

**LEADERSHIP ACADEMY - BULGARIA**  
**STAGE 2 (3 days)**  
**11-13 June 2014**

*Participants will give interim reports on their assignment (assessing the strengths and weaknesses of their own municipality against one of the competences of the Leadership Benchmark. In Stage 2 they will be introduced to deeper thinking and practice of modern leadership and relate it to their own municipalities.*

**DAY 1<sup>1</sup>**

TIME	ACTIVITY	LEARNING OBJECTIVES	METHODOLOGY
0900-0930	Welcome and introductions	Learn from the experience of other participants	In pairs, introduce each other with a comment on what of leadership interest he/she has done since the Stage 1 training
0930-1030	Recall exercise	1. Recall learning from Stage 1 training 2. Build a platform on which to learn further	In 4 groups, recall the previous training and report back on what you felt were important learning points: a) values of modern local government b) principles of a modern leadership approach c) personal leadership orientation d) working in partnership with other organisations e) modern leadership culture f) strategic thinking and action
1030-1130	Reports on personal leadership assignment (1)	Learn from the personal assignment by subjecting the results to peer review	Participants 1 and 2 will present reports on their assignment to the group; the group will ask challenging questions to help the participants clarify the leadership issues
1130-1230	The Leadership Benchmark	Deepen familiarity with the Leadership Benchmark	Role play in Groups of 3 in a 'peer review' exercise (1 interviewee, 2 interviewers): 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?

<sup>1</sup> There will be coffee breaks each morning

			b) Group feedback by observer for plenary discussion: what was the basis for your judgement? How effective were the interviewees? <i>Handout: The Benchmark of an Effective Democratic Local Authority</i>
1230-1300	New approaches to leadership	Recall the ideas about leadership from Stage 1 and examine in greater depth how they might be applied in Bulgarian local government	Interactive PowerPoint presentation: Selection from Modern Leadership – (i) A New Approach to Local Government and (ii) Applying Leadership to Local Government <i>Handout: PowerPoint slides</i>
<b>1300-1400</b>	<b>Lunch</b>		
1400-1430	Report on personal leadership assignment (2)	Learn from the personal assignment by subjecting the results to peer review	Participants 3 and 4 will present reports on their assignment to the group; the group will ask challenging questions to help the participants clarify the leadership issues
1430-1530	Leadership mindset	Understand the leadership should evolve from a ‘controlling’ model to a modern model	Buzz Groups: assess the leadership mindset in your own municipality; be ready to explain the rationale for your judgement and give suggestions for 2-3 changes that could move the leadership further towards the new model. <i>Handout: Municipal Leadership – Moving to a Modern Mindset</i>
<b>1530</b>	<b>Close</b>		

## DAY 2

TIME	ACTIVITY	LEARNING OBJECTIVES	METHODOLOGY
0900-0915	<i>Recall exercise</i>	<i>Recall yesterday’s learning and commitments</i>	<i>Each participant states key learning point; interactive plenary discussion.</i>
0915-0945	Report on personal leadership assignment (3)	Learn lessons from personal assignment results	Participants 5 and 6 will present reports on their assignment to the group; the group will ask challenging questions to help the participants clarify the leadership issues
0945-1300	A ‘learning organisation’	Learn how to modernise the municipality by strengthening its organisational integration and coherence and improving its efficiency and effectiveness	1. Reminder of the leadership matrix 2. Introduction to the Route Map 3. Group exercise: in groups of 4, assess your chosen municipality against the ‘Treasure Map’; decide what to do with the results.

			4. Group feedback and discussion <i>Handouts:</i> (i) <i>Leadership matrix</i> (ii) <i>Route map to a modern municipality</i>
<b>1300-1400</b>	<b>Lunch</b>		
1400-1430	Report on personal leadership assignment (4)	Learn lessons from personal assignment results	Participants 7 and 8 will present reports on their assignment to the group; the group will ask challenging questions to help the participants clarify the leadership issues
1430-1600	The Leadership Benchmark	Design a new competence	1. In groups of 3, design a competence for 'transparency and accountability' for a municipality (Definition, Levels 1, 3, 5, Positive and Negative Indicators and Key Questions) 2. Interactive discussion to build up a competence on flipcharts <i>Handouts: Competence Template</i>
1600	<i>Close</i>		

### DAY 3

TIME	ACTIVITY	LEARNING OBJECTIVES	METHODOLOGY
0900-0915	<i>Recall exercise</i>	<i>Recall yesterday's learning and commitments</i>	<i>Each participant states key learning point; interactive plenary discussion.</i>
0915-0945	Report on personal leadership assignment (5)	Learn lessons from personal assignment results	Participants 9 and 10 will present reports on their assignment to the group; the group will ask challenging questions to help the participants clarify the leadership issues
1015-1130	Leadership strength: facilitation	Learn skills of facilitation	1. Group exercise: in 2 groups, each with selected facilitator, develop an action plan for a poverty reduction project, using facilitation techniques. 2. Interactive plenary discussion on the facilitation experience. <i>Handout: Leadership Skill: Facilitation</i>
1130-1300	Communications strategy	Learn how to develop a professional approach to municipal communications	1. Read the Handout individually 2. In 3 groups: a) Assess the communications strengths and weaknesses of a typical (your?) municipality (town / rural / city) b) Identify the key messages / audiences / tools for a typical

			<p>municipality and write them on flipcharts</p> <p>c) List how you might overcome the typical obstacles against better communications</p> <p>3. Group reports and interactive discussion</p> <p><i>Handout: A Communications Strategy for a Local Authority</i></p>
<b>1300-1400</b>	<b>Lunch</b>		
1400-1430	Report on personal leadership assignment (6)	Learn lessons from personal assignment results	Participants 11 and 12 will present reports on their assignment to the group; the group will ask challenging questions to help the participants clarify the leadership issues
1400-1500	Communications strategy (cont.)		
<b>1500</b>	<b>Close</b>		