

# BRIDGE to EU

France for good governance in the Western Balkans



## ReSPA Leadership Academy

### Module 1: Leadership - Embodying, Inspiring and Mobilizing and Leadership Enlargement Walk

14-18 September 2026

Paris, France and Brussels, Belgium

Provisional Agenda

## Background

Public administrations in the Western Balkans and Eastern Partnership region are leading increasingly complex reforms in an environment shaped by accelerated EU enlargement dynamics, fiscal pressures, digital transformation, geopolitical uncertainty and growing public expectations. Senior managers responsible for public administration reform (PAR), public financial management (PFM) and EU accession must combine technical expertise with strategic self-awareness, emotional intelligence, collaborative problem-solving and the capacity to lead in politically sensitive and uncertain environments.

The ReSPA Leadership Academy is a flagship executive leadership development programme for senior public managers. It follows a cohort-based approach over three years, combining experiential learning, peer exchange, institutional exposure, simulations and facilitated reflection. The long-term format enables participants to test leadership concepts in their administrations, learn from one another and build a trusted regional network of reform leaders.

The cohort comprises 27 senior managers from Albania, Bosnia and Herzegovina, Kosovo\*, Montenegro, North Macedonia, Serbia, Armenia, Moldova and Ukraine. Participants hold leadership responsibilities and direct roles in reforms related to PAR, PFM and EU accession. They will be selected for their reform relevance, leadership potential and capacity to cascade learning within their institutions.

**Module 1: Paris and Brussels.** The first module combines an intensive leadership programme at the Institut national du service public (INSP) in Paris with the Leadership Enlargement Walk in Brussels. From 14 to 16 September 2026, in Paris, participants will explore their leadership profiles, strengthen their capacity to communicate an inspiring strategic vision and learn how to mobilise coalitions for lasting change. On 17 and 18 September, the Brussels component will expose the cohort to leadership practices within European institutions and to the broader political and administrative context of enlargement.

The Brussels learning journey is planned to include a tailored visit to the European Commission Visitors' Centre, a meeting with the Belgian Federal Public Service Policy and Support (BOSA), and the Leadership Enlargement Walk with the European School of Administration (EUSA). Together, these exchanges will deepen participants' understanding of the functioning of the Commission, EU decision-making culture, European administrative values, leadership development approaches, and policy processes related to enlargement, governance and reform delivery.

**Programme continuity.** Module 2 will take place in Strasbourg from 4 to 6 November 2026 and will focus on decision-making and communication in crisis situations through practical exercises and an immersive simulation. Module 3, dedicated to leadership culture, is planned for December 2026. The three modules form an integrated annual learning cycle within the Academy's broader three-year cohort development process.

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\* This designation is without prejudice to positions on status, and is in line with UNSCR 1244 and the ICJ opinion on the Kosovo declaration of independence.

## Objectives and Expected Outcomes

### Objectives

- Strengthen strategic self-awareness and help participants identify their individual leadership levers and executive stance.
- Develop the ability to formulate and communicate an ambitious, credible and inspiring vision for institutional transformation.
- Strengthen participants' capacity to mobilise stakeholders, build coalitions and lead change across institutional boundaries.
- Deepen understanding of EU institutions, enlargement dynamics, European administrative values and the culture of EU decision-making.
- Support peer learning and build trust within a cross-regional cohort of senior reform leaders.

### Expected Outcomes

- Greater awareness of personal leadership preferences, strengths and development needs.
- Practical tools for impactful communication, collective mobilisation and coalition-building.
- A clearer understanding of leadership practices
- Stronger capacity to lead complex reforms in politically sensitive and uncertain environments.
- Individual reflection and action points to be applied between modules.

### Target Group

The module is designed for the 27 members of the ReSPA Leadership Academy cohort: senior public managers from the six Western Balkan administrations and Armenia, Moldova and Ukraine who have leadership responsibilities and direct roles in PAR, PFM and EU accession-related reform processes. The working language is English.

