



# ReSPA

Regional School  
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## SUMMARY OF LEADERSHIP/TOP MANAGEMENT TRAINING IN THE WESTERN BALKANS

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This research aims to identify leadership/top management training in ReSPA members and Kosovo\* in the public and private sectors. The research was conducted based on desk research. Detailed information about the offered leadership training for top managers in the public and private sectors is presented in the table below.

At the time of writing this report (September 2023), specialised top management-level training courses in the civil service were developed in Bosnia and Herzegovina, Montenegro and Serbia. The Civil Service Agency of BiH joint-level institutions, the Civil Service Agency of FBiH and the Serbian National Academy for Public Administration (NAPA) offer a specialised programme for personnel in managerial positions. In Montenegro, a specialised training programme for top management has been developed but it is not offered to top management every year, as it depends on the interest of eligible participants. In other analysed administrations (Albania, North Macedonia and Kosovo\*) there is no specialised training programme for senior managerial positions/top management developed by national training institutions which publicly available.

In **Albania**, the Albanian School of Public Administration (ASPA), as an autonomous administrative body, is the key institution tasked with providing civil service training. Although the ASPA offers a variety of training courses, there does not appear to be a specialized programme for senior officials. The Albanian private sector offers leadership and management courses, but they are mainly provided on an online platform.

In **Bosnia and Herzegovina**, the Civil Service Agency of Bosnia and Herzegovina (level of joint institutions of Bosnia and Herzegovina) offers training for top management personnel of civil service joint BiH institutions. The provision of training is within the competence of the Sector for Training and IT of the Civil Service Agency. The Agency has a specific programme for persons in senior managerial positions which encompasses the following thematic areas: leadership, strategic planning and reporting, human resource management, ethics, development of social skills, EU integration and digital transformation.

In **FBiH administration**, the Department for Advanced Training and Civil Service Development of the Civil Service Agency is responsible for civil service training of all civil servants, including the top management. There is a specialised programme for senior managerial staff which has seven thematic areas: 1) public policy process and legislative process – the role and responsibility of senior civil servants; 2) financial management and control and internal audit; 3) leadership skills and solving of ethical dilemmas; 4) change management in crisis situations; 5) public speaking, public relations and methods of online communication; 6) Strategic approach to management and development of human resources based on competencies; and 7) BiH and European Union and preparation of specific documents for using the EU accession funds.

In the **Republika Srpska**, the Department for Training, Improvement of Service Provision and Analytical Affairs within the Agency for State Administration is responsible for civil service training. In Brčko district, the Department of Expert and Administrative Affairs within the Government of Brčko district (sub-department for human resources) is authorized to organize civil service training. The information on specialized training for senior civil servants/top management is not, however, publicly available.

In **Montenegro**, the Sector for Training and Development of the Human Resources Management Administration offers courses for all civil servants, including top managers. There is a specialised training programme developed for managers. This training, however, is not organised every year, but in cycles and information about its content is not publicly available. In addition, the HRMA offers a training module entitled "Management and Planning in Public Administration" intended for civil servants who will work on strategic planning tasks, which are the tasks for the senior management level. For this reason, we have selected this module to be presented in the table below. The thematic areas in the programme include: 1) strategic planning; 2) determining indicators in the planning process; 3) risk management; 4) basic principles of human resource management; 5) leadership/management of organizational units; 6) change management; 7) drafting of strategic acts; 8) statistical process of data collection and analysis; 9) sustainable development and 10) national brand.

In **North Macedonia**, the provision of civil service training is in the competence of the sector within the Ministry for Information Society and Administration (MISA), named Academy for Professional Development of Administrative Employees. In an annual general training programme for 2023 of the MISA there are no specialised courses for senior managerial positions. Several courses offered to all civil servants suitable for senior managerial positions were selected and added to the list in the table below. This list should, however, further be discussed with the staff of the Academy.

