources to approach real life cases

Content

Change Management and Organizational Culture

The Role of HR in Change Management and its Strategic Interests

The 6-step process for solving cases including decision-making

- Step 1 – Framing and Contracting. Tools: Contracting
- Step 2 – Detecting in self-management and stare-management. Tools: The Peer Advisory Circle
- Step 3 – Announcing & Communicating. Tools: Nonverbal Communication and Rapport, Stakeholder Analysis
- Step 4 – Exploring Deeper. Tools: The S.C.O.R.E. Model, Ishikawa Model
- Step 5 – Designing Possible Solutions: Tools: The Disney Strategy, The Harvard Model
- Step 6 – Preparing decision making

Target Group

This three-day workshop on Leading Change by Systemic Problem Solving will be of interest to the representatives of the Western Balkans public administrations working as senior HR practitioners.

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 should apply:

- Senior management staff with responsibility to achieve results;
- Senior HR Staff engaged in problem solving and decision making; and/or
- Previous participants of the training in leadership and team development and management.

Participants will be required to engage in group discussions and information sharing exercises during this workshop and be open to analysis and feedback, both from the facilitators and their co-participants. Participants are invited to reflect on their work challenges and bring question(s) they want to resolve to the workshop. Those participants, who were engaged in the previous workshops are invited to choose the challenges that arose in the attempt to apply the skills learnt in the previous trainings.

Methodology

The methodology of the training is based experiential learning approach through the introduction of models and tools. The participants will work in small groups on cases from their daily experience and reflect on the learning in the entire group. This training methodology requires high level of commitment and explorative learning on behalf of the participants along the defined process and with given tools.

Workshop Facilitators

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

Elena Khartchenko

Elena has 18 years of management, training and consulting experience in different projects in Italy, Russia, Egypt, Syria, Jordan and Lebanon with public and private organizations. Her experience includes capacity building in Public Administration, design, development and delivery of participatory training courses, implementation of competency-based personnel evaluation system, consulting and coaching top management in strategic planning, leadership development and change management, as well as supporting teams in achieving higher effectiveness. She holds MBA from the University of Edinburgh Business School, Master in Corporate and Business Coaching from U2COACH Academy (Italy) and MS in Garment Engineering from Moscow Institute of Light Industry. Elena is certified NLP Master Practitioner by NLPU, University of California at Santa Cruz, USA. She is official TEDx Organizer with more than 10 TEDx events hosted in 2011-2013 and a participant of TEDxSummit2012 in Doha (Qatar).

Drazen Maravic

Drazen Maravic has 13 years of experience of working in public sector on reform projects and initiatives, related to EU accession. He was Head of the Bureau for EU Integration and International Cooperation in the Ministry of Interior for 5 years, and since 2010 he is the Head of the Bureau for Strategic Planning in the same Ministry. He was project manager for several development projects in the Mol. He was involved as an expert in EU-led development projects in BiH, building capacities for strategic police management in Tunisia and Moldova, and in various projects of the civil society in Serbia. He has finished Law Faculty in Novi Sad, Diplomatic Academy in Belgrade, and he holds specialization in National and Global Security from the Faculty for political Sciences in Belgrade. He is certified CMI (Chartered Management Institute UK) trainer, dealing mostly with strategic management, change management and leadership.

Ruediger Fleisch

Ruediger, founder and Managing Director of Fleisch & Partner, has a background in Political Sciences, German Philology and Medicine, holding degrees from Freie University Berlin. He gathered extensive work experiences in the health sector and has been head manager of a consulting company for the State of Berlin before branching out with his own consulting firm, which focuses on Transformational Designs for organizational healing and corporate self-empowerment. He has a large track of HR-related projects both in business and administration on national and international level. Ruediger is a Master Trainer in Systemic NLP, educated and certified by NLPU at University of California at Santa Cruz, USA. He has authored and co-authored numerous scientific studies about success factors in management, which have been published. Aside from his native German, he is fluent in English and has intermediate knowledge in French.



DRAFT TRAINING PROGRAMME

Day 1 – Tuesday, 9 December 2014

09.30 - 10.30	Introductions, Participants' Expectations and Course Overview	
10.30 - 11.00	Change Management and Organizational Culture	
11.00 - 11.15	<i>Coffee break</i>	
11.15 - 12.15	Change Management and Organizational Culture	
12.15 - 12.45	The Role of HR in Change Management and its Strategic Interests	
12.45 - 13.45	<i>Lunch break</i>	
13.45 - 15.15	Collecting and Prioritizing Cases from Daily Work Introduction to Systemic Problem Solving – 6-step Process Model	
15.15 - 15.30	<i>Coffee break</i>	
15.30 - 17.00	Systemic Problem Solving Step 1 – Framing and Contracting Tools: <ul style="list-style-type: none">▪ Contracting Organizational Culture of Change and its Implications	
17.00	End of 1 st day	



Day 2 – Wednesday, 10 December 2014

09.30 - 09.45	Recap on Day 1 & introduction to Day 2
09.45 - 11.00	Systemic Problem Solving Step 2 – Detecting in self management and state management Tools: <ul style="list-style-type: none">▪ The Peer Advisory Circle

11.00 - 11.15 *Coffee break*

11.15 - 12.45	Systemic Problem Solving Step 3 – Announcing & Communicating Tools: <ul style="list-style-type: none">▪ Nonverbal Communication and Rapport▪ Stakeholder Analysis
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12.45 - 13.45 *Lunch break*

13.45 - 15.15	Systemic Problem Solving Step 4 – Exploring Deeper Tools: <ul style="list-style-type: none">▪ The S.C.O.R.E. Model▪ Ishikawa Model
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15.15 - 15.30 *Coffee break*

15.30 - 17.00	Systemic Problem Solving Step 5 – Designing Possible Solutions Tools: <ul style="list-style-type: none">▪ The Disney Strategy▪ The Harvard Model
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17.00 End of 2nd day



Day 3 – Thursday, 11 December 2014

09.30 - 09.45 Recap on Day 2 & introduction to Day 3

09.45 - 11.00 **Systemic Problem Solving**
Step 6 – Preparing decision making

11.00 - 11.15 *Coffee break*

11.15 - 12.45 **The World Cafè – group work**

12.45 - 13.45 *Lunch break*

13.45 - 14.30 **The World Cafè – plenary session**
The Action List

14.30 - 15.30 Summary and feedback

15.30 **Official end of the Workshop**

