

MANAGERIAL AND LEADERSHIP SKILLS

30th -31st January 2023

CONTEXT AND GOALS

The program here below focusses on managerial and leadership skills for Officials and high-level Civil Servants in charge of managing teams.

The objective is to facilitate decision making, to give an overview of key sensitive managerial situations, to identify do's and don'ts and to allow and adopt efficient attitudes

PEDAGOGICAL METHODS

As for the first session, this training will be organised with small group discussions and exchange and based upon **real business situations and key challenges** the Participants actually face in the Public Sector, as pointed out during the TNA phase.

No formal and theoretical presentations will be made during the session, but practical documents will be distributed to the Participants at the end of the session, outlining key points discussed in the groups, and presenting the best practices on each topic.

ROLL OUT AND CONTENT

The session is planned to be delivered on two-day period, and will be fully organised with workshops corresponding to training needs and actual concerns expressed during the TNA phase, with the following time schedule:

Day 1

- Introduction, roundtable, presentation of the themes and questions (1/2 hour).
- Workshops 1, 2, 3. (each workshop lasts about one hour, depending upon the Group discussions and questions).

Day 2

- Workshops 4 and 5. (each workshop lasts about one hour, same as here above).
- Conclusion, wrap up and evaluation of the session by the Participants. (1 hour or 1 ½ hour depending on the number of Participants).

The total duration will be 5 hours.

For each workshop, the cases will be presented (10 to 15 minutes) and distributed to all participants, small group discussions will be organised (thirty to forty minutes) and a plenary session will be made with a benchmarking of group findings and conclusions. The Trainer will participate to group discussions and provide guidance and advice if necessary.

The five workshops are as follows:

- Managing interactions: How to identify the consequences of interactions within a team as well as interactions issues with other internal and external stakeholders. Concrete examples will be presented and discussed in order to outline and understand the key principles of systemic analysis and how it can be concretely used.
- Managing competencies: Having the right competencies for achieving the organisational and strategic objectives is a crucial need. However, based on experience, a clear view of the mapping of competencies is very often lacking. Some Civil Servants have competencies which are not necessary used in their current functions, as well as others may have not the right level and need training. A focus will be made on communications skills and competencies and not only on technical and knowledge abilities.
- Managing empowerment and stewardship: One of the key roles of Leaders and Managers is to inspire trust, to provide guidance and to allow their team Members to develop both their skills and competencies. Concrete situations will be presented in order to define the right attitudes and the differences between delegation, empowerment and stewardship. Constraints and obstacles will be analysed and discussed.
- Managing the recruiting function: Recruiting is not only external but also internal with transfers and promotions. With concrete discussions of key issues for making right decisions, at least two simulation exercises will be proposed, based on a real position. Participants will be invited to identify the right and wrong attitudes and a framework for efficient recruiting will be discussed. A formal presentation will be sent after the session.
- Managing negotiations: Negotiations techniques are necessary in almost all managerial functions, not only with external suppliers or business partners but also within the Public Sector. The different types of negotiations situations will be discussed as well as exercise to identify the classical mistakes and the best practices.