In **Serbia**, the National Academy for Public Administration (NAPA) offers a specialised management training programme for senior and mid-management positions. The NAPA is an autonomous administrative body which offers training to all civil service staff, including senior managers. Target groups of the specialized top management training include: civil servants in senior managerial positions (*državni službenici na položaju*), civil servants who are in mid-managerial positions (*rukovodioci užih unutrašnjih jedinica*) and civil servants who are preparing to perform managerial duties. The thematic areas of the training for top managers include the following topics: 1) strategic planning, financing and efficiency; 2) leadership role – leading others; 3) self-management; 4) management of public policies; 5) designing of services; 6) EU membership; 7) Transformation of modes of management. There are also a number of leadership trainings organised by private sector companies in Serbia.

In **Kosovo\***, the Kosovo Institute for Public Administration (KIPA) is tasked with providing civil service training. KIPA is an administration body directly subordinated to the Ministry of Internal Affairs and the Ministry's Department for Management of Public Officials which should supervise

training implementation. The KIPA offers a list of training for all civil servants. There does not appear to be specialised training for managerial positions. We have, however, selected courses that appear to be suitable for top management positions, such as: strategic planning and management; organizational behavior; staff motivation; human resources management and development; ethics and integrity in public service; admission and career (movement within the category and promotion) in the civil service. This information, however, should be clarified with the KIPA staff.

## Examples of Leadership/Top Management Training in the Western Balkans

### - PUBLIC SECTOR -

Albania	
<b>Training institution:</b>	<b>Albanian School of Public Administration</b> ( <a href="https://aspa.gov.al/en/">https://aspa.gov.al/en/</a> )
<b>Main elements:</b>	<p>There is no separate programme for senior officials/top management. Nevertheless, there are several training modules developed, <i>inter alia</i>, for senior managerial positions:</p> <ol style="list-style-type: none"> <li>1. Strategic management (3 days, 18 hours of training)</li> <li>2. Risk management (1 day, 6 hours of training)</li> <li>3. Human Resources Management (1 day, 6 hours of training)</li> <li>4. Ethics and conflict of interest (1 day, 6 hours of training)</li> <li>5. Introduction to Public Administration – for officials who are appointed to the civil service for the first time (10 days – 60 hours of training)</li> </ol>
Bosnia and Herzegovina – joint institutions	
<b>Training institution:</b>	<b>Civil Service Agency of joint institutions of Bosnia and Herzegovina</b> ( <a href="https://www.ads.gov.ba/bs-Latn-BA">https://www.ads.gov.ba/bs-Latn-BA</a> )
<b>Main elements:</b>	<p>The Agency offers a specialised training programme for senior managerial positions (secretary and secretary with the special assignment; assistant minister; assistant director; chief inspector), which includes the following thematic areas:</p> <ol style="list-style-type: none"> <li>1. Leadership</li> <li>2. Strategic planning and reporting</li> <li>3. Human Resources Management</li> <li>4. Ethics</li> <li>5. Development of Social Skills</li> <li>6. EU integration</li> <li>7. Digital transformation</li> </ol>
Federation of Bosnia and Herzegovina	
<b>Training institution:</b>	<b>FBiH Civil Service Agency</b> ( <a href="https://www.adsfbih.gov.ba">https://www.adsfbih.gov.ba</a> )
<b>Main elements:</b>	<p>The FBiH Civil Service Agency offers a special training programme for civil servants in senior managerial positions. The programme has seven thematic areas and lasts 11 days. Training can take place in the classroom, through webinars, learning in nature, study tours or other methods.</p>

