



LEADERSHIP ACADEMY PROGRAMME

Training programme for public authorities

LAP
Leadership
Academy
Programme

CENTRE OF EXPERTISE
FOR LOCAL GOVERNMENT REFORM

2017



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FOR LOCAL GOVERNMENT REFORM
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LEADERSHIP is an essential feature of **GOOD DEMOCRATIC GOVERNANCE** and reflects the organisational leadership capacity to deliver both:

- high-standards of performance; and
- sustainable development.

Ultimately, Good Governance is about delivering efficient and effective public services aligned with the expectations of citizens.

Good Governance is a requirement at all levels of public administration.



*Why do geese fly in formation?
To reduce air pressure and increase
efficiency by 30%.*

*Who is leading?
They take turns.*

**Leadership is not about being in
front all the time**

*It generates efficiency through
communication and coordination.*

Since 2007, the CENTRE OF EXPERTISE FOR LOCAL GOVERNMENT REFORM of the COUNCIL OF EUROPE organised more than 50 Leadership Academy programmes in more than 15 Member States, training more than 1000 participants and trainers.

Never, for the sake of peace and
quiet, deny your own experience
or conviction.
(Dag Hammarskjöld)

Human spirit is indomitable;
courage and love are more
powerful than force.
(Gandhi)

To lead people, walk behind
them.
(Lao-Tzu)

To accomplish great things, we
must not only act, but also
dream; not only plan, but also
believe.
(Anatole France)



NOTES ON LEADERSHIP

Leadership of a public organisation comprises, in the first instance, elected representatives and officials, who have the key responsibility for the organisation.

They have three main functions:

- To look ahead, developing, sharing and planning a longer-term vision.
- To provide strategic management for the organisation and for the provision of public services.
- To engage citizens and other organisations in their activities

Leadership creates the climate for 'Good Governance'. What the elected representatives and officials do and how they perform influences whether the organisation is a good place for staff to work in and whether the communities, they influence, are 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.

LEADERSHIP ACADEMY PROGRAMME (LAP)



Leadership for Organisations



Leadership for Strategy



Leadership for Capacity building

The Leadership Academy Programme (LAP) is a training programme for public authorities

International and local experts on behalf of the Council of Europe, Centre of Expertise 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 months, in three separate sessions (one for each stage) lasting up to four days, to groups of up to 25 participants.

LAP is adjusted to national/regional/local training needs by trainers in collaboration with local implementing partner-institutions, with the aim to focus on learning areas relevant to specific 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 LEARNING OBJECTIVES

LAP's ultimate objective is to equip participants with the knowledge and the tools to deliver Good Governance through high-performing public organisations.



LAP participants are:

- Introduced to new thinking about leadership and Good Governance;
- 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 reference communities.

Founding good leadership

Turning challenges into opportunities

Innovative thinking

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 upcoming challenges on a shared basis.

Ultimately, LAP Alumni become a powerful force for change.



LAP LEARNING APPROACH

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 reference communities and key stakeholders.

Good Governance is a requirement at all levels of public administration. It is of fundamental importance where government is closest to citizens and provides them with essential services and the population can most readily feel ownership of public action.

Leadership is an essential feature of Good Governance and reflects the organisational leadership capacity to deliver both:

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

STAGE 1 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.



Individual capacities

- Self-awareness
- On-going learning
- Exercising initiative
- Sharing information
- Motivating
- Delegating
- Communicating positively

Group capacities

- Seeing other perspectives
- Supporting reflective learning
- Envisaging and attaining purposes
- Eliciting others potential
- Networking
- Engaging communities

STAGE 1 – LEADERSHIP FOR ORGANISATIONS

- Module 1 – Good Local Governance
- Module 2 – Understanding Leadership
- Module 3 – Leadership Benchmark
- Module 4 – Leadership Values
- Module 5 – Self-Awareness and Group Empowerment
- Module 6 – Leadership Mind-Sets for Team Working
- Module 7 – Identifying Personal Leadership Styles
- Module 8 – Group Communication Skills
- Module 9 – Developing Leadership in a Landscapes Perspective

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'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.

