



## LEADERSHIP ACADEMY PROGRAMME IN MACEDONIA – STAGE 1

28-30 April 2014, Ohrid

### 27 April

Arrival of participants; meeting for mutual introductions; welcome dinner

### 28 April <sup>1</sup>

TIME	ACTIVITY	LEARNING OBJECTIVES	METHODOLOGY
9h – 12h	<i>Formal welcome</i>		
	<i>Introductions</i>	<i>Understand expectations and programme objectives</i>	<i>Handout: Putting Learning into Practice</i>
	Values of local government	Identify some of the values that should underpin local government in the future	Facilitated discussion on existing thinking and future trends <i>Handout: Stimulating Thoughts on Leadership</i>
	Leadership Self-Assessment 1	Develop self-awareness of own leadership style as basis for self-improvement	Individual exercise to assess your own leadership preferences Plenary discussion: What did you discover about yourself? <i>Handout: Self-Assessment: Assessing your own Preferences for Leadership Characteristics (short version)</i>
<b>12h-13h</b>	<b>Lunch</b>		
Afternoon	Leadership matrix	Learn how personal leadership is linked	1. Buzz groups: examples of good leadership

<sup>1</sup> There will be breaks each morning and afternoon

session 13h-17h		to delivering community outcomes	2. Facilitated discussion: leading through Organisation Development <i>Handout: Leadership matrix</i>
	Leadership Benchmark	Learn how to use the Leadership Benchmark and be able to assess what municipal leadership might need to do to achieve levels of excellence	1. Introduction to the 'Leadership Benchmark'. 2. Role play in Groups of 4 in a 'peer review' exercise (1 interviewee, 2 interviewers, 1 observer): a) Choose one Benchmark competence; use interview techniques to assess the level at which a municipality (interviewee) is operating. What is the evidence? What could be done to improve? b) Group feedback by observer for plenary discussion: what was the basis for your judgement? 3. Repeat the exercise, if time, but using a different competence and different roles. <i>Handout: The Benchmark of an Effective Democratic Local Authority</i>
<b>1700</b>	<b>Close</b>		

## 29 April`

TIME	ACTIVITY	LEARNING OBJECTIVES	METHODOLOGY
Morning session 9h-12h	<i>Recall exercise</i>	<i>Recall yesterday's learning and commitments</i>	<i>Each participant states key learning point; interactive plenary discussion</i>
	Partnership working	Develop skills of working in partnership with other organisations	Role-play in Groups of 6 of a meeting to plan a local economic development initiative (stakeholders; Mayor, Municipal Chief Administrator, Government Employment Office, NGO representative, Chamber of Commerce, Village Association): 1. Prepare a Stakeholder Analysis 2. Develop a Force Field Analysis 3. Prepare an outline project proposal 4. Plenary role play of public meeting by 1 Group Interactive plenary discussion: what have you learned? <i>Handout: A Local Economic Development Initiative</i>

<b>12h-13h</b>	<b>Lunch</b>		
13h-17h	Leadership self-assessment 2	Develop self-awareness of own personal leadership orientation as a basis for self-improvement	Individual exercise to assess own leadership orientation towards working with people / getting tasks done <i>Handout: Assessing your people / task orientation</i>
	Leadership practices	Learn how new leadership practices might change a municipality.	Interactive PowerPoint presentation: Applying Leadership to Local Government <i>Handout: PowerPoint slides (2)</i>
	<i>Action Planning</i>	<i>Individual development of Personal Action Plans</i>	<i>Personal commitment to development and action</i>
<b>1700</b>	<b>Close</b>		

### 30 April

(tasks to be divided between CoE and local experts)

<b>TIME</b>	<b>ACTIVITY</b>	<b>LEARNING OBJECTIVES</b>	<b>METHODOLOGY</b>
Morning Session 9h-12h	New approaches to leadership	Explore new ideas about leadership and understand how they might be applied in Bulgarian local government	Interactive PowerPoint presentation: Modern Leadership – A New Approach to Local Government <i>Handout: PowerPoint slides (1)</i>
	Local government culture	Understand local government culture and learn how it might be influenced	1. In 3 groups, assess the nature of own municipal cultures; list what could be done to improve the culture. 2. Group feedback and discussion. List actions on flipchart. <i>Handout: Improving a Municipality's Culture</i>
		Open space	
<b>12h-13h</b>	<b>Lunch</b>		
13h-16h30	Strategic thinking and action	Develop ideas and motivation to introduce change in your own municipality	1. Each participant should read the material and complete the personal assessment 2. Personal feedback: what did you learn about yourself? 3. Divide into 3 groups to complete the scenario exercise (middle / best / worst case) 4. Facilitated discussion: Where do we want to be in 5 years time? What should our strategic approach be? <i>Handout: Challenge: Developing Direction and Strategy</i>
	<i>Action Planning</i>	<i>Individual development of Personal</i>	<i>Personal commitment to development and action</i>

		<i>Action Plans</i>	
		<i>Evaluation of the Stage 1 training</i>	
<b>16h30</b>	<b><i>Official Close</i></b>		