	<p>The thematic areas are as follows:</p> <ol style="list-style-type: none"> <li>1. Public policy process and legislative process – the role and responsibility of senior civil servants</li> <li>2. Financial management and control and internal audit</li> <li>3. Leadership skills and solving of ethical dilemmas</li> <li>4. Change management in crisis situations</li> <li>5. Public speaking, public relations and methods of online communication</li> <li>6. Strategic approach to management and development of human resources based on competencies</li> <li>7. BiH and European Union and preparation of specific documents for using the EU accession funds</li> </ol> <p>The training participants are required to prepare a final paper in order to receive a diploma for the course. A final paper should contain an analysis of a case study which is related to the strategic or functional-organizational needs of the civil service body from which a training participant comes. A participant of the program is required to choose a mentor, who is one of the trainers of the programme in the area related to the selected topic (case study). A mentor provides guidelines for the preparation of the final paper. The final work is submitted to the Agency in a written form and presented orally before an expert committee. Members of the expert committee for evaluation and assessment of the final work are appointed by the director of the Agency.</p>
<b>Montenegro</b>	
<b>Training institution:</b>	<b>Human Resources Management Administration</b> ( <a href="https://www.gov.me/uzk">https://www.gov.me/uzk</a> )
<b>Main elements:</b>	<p>The HRMA has developed a special training programme for managers, which, however, is not offered every year and depends on the participants' interests. The content of the programme is not publicly available.</p> <p>In addition, there is a special training module entitled "Management and Planning in Public Administration" intended for civil servants who will work on strategic planning tasks and may also be suitable for the senior management level.</p> <p>This programme consists of the following topics:</p> <ul style="list-style-type: none"> <li>- Strategic planning (1 day)</li> <li>- Determining indicators in the planning process (1 day)</li> <li>- Risk management (1 day)</li> <li>- Basic principles of human resource management (1 day)</li> <li>- Leadership/management of organizational units (1 day)</li> <li>- Change management (1 day)</li> <li>- Drafting of strategic acts (1 day)</li> <li>- Statistical process of data collection and analysis (2 days)</li> <li>- Sustainable development (1 day)</li> <li>- National brand (1 day)</li> </ul>

<b>North Macedonia</b>	
<b>Training institution:</b>	<b>Academy for Professional Development of the Administrative Servants of the Ministry of Information Society and Administration</b> ( <a href="http://www.mioa.gov.mk/">http://www.mioa.gov.mk/</a> )
<b>Main elements:</b>	<p>There is no separate programme for senior officials/top management. Nevertheless, there are several training courses developed, <i>inter alia</i>, for senior managerial positions (for category B of administrative servants-managers B1-B4):</p> <ol style="list-style-type: none"> <li>1. Strategies and innovation</li> <li>2. Leadership and development</li> <li>3. Change Management</li> <li>4. Creating and Defining Policy</li> <li>5. Communication Skills</li> <li>6. Results Achievement</li> <li>7. Equality and Non-Discrimination</li> <li>8. Teamwork</li> </ol>
<b>Serbia</b>	
<b>Training institution:</b>	<b>The National Academy of Public Administration</b> ( <a href="https://www.napa.gov.rs/">https://www.napa.gov.rs/</a> )
<b>Main elements:</b>	<p>The Academy offers a special training programme for senior civil servants in senior managerial positions (<i>državni službenici na položaju</i>) and mid-management positions</p> <p><u>Objectives of this training program are as follows:</u></p> <ul style="list-style-type: none"> <li>✓ Increase the interest of senior civil servants in continuous learning and their commitment to professional development;</li> <li>✓ Make them feel they belong to the "top management team", which creates a common ethical and cultural basis for this group;</li> <li>✓ Ensure better daily cooperation and successful teamwork;</li> <li>✓ Ensure better reputation and increased attractiveness of the senior managerial jobs.</li> </ul> <p><u>Target groups:</u></p> <ol style="list-style-type: none"> <li>I. civil servants in senior managerial positions (<i>državni službenici na položaju</i>)</li> <li>II. civil servants who are in mid - managerial positions (<i>rukovodioci užih unutrašnjih jedinica</i>)</li> <li>III. civil servants who are preparing to perform managerial duties</li> </ol> <p>There are 3 management training programmes:</p> <ol style="list-style-type: none"> <li>1. <b>Training Programme for newly appointed staff at senior managerial positions</b>, which contains the following modules</li> </ol>

1.1 Induction: Introductory training module intended for participants who do not have previous experience in public administration. This training is optional for all newly appointed civil servants in senior managerial positions.

1.2 Basics - essential issues: a mandatory set of training programs aimed at building a common way of thinking, development of competencies for the new role of senior civil servant, strengthening self-awareness about the role of managers and the importance of continuous learning.

