



LEADERSHIP ACADEMY STAGE 3 (3 DAYS) 5-7 March 2012, Sofia

This is the third and final session of the Leadership Programme. Participants will be introduced to further thinking and practice of modern leadership and relate it to their own municipalities; in particular, they will look at personal leadership approaches, using innovation to drive change, managing conflict, understanding the leadership requirements for inter-municipal cooperation, using a modern approach to HR, using accountability and leading through emotional intelligence. They will also have the opportunity for peer review of actual municipal challenges they face.

DAY 1

TIME	ACTIVITY	LEARNING OBJECTIVES	METHODOLOGY
0900-0930	Welcome and introductions	<i>Re-create the dynamic of Stage 2</i>	<i>Opening speeches</i>
0930-1000	Recall exercise	1. Recall learning from Stage 2 training 2. Build a platform on which to learn further	In buzz groups, recall the previous sessions and report back on what you felt were important learning points: a) the meaning and values of modern leadership b) the traditional use of authority c) self-assessment exercises d) Leadership Benchmark e) understanding other perspectives f) modern leadership culture g) learning approach to strategic thinking and action

			h) creating a dynamic organisation i) leadership strength: facilitation j) developing a communications strategy k) leadership styles l) performance management
1000-1100	Personal leadership activities	Learn from the actual leadership activities of participants by subjecting the results to peer review	Participants will present reports on their personal leadership assignment to the group; the group will ask challenging questions to help the participants clarify the leadership issues
1100-1230	Drivers of change	Understand the role of leadership in using the drivers of change	1. In Groups of 4, select the more important factors of innovative practices in a municipality; what could be done to encourage them? 2. Feedback and interactive discussion 3. In same groups, complete the template on driving change 4. Feedback and interactive discussion <i>Handout: Using innovation to drive change</i>
1230-1300	Personal approach to leadership (1)	Learn how to improve one's own leadership approach	Interactive PowerPoint presentation: Maximising Staff Effectiveness (Parts 1-2) <i>Handouts: PowerPoint slides</i>
1300-1400	Lunch		
1400-1630	Conflict management	Learn different approaches to resolving conflicts	1. Game: 'Win as Much as you Can' 2. Role play: Summerhill housing project 3. Interactive presentation 'Conflict Resolution' and discussion <i>Handouts: Conflict Management – Summerhill Housing project; 'Win as Much as you Can'; PowerPoint slides; Reading 'Conflict Resolution'</i>
1630-1700	Personal approach to leadership (2)	Learn how to improve one's own personal leadership approach	Interactive PowerPoint presentation: Maximising Staff Effectiveness (Parts 3-4) <i>Handouts: PowerPoint slides</i>
1700	Close		

DAY 2

TIME	ACTIVITY	LEARNING OBJECTIVES	METHODOLOGY
0900-0915	<i>Recall exercise</i>	<i>Recall yesterday's learning and commitments, facilitated by participant</i>	<i>Each participant states key learning point; interactive plenary discussion.</i>
0915-0945	Inter-municipal cooperation	Understand the implications of IMC	Interactive PowerPoint presentation: Leadership for Inter-municipal Cooperation <i>Handout: PowerPoint slides</i>
0945-1215	Inter-municipal cooperation (cont.)	Learn leadership skills in developing inter-municipal projects	1. Read the case-study 2. Role Play: planning meeting to develop an IMC transport project; feedback 3. Consider the successful features of an effective municipality 4. Complete the Template on preparing the municipality's culture for IMC 5. Interactive discussion on the leadership characteristics needed for IMC; list them on a flipchart <i>Handouts: Looking at the IMC Option</i>
1215-1300	OPEN SPACE	Opportunity for a participant to present an actual leadership challenge for review	As above
1300-1400	Lunch		
1400-1430	Personal approach to leadership (3)	Learn how to improve one's own personal leadership approach	Interactive PowerPoint presentation: Maximising Staff Effectiveness (Parts 5-6) <i>Handouts: PowerPoint slides</i>
1430-1700	Maximising HR capacity	Learn the leadership skills necessary to strengthen staff performance	1. Buzz groups on characteristics of successful initiatives 2. Group sessions on the significance for staff performance of clarity, unity and agility, followed by feedback and discussion 3. Group work on leadership practices to improve staff performance, followed by feedback and discussion <i>Handout: Putting HR into Performance</i>
1700	Close		

DAY 3

TIME	ACTIVITY	LEARNING OBJECTIVES	METHODOLOGY
0900-0915	<i>Any questions / issues from the previous day</i>	<i>Recall key learning and commitments, facilitated by participant</i>	<i>Each participant states key learning point.</i>
0915-1100	Maximising HR capacity (cont.)		
1100-1200	Accountability	Learn how good leadership can strengthen local accountability and deliver better performance	1. In Groups of 4, consider and complete the exercise on accountability 2. Feedback, buzz groups and interactive discussion <i>Handout: Making the best of accountability</i>
1200-1300			
1300-1400	Lunch		
1400-1430	OPEN SPACE	Opportunity for a participant to present an actual leadership challenge for review	As above
1430-1630	Emotional intelligence	Understand the role played by emotional intelligence in leadership	1. Inter-active presentation on Leading through Emotional Intelligence 2. Group exercise on effects of EI competences 3. Buzz groups on mutual expectations of managers and staff <i>Handout: Leading through Emotional Intelligence; PowerPoint slides</i>
1630-1700	<i>Open Forum</i> Presentation of certificates	<i>An opportunity to raise any issues</i> <i>Evaluation of Leadership Academy</i>	<i>Interactive plenary discussion</i>
1730	Close		