STAGE 2 – LEADERSHIP FOR STRATEGY

Module 10 – Organisation Culture

Module 11 – Scenario Planning

Module 12 – Strategic Management

Module 13 – Learning Organisation

Module 14 – Complexity of Organisational Change

Module 15 – Organisational Communication

Module 16 – Effective Staff Management

Module 17 – Expectation Management

Module 18 – Performance Management

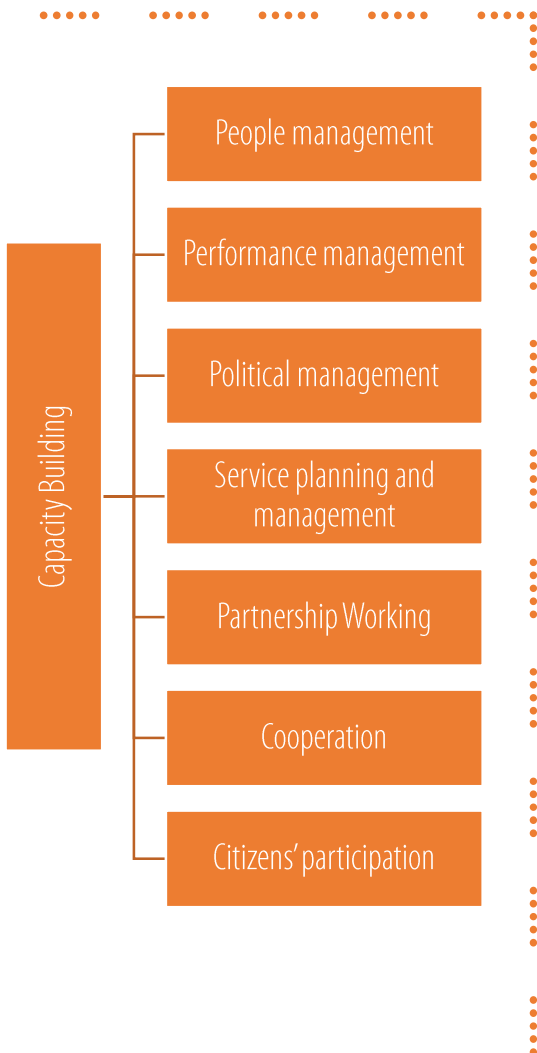
Culture	Creating a dynamic organisation
	Creating a learning organisation
	Fostering inclusion and diversity
	Promoting Innovation
Settings	Improving processes
	Promoting open communications
	Valuing staff
	Managing performance
	Managing conflict
Strategy	Developing direction and strategy
	Managing change
	Promoting partnerships
	Establishing networks
	Benchmarking
Principles	Being accountable
	Ensuring transparency
	Promoting public participation
	Delivering public value

STAGE 3 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.

The third stage develops specific modules based on participants needs and explores the tools, procedures and practices for the implementation of specific processes and projects.



STAGE 3 – LEADERSHIP FOR CAPACITY BUILDING

- Module 19 – Building Ethics and Integrity and Ethics Management (Advanced)
- Module 20 – Civil Participation, Partnership Working and Consensus building
- Module 21 – Inter-Municipal Cooperation (IMC)
- Module 22 – Cross Border Cooperation (CBC)
- Module 23 – City-to-City Cooperation (C2C)
- Module 24 – Equal Opportunities and Gender Balance
- Module 25 – Accountability
- Module 26 – Decentralisation
- Module 28 – Partnership Working
- Module 29 – Working with other public organisations
- Module 30 – Inspection



TRAINING METHODOLOGY AND SCHEDULE



The Leadership Academy Programme (LAP) foresees three stages.

Prior to LAP delivery a Training Need Assessment is performed in cooperation with local partners to ensure targeting of training contents to local needs.

Stage Schedule

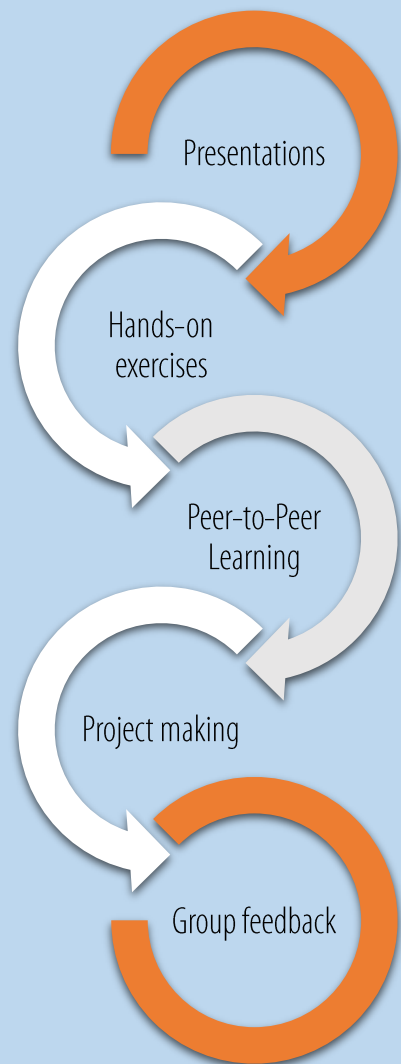
1. **Training of – local – Trainers (ToT)**
 - 3 days prior to Leadership Academy Programme.
 - Translation and adaptation of training material to local context and target public authorities (local or central).
2. **Leadership Academy Programme**
 - 3 stages lasting up to 4 days for each.
3. **Leadership assignments between stages**

At the end of Stage 3, participants are awarded with the **Leadership Academy Programme certificate**.

The Leadership Academy Programme is based on a highly interactive training methodology.