The concept of the Basics module - essential questions consist of three broad areas, which are structured as follows:

- CONTEXT – understanding of the environment in a new role.
- ACHIEVING RESULTS - achieving results through key work Government processes, including policy planning, development, and service delivery.
- ME AND MY TEAM – development of self-awareness, reflection on own style of leadership, the development of team leader competencies, which achieve results in the active cooperation with employees, through change management.

## **2. Training programme for staff who are already in senior managerial positions**

Content of the programme:

- 2.1. Strategic planning, financing and efficiency
- 2.2. Leadership role – leading others
- 2.3. Self-management
- 2.4. Management of public policies
- 2.5. Designing of services
- 2.6. EU membership
- 2.7. Transformation of modes of management

## **3. Training programme for civil servants who are in mid-management positions or preparing to apply for mid-management or senior management positions:**

- 3.1 Management of public policies
- 3.2. Internal financial control
- 3.3 Financial management and control in the public sector
- 3.4 Basics of managerial responsibility
- 3.5 Modern concept of human resources management in state administration
- 3.6 Performance monitoring and work performance evaluation
- 3.7 Transformation of management methods
- 3.8 EU membership
- 3.9 Project cycle
- 3.10 Building organizational culture
- 3.11 Motivation of employees
- 3.12 Invest in your employees - employee development methods
- 3.13 Five ways to create psychological safety in the workplace.



<b>Kosovo*</b>	
<b>Training institution:</b>	<b>Kosovo Institute for Public Administration</b> ( <a href="https://mpb.rks-gov.net/ap/page.aspx?id=2,13">https://mpb.rks-gov.net/ap/page.aspx?id=2,13</a> , <a href="https://ikap.rks-gov.net">https://ikap.rks-gov.net</a> )
<b>Main elements:</b>	<p>There is no separate training programme for senior officials/top management. Nevertheless, there are several training courses developed, <i>inter alia</i>, for senior managerial positions:</p> <ol style="list-style-type: none"> <li>1. Strategic planning and management</li> <li>2. Organizational behavior</li> <li>3. Staff motivation</li> <li>4. Human Resources Management and Development</li> <li>5. Ethics and integrity in public service</li> <li>6. Admission and career (movement within the category and promotion) in the Civil Service</li> </ol>

## Examples of Leadership/Top Management Training in the Private Sector in the Western Balkans

### - PRIVATE SECTOR -

<b>Albania</b>	
<b>Training institution:</b>	<p><b>The Knowledge Academy</b></p> <p><a href="https://www.theknowledgeacademy.com/al/courses/leadership-training/successful-people-management-and-team-leadership">https://www.theknowledgeacademy.com/al/courses/leadership-training/successful-people-management-and-team-leadership</a></p>
<b>Main elements:</b>	<p>The name of the training course:</p> <p><b>Successful People Management and Team Leadership</b></p> <p>The course covers the following topics:</p> <ul style="list-style-type: none"> <li>• The role of a leader</li> <li>• What makes a good leader?</li> <li>• Managing change</li> <li>• Demotivation and other issues</li> <li>• Effective communication</li> <li>• Delegation</li> <li>• Motivation</li> <li>• Measuring performance</li> </ul> <p>By the end of the course, participants are expected to:</p> <ul style="list-style-type: none"> <li>• Understand their roles as a leader</li> <li>• Learn how to deal with change and conflict</li> <li>• Know how to keep team members motivated</li> <li>• Know how to measure performance and stay on track</li> </ul> <p style="text-align: center;">The course can be taken online and is led by an online instructor</p>
<b>Bosnia and Herzegovina</b>	
<b>Training institution</b>	<p><b>Alphabet group</b> (<a href="https://alphabetgroup.net">https://alphabetgroup.net</a>)</p>
<b>Main elements:</b>	<p>Name of the training course:</p> <p><b>Leadership Skills</b></p> <p>The objective of the training is to teach participants about the characteristics and behaviors of a successful leader and how they can acquire and implement them.</p>

