



Illustration:  
*The Effects of Good Government*  
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# LEADERSHIP ACADEMY PROGRAMME

## HUMAN RESOURCES AND LEADERSHIP

**TOOLKIT**

The LAP is an interactive training programme for public authorities to develop leadership for organisations, for strategy and for capacity-building.

Council of Europe  
Centre of Expertise for Good Governance

2020



CENTRE OF EXPERTISE  
FOR GOOD GOVERNANCE







# LAP

## LEADERSHIP ACADEMY PROGRAMME

### Syllabus

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# 1 INTRODUCTION

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## 1.1 EXPLANATORY NOTE ON LEADERSHIP<sup>1</sup>

The leadership of a local authority comprises in the first instance the Mayor and other senior elected representatives and officials. They have the key responsibility for the management of the local authority.

They have three main functions:

- To look ahead, developing, sharing and planning a longer-term vision of the community.
- To provide strategic management for the organisation of the local authority and for the provision of local public services whether delivered:
  - by the local authority itself,
  - in partnership with other organisations, or
  - through outsourcing arrangements.
- To engage local people and organisations in the activities of the local authority by:
  - keeping them informed (e.g. of Council plans and policies),
  - consulting them on important matters (e.g. the draft budget), and
  - sharing the decision-making role (e.g. in neighbourhood committees or in the joint provision of a service).

The leadership creates the climate for good local 'governance'. What the Mayor and other senior elected representatives and officials do and how they perform influences whether the local authority is a good place for staff to work in and whether the community is a good place to live in.

People in leadership positions therefore need to:

- be effective to carry out their functions well, and
- show integrity to gain the confidence of the people they are elected to serve.

## 1.2 THE LEADERSHIP ACADEMY PROGRAMME

The Leadership Academy Programme (LAP) is a learning and action course targeting mayors, senior officials and elected representatives of local government.

LAP is composed of the following three stages:

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

International and local experts on behalf of the Council of Europe Centre of Expertise for Good Governance (formerly for Local Government Reform), deliver the LAP course. It is an interactive programme, applying collaborative methodologies to the learning process.

It is delivered, over a period of six - twelve months, in three separate sessions lasting three days each, to groups of up to 25 participants.

LAP is adjusted to local training needs by trainers in collaboration with local implementing partner-institutions, with the aim to focus on learning areas relevant to local contexts whilst ensuring the widespread achievement of CoE training objectives.

Between stages, participants are expected to carry out agreed leadership assignments within their own organisations and report on them in the subsequent stage.

LAP ultimate objective is to equip participants with the knowledge and the tools to deliver good governance through high-performing local government organisations.

Participants are:

- introduced to new thinking about institutional leadership and good governance at local level;

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<sup>1</sup> Council of Europe, (2005) Toolkit on Local Government Capacity-Building Programmes

- encouraged to develop the personal awareness, values, knowledge, skills, behaviours and attitudes that form the foundation of good leadership;
- supported in examining the challenges faced by their organisation and in learning how good leadership can tackle those challenges by strengthening organisational capacities and working effectively with local communities.

Furthermore, joining the LAP courses engages participants in an enduring and cohesive network of colleagues working in local government. LAP Alumni are encouraged to continue to support each other as well as learn from each other beyond LAP courses so to exchange best practices as well as tackling up-coming challenges on a shared basis. Ultimately, LAP Alumni become a powerful force for change.



## 2 LAP LEARNING APPROACH

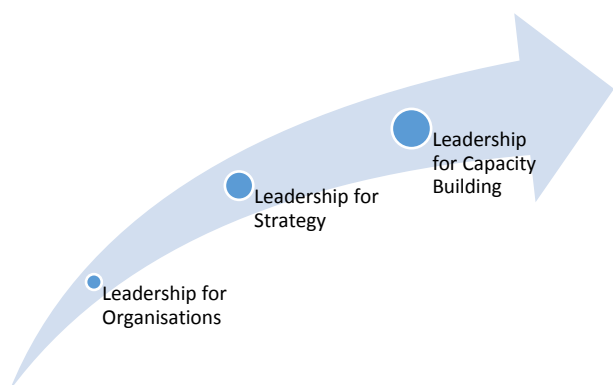
### 2.1 INTRODUCTION

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 with 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 the population can most readily feel ownership of public action<sup>2</sup>.

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

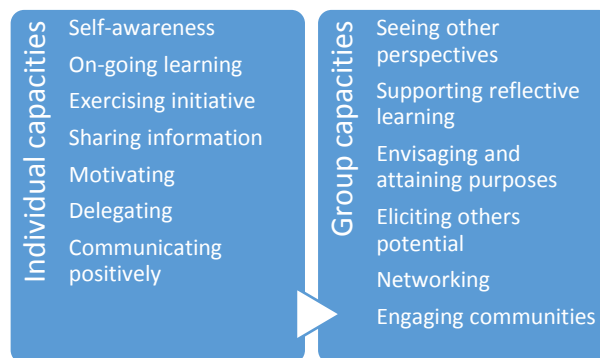
- High standards of performance; and
- sustainable development (economic, social, environmental, cultural, etc.) of the community.



### 2.2 LEADERSHIP FOR ORGANISATIONS

LAP learning process starts from the consolidation of participants' leadership skills in order to contribute building organisational leadership within their organisation.

Organisational leadership is interpreted as the capacity of an organisation to act efficiently within a management framework that provides inspiration, objectives, operational oversight, as well as guidance to achieve a shared organisational vision. Organisational leadership, therefore, develops from the alliance of individual and group leadership capacities.



