



National Association
of
Municipal Clerks of
Bulgaria



**Hanns
Seidel
Stiftung**



COUNCIL OF EUROPE
CONSEIL DE L'EUROPE



BalkanNet.
Cooperation Beyond Borders
International Foundation

LEADERSHIP ACADEMY STAGE 3 - Pomorie, Bulgaria

13th of June, 2015
Arrival of participants

DAY 1(14.06.2015)

TIME	ACTIVITY	LEARNING OBJECTIVES	METHODOLOGY
09.00	<i>Welcome and introductions</i>	<i>Re-create the dynamic of Stage 2</i>	<i>Opening speeches</i>
	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

			<p>h) creating a dynamic organisation</p> <p>i) leadership strength: facilitation</p> <p>j) developing a communications strategy</p> <p>k) leadership styles</p> <p>l) performance management</p>
	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
	Drivers of change	Understand the role of leadership in using the drivers of change	<p>1. In Groups of 4, select the more important factors of innovative practices in a municipality; what could be done to encourage them?</p> <p>2. Feedback and interactive discussion</p> <p>3. In same groups, complete the template on driving change</p> <p>4. Feedback and interactive discussion</p> <p><i>Handout: Using innovation to drive change</i></p>
	Personal approach to leadership (1)	Learn how to improve one's own leadership approach	<p>Interactive PowerPoint presentation: Maximising Staff Effectiveness (Parts 1-2)</p> <p><i>Handouts: PowerPoint slides</i></p>
11.00	Coffee break		
	Conflict management	Learn different approaches to resolving conflicts	<p>1. Game: 'Win as Much as you Can'</p> <p>2. Role play: Summerhill housing project</p> <p>3. Interactive presentation 'Conflict Resolution' and discussion</p> <p><i>Handouts: Conflict Management – Summerhill Housing project; 'Win as Much as you Can'; PowerPoint slides; Reading 'Conflict Resolution'</i></p>
	Personal approach to leadership (2)	Learn how to improve one's own personal leadership approach	<p>Interactive PowerPoint presentation: Maximising Staff Effectiveness (Parts 3-4)</p> <p><i>Handouts: PowerPoint slides</i></p>
14.00	Close		

DAY 2 (15.06.2015)

TIME	ACTIVITY	LEARNING OBJECTIVES	METHODOLOGY
09:00	Recall exercise	Recall yesterday's learning and commitments, facilitated by participant	Each participant states key learning point; interactive plenary discussion.
	Inter-municipal cooperation	Understand the implications of IMC	Interactive PowerPoint presentation: Leadership for Inter-municipal Cooperation <i>Handout: PowerPoint slides</i>
	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>
	OPEN SPACE	Opportunity for a participant to present an actual leadership challenge for review	As above
11.00	Coffee break		
	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>
	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>
14.00	Close		

DAY 3 (16.06.2015)

TIME	ACTIVITY	LEARNING OBJECTIVES	METHODOLOGY
09:00	Any questions / issues from the previous day	Recall key learning and commitments, facilitated by participant	Each participant states key learning point.
	Maximising HR capacity (cont.)		
	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>
11:00	Coffee break		
	OPEN SPACE	Opportunity for a participant to present an actual leadership challenge for review	As above
	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>
	Open Forum Presentation of certificates	An opportunity to raise any issues Evaluation of Leadership Academy	Interactive plenary discussion
14:00	Close		

Departure of participants