	<p>Thematic areas include the following topics:</p> <ul style="list-style-type: none"> <li>- types of leaders</li> <li>- how to be a successful leader</li> <li>- the differences between leadership and management</li> <li>- the importance of emotional intelligence</li> <li>- developing leadership skills through numerous practical exercises.</li> </ul>
<b>Montenegro</b>	
<b>Training institution</b>	<b>Balance to Business Coaching &amp; Consulting</b> ( <a href="https://balance2business.me/online">https://balance2business.me/online</a> )
<b>Main elements:</b>	<p>Name of the training course: <b>Authentic Leadership</b></p> <p>It consists of two daily trainings: Leadership of the New Age and Men/Women Leadership.</p> <p>The objective of the training is that participants gain/learn:</p> <ul style="list-style-type: none"> <li>- Understanding the magnitude and significance of a change;</li> <li>- Understanding the need for urgent and constant changes;</li> <li>- Method for constants of a change;</li> <li>- A clear idea of what is possible and what needs to be improved;</li> <li>- To create an action plan on how and what to learn from the opposite sex;</li> <li>- To gain knowledge that will guide them through the implementation of the action plan;</li> <li>- Development of their leadership skills.</li> </ul>
<b>North Macedonia</b>	
<b>Training institution</b>	<b>Company "ESP"</b> ( <a href="https://marketkonekt.com/makedonija/esp/6a2.html">https://marketkonekt.com/makedonija/esp/6a2.html</a> )
	<p>Name of the training course: <b>Effective leadership and management</b></p> <p>Objective of the training:</p> <p>The training aims to acquire and/or improve the skills for effective leadership (leadership) by using appropriate tools and techniques. After completing the training, the participants will be able to: see the differences between management and leadership; become familiar with different leadership styles; recognize a leadership style in themselves and others; apply an appropriate leadership style depending on the situation (situational leadership); identify characteristics according to DISC dimensions; use the learned leadership skills in the work through the application of the tools and instruments and to improve the work in the organization/institution; and another.</p> <p><b>Scope – topics:</b></p> <ul style="list-style-type: none"> <li>- What is leadership? What is management?</li> <li>- Leadership vs. Management</li> <li>- Theories of leadership</li> </ul>

	<ul style="list-style-type: none"> <li>- Leadership styles</li> <li>- Managerial styles and theories</li> <li>- Situational leadership - Model and its application</li> <li>- Effective leadership personal development plan</li> <li>- Influence and communication</li> <li>- The importance of management styles – building trust</li> <li>- LASI instrument and application</li> <li>- DISC – Behavior Model</li> <li>- Creating effective teams using DICS</li> <li>- 8 dimensions of leadership</li> <li>- The importance of information when making decisions</li> <li>- Use of leadership style when communicating with employees; giving feedback and more</li> <li>- Recipes for an Effective Leader</li> <li>- Other</li> </ul> <p><b>Target group:</b> This training is intended for managers, leaders and other responsible persons as well as for all those who want to acquire effective leadership skills.</p> <p>Work methodology</p> <p>The training is interactive with practical and applicable exercises and visual aids (LCD projector, laptop and/or computer, flip chart, etc.). Online training takes place through an online training platform.</p> <p>Each participant will have the opportunity at the end of the training to practically apply the skills and techniques mastered during the training.</p> <p>Materials: Presentation script and other additional materials that can be used in everyday life. The materials are delivered by e-mail to each of the participants.</p> <p>Duration: the training is two days long. 12 hours in total. After completing the training, participants receive a Certificate of Participation.</p>
<b>Serbia</b>	
<b>Training institution</b>	<b>Institute for Economic Diplomacy</b> <a href="https://www.economicdiplomacy.co.rs/course/obuka-za-leadership/">(https://www.economicdiplomacy.co.rs/course/obuka-za-leadership/)</a>
<b>Main elements:</b>	Name of the training course: <b>Leadership training - from expert to team leader</b>  Training objectives: to support future leaders in one of the most and challenging transitions - the transition from an expert to a team leader - enabling the participants to, using a set of practical tools, adapt to new circumstances as quickly as possible and find an operating system that will raise their and their team's performance as soon as possible to a high level.  Leadership training will enable participants to:

- 1) Understand the key differences between management and leadership and the key tools that belong to each.
- 2) Manage team results through communication: active listening, giving feedback and effectively leading meetings.
- 3) Motivate and encourage employee engagement through a holistic approach to their development.
- 4) Organize, plan, delegate and supervise the regular operational work of the team and learn to work with informal groups within the team.

