



LEADERSHIP ACADEMY FOR CROSS-BORDER
COOPERATION

Stage 2 – LEADERSHIP FOR STRATEGY

AGENDA

Trebinje (BIH), 4-6 April 2017

The Leadership Academy is a learning and action programme for mayors, senior officials and elected representatives of local government.

January 2017



Centre of Expertise
for Local Government Reform



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1 PROGRAMME OVERVIEW

1.1 INTRODUCTION

Effective democracy and good governance at all levels are essential for preventing conflicts, promoting stability, facilitating economic and social progress, and hence for creating sustainable communities where people want to live and work, now and in the future. Ultimately, good governance is about delivering efficient and effective public services aligned to the expectations of the local communities and key stakeholders.

Good governance is a requirement at all levels of public administration. At local level, it is of fundamental importance because local government is closest to citizens and provides them with essential services and it is at this level that they can most readily feel ownership of public action¹.

Leadership is an essential feature of good local governance and reflects the organisational leadership capacity to deliver both:

- high-standards of performance; and
- sustainable development (economic, social, environmental, cultural, etc.) of the community.

LAP is composed of the following three stages:

1. Leadership for Organisations
2. Leadership for Strategy
3. Leadership for Capacity building

1.2 STAGE 2 - LEADERSHIP FOR STRATEGY

Once the foundations of leadership are established within an organisation, the LAP focuses on providing the skills and tools to build the organisation capacity to foster internal collaboration to effectively adapt to challenges by design, adoption and implementation of strategies

to sustain them in promoting the well-being of a community.



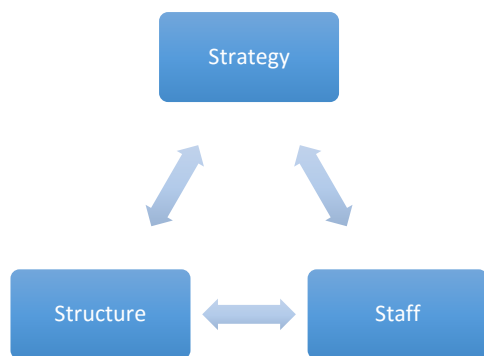
To develop an effective organisation is a complex challenge.

There needs to be an agreed robust strategy; the right internal structure in place that is adequate for the implementation of the strategy, and the competency and capacity and motivated staff to deliver:

- A process to involve stakeholders to identify the needs of the strategy
- An agreed strategy addressing the key challenges being faced by the community
- Organisation structure aligned to deliver the strategy.
- External and internal communication channels in place to support effective work processes
- Staff empowered to work to their full potential.

¹ Council of Europe (2007), Extract from the Valencia Declaration 15th Conference of European Ministers responsible for local and regional government (Valencia,

Spain, 15-16 October 2007) - Appendix I - http://www.coe.int/t/dgap/localdemocracy/Strategy_Innovation/Strategie2007_en.pdf



For an effective organisation strategy, structure and staff need to be aligned.

1.3 STRATEGY FOR CBC - TOPICS

1.3.1 Module 10 – Organisation Culture

- To learn how good leadership can change the organisation culture to deliver better performance.

1.3.2 Module 11 – Scenario Planning

- To introduce the method for developing scenarios and initiating strategic dialogues for strategic planning and problem solving.

1.3.3 Module 12 – Strategic Management

- To present the 3 core domains of strategic management from a leadership perspectives and suggest instruments for establishing high level performance.

1.3.4 Module 13 – Learning Organisation

- To present the concept of a ‘learning organisation’ and give ideas for participants how to encourage learning in their own organizations.

1.3.5 Module 14 – Complexity of Organisational Change

- To understand that local government needs to be responsive and dynamic to change and issues need to be tackled in an integrated manner.

1.3.6 Module 15 – Organisational Communication

- To learn some tools to develop the highest standards of internal and external communications.

1.3.7 Module 16 – Effective Staff Management

- To apply leadership to staff management.

1.3.8 Module 17 – Expectation Management

- To reveal conflicting points in mutual expectations between staff and leaders and formulate a more coherent set of expectations.

1.3.9 Module 18 – Performance Management

- To deepen the understanding of performance management and how it can be used to more effectively deliver outcomes by the organisation.

2 DRAFT AGENDA

Monday, 3.04 – Trainers Only

15.00-16.00 – Revision of Stage 1

16.00-17.00 – Overview of Stage 2 modules (topics and exercises)

17.00-18.00 – Structure of Work and Training Support Plan

Tuesday, 4.04

09.30 – 10.00 – Opening

10.00 – 10.30 – Feedback on home exercise

10.30 – 11.00 – Participatory Recap on Stage 1

11.00 – 11.30 – Coffee Break

11.30 – 13.00 – Expanding on Cross-Border Cooperation

13.00 – 14.30 – Lunch

14.30 – 17.00 – Module 12 – Strategic Management

Wednesday, 5.04

09.30 – 11.00 – Module 10 – Organisation Culture

11.00 – 11.30 – Coffee Break

11.30 – 13.00 – Module 11 – Scenario Planning

13.00 – 14.30 – Lunch

14.30 – 17.00 – Module 12 – Strategic Management & Module 18 – Performance Management

Thursday, 6.04

09.30 – 11.00 – Module 13 – Learning Organisation & Module 14 – Complexity of Organisational Change

11.00 – 11.30 – Coffee Break

11.30 – 13.00 – Module 15 – Organisational Communication - Module 16 – Effective Staff Management

13.00 – 14.30 – Lunch

14.30 – 17.00 – Module 17 – Expectation Management

Friday, 7.04 – Trainers Only

9.00-10.00 – Training Feed-back session / Debriefing

10.00-10.30 – Overview of Stage 3 modules

10.30-11.00 – Planning on Stage 3 - Structure of Work and Training Support Plan

Each Module is structured within the following learning blocks:

- Ice-breaking
- Introduction
- Hands-on exercises (Individual and/or group)
- Feedback
- Closing