# AGENDA

**Monday, 14 September 2026** | INSP, Paris

08:30 - 09:00	<b>Registration and welcome coffee</b>
09:00 - 09:20	<b>Opening of the ReSPA Leadership Academy and module 1</b> <ul style="list-style-type: none"> <li>• Welcome by ReSPA and INSP</li> <li>• Introduction to the three-year cohort learning journey</li> </ul>
09:20 - 12:00	<b>Know yourself, lead others: discovering your leadership profile</b> <ul style="list-style-type: none"> <li>• Explore behavioural preferences and leadership style</li> <li>• Analyse synergies between different leadership profiles</li> <li>• <i>Facilitators: Caroline Frommer and Guila Clara Kessous</i></li> </ul>
12:00 - 13:30	<b>Lunch break</b>
13:30 - 16:30	<b>Know yourself, lead others: from profile to executive stance</b> <ul style="list-style-type: none"> <li>• Interpret individual questionnaire results</li> <li>• Translate your profile into an effective management approach</li> <li>• <i>Facilitators: Caroline Frommer and Guila Clara Kessous</i></li> </ul>
16:30 - 16:45	<b>Daily reflection and closing</b>

**Tuesday, 15 September 2026** | INSP, Paris

09:00 - 12:00	<b>Shape the Future, Inspire Others: Building and Communicating Your Vision</b> <ul style="list-style-type: none"> <li>• Develop an ambitious, realistic and mobilising vision</li> <li>• Connect leadership vision with public-sector transformation</li> <li>• <i>Facilitators: Caroline Frommer and Guila Clara Kessous</i></li> </ul>
12:00 - 13:30	<b>Lunch break</b>
13:30 - 16:30	<b>Communicate with Impact</b> <ul style="list-style-type: none"> <li>• Translate strategic vision into compelling messages</li> <li>• Practise communication that builds commitment and mobilises colleagues and partners</li> <li>• <i>Facilitators: Caroline Frommer and Guila Clara Kessous</i></li> </ul>
16:30 - 16:45	<b>Daily reflection and closing</b>

**Wednesday, 16 September 2026** | INSP, Paris / travel to Brussels

09:00 - 12:00	<b>Driving Change in Public Administration</b> <ul style="list-style-type: none"> <li>• Understand the key drivers and barriers of organisational change in public administration</li> <li>• Build sustainable coalitions and mobilise resources for transformation</li> <li>• <i>Facilitator: Cornelia Findeisen</i></li> </ul>
12:00 - 12:30	<b>Module synthesis and personal reflection</b> <ul style="list-style-type: none"> <li>• Key learning from the Paris component</li> <li>• Individual leadership commitments for the Brussels learning journey</li> </ul>
12:30 - 13:30	<b>Lunch</b>
After lunch	<b>Travel from Paris to Brussels</b>

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**Thursday, 17 September 2026** | *European Commission Visitors' Centre and  
Belgian Federal Public Service Policy and Support, Brussels*

<b>09:00 - 12:00</b>	<b>European Commission Visitors' Centre: EU institutions, enlargement and reform delivery</b> <ul style="list-style-type: none"><li>• Shaping Europe's future – the European Commission at work</li><li>• Enlargement</li><li>• Public administration reform and governance in the enlargement process</li></ul>
<b>12:00 - 14:00</b>	<b>Lunch break</b>
<b>14:00 - 16:00</b>	<b>Belgian Federal Public Service Policy and Support (BOSA)</b> <ul style="list-style-type: none"><li>• Belgian public administration practices and institutional context</li><li>• Leadership and learning development approaches</li><li>• Innovation, collaboration and reform support in the federal administration</li></ul>

**Friday, 18 September 2026** | *European School of Administration, Brussels*

<b>09:00 - 09:30</b>	<b>Welcome and framing of the Leadership Enlargement Walk</b> <ul style="list-style-type: none"><li>• Introduction by ReSPA and the European School of Administration</li><li>• Leadership in the context of renewed enlargement momentum</li></ul>
<b>09:30 - 13:15</b>	<b>Leadership Enlargement walk</b>
<b>13:15 - 13:30</b>	<b>Closing remarks</b>