- The training consists of two parts. In addition to classroom work, the training includes suggestions for continuing to apply what you have learned after completing the program.

- It is intended for those who are in the role of manager for the first time and have been leading a team for 9 months or less, as well as for participants who are being considered for the position of Leader in the near future.

- Training agenda:

First day of classes: Fundamentals of leadership focusing on management skills.

1) Leadership skills

a) Manager VS Leader

- The most demanding career transition
- Manager at 4D
- Map of a successful manager

b) Your Action Plan

2) Managerial skills: personal effectiveness, delegation and teamwork organization.

a) Four pillars of effective management:

- 1:1 meetings
- feedback
- employee development
- delegation

b) Your Action Plan

Second teaching day: Leadership skills for better personal and team effectiveness.

1) Leadership skills:

- Effective communication
- Communication channels
- Model of effective communication (clear messages)
- Active listening
- Your Action Plan

2) Managerial skills: performance, development and motivation of employees.

- Monitoring the results of the employee
- Development conversation (asking questions and mentoring)
- Motivation and value systems
- Your Action Plan.

Due to the specificity of the training, which imposes the need for strong interaction and practical work, the training is carried out exclusively live.

<b>Training institution</b>	<b>Agile Serbia</b> ( <a href="https://www.agile-serbia.rs/about/">https://www.agile-serbia.rs/about/</a> )
<b>Main elements:</b>	<p>Name of the training course: <b>Certified Agile Leadership Course (Essential/Teams) with Olaf Lewitz</b></p> <p>The most important outcomes and benefits of the course:</p> <p><b>Knowledge</b> – How to overcome the usual business traps that result in limited success and establish the path to high performance;</p> <p><b>Personal development</b> – How to get people aligned, fully assertive and Agile, with effective communication skills, improving as the Leader they need;</p> <p><b>Agile Mindset</b> – How to create new ways to inspire and influence the environment, spreading the Agile Mindset to create more leaders around.</p> <p>Methodology</p> <p>Certified Agile Leadership program is a practical and pragmatic course that adapts to the wants and needs of the participants. All the necessary theories are to be covered, but our <b>focus is on real-life events, challenges and opportunities.</b></p> <p>In this course, a diverse group of people becomes a team working on improving their personal leadership. "Agile" is the stance and journey of continuously improving. In that spirit, "agile leadership" is the conscious improvement of how we lead and follow.</p>
<b>Kosovo*</b>	
<b>Training institution</b>	<b>RIT Kosovo*</b> ( <a href="https://www.rit.edu/kosovo/project-management">https://www.rit.edu/kosovo/project-management</a> )
<b>Main elements</b>	<p>Name of the training course: <b>Management and leadership training</b></p> <p>Objectives: Development of Management and leadership skills, confidence and authority Outline</p> <p>The course contains the following components:</p> <ul style="list-style-type: none"> <li>• Acknowledging 4 Management functions</li> <li>• Difference between a Leader and a Manager: Can you act as a leader while thinking like a manager?</li> <li>• Difference between efficiency &amp; and effectiveness and their importance for organizational performance</li> <li>• Conceptual, Human &amp; Technical skills</li> <li>• Management types and the horizontal and vertical differences between them</li> <li>• Ten roles that managers perform in an organization</li> <li>• Leadership skills needed for effective crisis management</li> </ul>

- Employees and empowering self-motivation
- The external environment and internal environment
- Corporate Culture & some organizational examples
- Strategic Management, its purpose and levels
- Leadership in a changing process
- From Management to Leadership
- Transformational versus Transactional Leadership
- Managing and balancing conflicts

Successful delivery of the training requires 24 training hours.

Most of the attendees are working professionals.