<sup>2</sup> 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

### 2.3 LEADERSHIP FOR STRATEGY

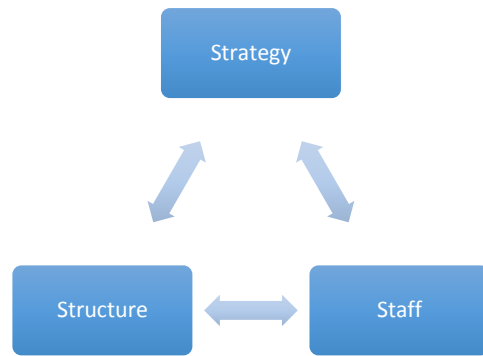
Once the foundations of leadership are established within an organisation, the LAP focuses on providing the skills and tools to build the organisation’s capacity to foster internal collaboration to effectively adapt to challenges, adopting and implementing strategies to sustain the well-being of a community.



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:

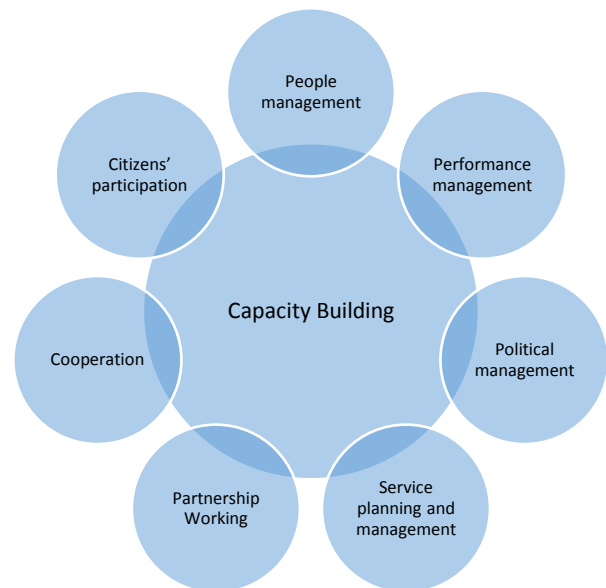
- A process to involve stakeholders to identify the needs of the strategy
- An agreed strategy addressing the key challenges being faced by the community
- Organisation structure aligned to deliver the strategy.
- External and internal communication channels in place to support effective work processes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



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

### 2.4 LEADERSHIP FOR CAPACITY-BUILDING

In its third stage, LAP builds upon the capacity of the organisation to share a clear vision, to understand the key challenges and to influence systems. It therefore provides capacity-building tools to prototype system changes in a number of relevant areas.



### 2.5 THE LEADERSHIP MATRIX

The Leadership Matrix identifies the targets that the LAP sets for responding to specific leadership challenges at each level of leadership.

The Matrix shows the degree of interpolation of different aspects of leadership with the operational levels, suggesting that acquiring leadership capacity is an incremental process by which individual, organisational and institutional

skills need to co-exist and to be shared by all organisations members in order to achieve the expected outcomes. Therefore, although each stage targets specific skills and competencies within each module, such concepts are recurrent and mutually reinforcing throughout.

The overall outcome is two-fold as it impacts on both the organisation and community levels.

**2.5.1 Organisation - Expected outcome:**

- High levels of capacity and expertise;
- Clear authority and legitimacy;
- Strong community leadership.

**2.5.2 Community – Expected outcome:**

- Economic, cultural, social, environmental development;
- Community cohesion;
- High quality public services.

Table 1 -The Leadership Matrix

		Leadership Challenges		
		Organisational	Strategy	Local governance
<b>Level of Leadership</b>	<b>Leadership for Organisation</b>	1. Strengthening individual/group capacities for self-awareness, on-going learning and exercising initiative 2. Developing individual/group capacities to work in groups and to foster the sharing information among organisations’ members 3. Developing individual/group capacities for motivating organisations’ members in achieving high level of performance	4. Strengthening individual/group capacities in order to create a dynamic organisation and a learning organisation 5. Developing individual/group capacities to foster inclusion and valuing diversity 6. Developing individual/group capacities to promote innovation	7. Strengthening individual/group capacities to ensure an effective people management 8. Developing individual/group capacities to work in partnership and to establish networks
	<b>Leadership for Strategy</b>	9. Strengthening organisational capacities to support mutual understanding and reflective learning 10. Developing organisational capacities to envisage and attain purposes 11. Strengthening organisational capacities to elicit the full potential of all staff	12. Developing organisational capacities to improve processes and promote open communications 13. Strengthening organisational capacities to value staff 14. Providing organisations with the tools to effectively manage performance and conflict, to develop direction and strategy, and to benchmark the effectiveness of local authorities	15. Strengthening organisational capacities to ensure an effective performance management and political management 16. Developing organisational capacities to foster an effective Service planning and Management
	<b>Leadership for Capacity Building</b>	17. Strengthening organisational capacities of communicating positively 18. Promoting partnership working and the establishment of networks 19. Developing the capacity of organisations to actively engage community members	20. Strengthening organisational capacities to manage change, promote partnerships and establish networks 21. Develop organisational capacities to promote local accountability, ensure transparency, foster public participation and deliver public value 22. Leadership in times of crisis	23. Fostering cooperation and promoting citizens’ participation and active engagement 24. Leadership for City to City Cooperation 25. Equal opportunities 26. Accountability 27. Using CoE tools for Good Governance 28. Storytelling for leaders

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