Each module starts with a short introduction to the topic in which participants are encouraged to participate contributing with their experiences and real-life situations.

Trainers facilitate participants in attaining ownership of the topics, tools and methodology taught in the Programme allowing for usability in their daily work.



Short presentations are complemented by a strong emphasis on group exercises, individual exercises, role playing and focus groups.

Social activities are organised for participants in order to stimulate exchanges and partnership building as well as trust.

LAP 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 coexist 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.

Leadership Challenges

	Organisational	Strategy	Local governance
Leadership for Organisation	<ul style="list-style-type: none"> Strengthening individual/group capacities for self-awareness, on-going learning and exercising initiative. Developing individual/group capacities to work in groups and to foster the sharing information among organisations' members. Developing individual/group capacities for motivating organisations' members in achieving high level of performance. 	<ul style="list-style-type: none"> Strengthening individual/group capacities in order to create a dynamic organisation and a learning organisation. Developing individual/group capacities to foster inclusion and valuing diversity. Developing individual/group capacities to promote innovation. 	<ul style="list-style-type: none"> Strengthening individual/group capacities to ensure an effective people management. Developing individual/group capacities to work in partnership and to establish networks.
Leadership for Strategy	<ul style="list-style-type: none"> Strengthening organisational capacities to support mutual understanding and reflective learning. Developing organisational capacities to envisage and attain purposes. Strengthening organisational capacities to elicit the full potential of all staff. 	<ul style="list-style-type: none"> Developing organisational capacities to improve processes and promote open communications. Strengthening organisational capacities to value staff. Providing organisations with the tools to effectively manage performance and conflict, to develop direction and strategy, and to benchmark the effectiveness of local authorities. 	<ul style="list-style-type: none"> Strengthening organisational capacities to ensure an effective performance management and political management. Developing organisational capacities to foster an effective Service planning and Management.
Leadership for Capacity Building	<ul style="list-style-type: none"> Strengthening organisational capacities of communicating positively. Promoting partnership working and the establishment of networks. Developing the capacity of organisations to actively engage community members. 	<ul style="list-style-type: none"> Strengthening organisational capacities to manage change, promote partnerships and establish networks. Develop organisational capacities to promote local accountability, ensure transparency, foster public participation and deliver public value. 	<ul style="list-style-type: none"> Providing organisations' members with tools aimed at fostering cooperation and promoting citizens' participation and active engagement.



ACKNOWLEDGMENTS

The contents of the Leadership Academy Programme have been inspired by the personal experiences of the first trainers of the CoE Leadership Academy Programme (LAP) – Mr John Jackson, UK, and Dr Katalin Pallai, Hungary, as well as by feedback and experiences of the LAP participants and local government authorities from many European countries.

The LAP material was first published by the Council of Europe Centre of Expertise for Local Government Reform on its website in 2013 and later updated in 2015:

MODERN LEADERSHIP FOR MODERN LOCAL GOVERNMENT prepared in co-operation with John Jackson, CoE expert, UK (2013)

UPDATED: MODERN LEADERSHIP FOR MODERN LOCAL GOVERNMENT prepared in co-operation with John Jackson, CoE expert, UK (2015)

The current 2017 edition of LEADERSHIP ACADEMY (2017) is the updated version prepared in co-operation with CoE experts (John Jackson, Katalin Pallai, Jon Barber and Daniele Del Bianco) and ISIG - Institute of International Sociology of Gorizia.

As in the previous editions, numerous publications on leadership as well as online resources and the experience of delivering LAP in many countries were taken into account.

Centre of Expertise for Local Government Reform

<https://www.coe.int/en/web/good-governance/centre-of-expertise>



Current tools on Good Governance

<https://www.coe.int/en/web/good-governance/toolkits>



EN

The Council of Europe is an international political organisation promoting human rights, democracy, and the rule of law. Founded in 1949, it has 47 member states including approximately 820 million people. The aim of the Council of Europe is to achieve a greater unity between its members for the purpose of safeguarding and realising the ideals and principles which are their common heritage. Council of Europe member states commit themselves through legal instruments and co-operate on the basis of common values and common political decisions. The most influential instruments of the Council of Europe include the European Convention on Human Rights and, in the field of democracy, the European Charter of Local Self-Government, both ratified by all member states.

The Centre of Expertise for Local Government Reform was established by the Council of Europe in 2006. Its mission is to promote Good Governance through legislative assistance, policy advice, and capacity building to public authorities. The Centre currently has a repertoire of about 18 capacity-building tools which take inspiration from the relevant European standards and best practice. These tools enable the reinforcement and evaluation of the capacities of local authorities with respect to the 12 Principles of Good Democratic Governance. The Centre's connection to the Council of Europe's intergovernmental Committee on Democracy and Governance (CDDG) offers it ready access to high-level government officials from the 47 member states with a reservoir of knowledge and expertise in governance reforms.