



**LEADERSHIP ACADEMY:  
REGIONAL TRAINING OF TRAINERS (ToT)  
ISTANBUL, 18-20 April 2011**

**PROGRAMME**

In 2011, the Council of Europe will support Leadership Academy programmes in Bulgaria, Croatia, Hungary, Ukraine and Turkey. The training will be for trainers who will participate in, and support, the Leadership Academy programmes in their own countries.

**The objectives** of the ToT will be as follows:

- To familiarise participants with the Training Guide and background document
- To strengthen the ability of the participants to design and deliver the Leadership Academy programme

**The Methodology:**

The participants will work in 3 groups. Each group will prepare and deliver a 3-hour training session to the plenary on one of the 3 stages of the Leadership Academy. They will use a selection of PowerPoint slides and exercises from the Training Guide. During the work, the participants will be assisted by the CoE consultants. Each session will be followed by a peer review to assess (after an initial self-assessment) the design and delivery of the session and the relevant contents of the Training Guide. Each group will be free to adapt the proposed approach and materials as it thinks fit.

**Outcome for the Participants**

- greater confidence in their own training abilities and use of modern training techniques.
- deeper understanding of modern leadership in local government
- ability to design and deliver the Leadership Academy programme.

**Background material:** Background document, Leadership Training Guide, ToT programme

**DAY 1**

<b>TIME</b>	<b>ACTIVITY</b>	<b>OBJECTIVES</b>	<b>METHODOLOGY / MATERIALS</b>
0900	<b>Introduction</b>	(a) Welcome (b) Understand workshop objectives (c) Clarify expectations	Welcome statement from the Turkish Union of Municipalities and Towns Introductions and facilitated discussion (SI, JJ, KP)
1000	<b>Background documents</b>	Become familiar with the structure and contents of the leadership materials	Walk- through and discussion of the background document and Training Guide (JJ)
1100	<b>Key leadership concepts</b>	Understand the main concepts underlying the approach of the Leadership Academy	PowerPoint presentation, Leadership Matrix, Leadership Benchmark and facilitated discussion (JJ, KP, SI)
1245	<b>Open session</b>	Clarify any further points; make suggestions	Facilitated discussion (KP, JJ) Divide into 3 groups; each group to prepare a 3-hour training session on one of the Leadership Academy's 3 stages to deliver during day 2 or 3 to the plenary
<b>1300</b>	<b><i>Lunch break</i></b>		
1400	<b>Preparation of sessions</b>	Prepare the contents and delivery techniques for subsequent session	Each group will familiarise itself with the relevant training materials and prepare their training session (with an appropriate introduction) for subsequent delivery. Trainer support will be available. (KP, JJ, SI)
<b>1730</b>	<b><i>Close</i></b>		

*There will be short coffee/tea breaks at mid-morning and mid-afternoon*

**DAY 2**

<b>TIME</b>	<b>ACTIVITY</b>	<b>OBJECTIVES</b>	<b>METHODOLOGY / MATERIALS</b>
0900	<b>Stage 1 training session</b>	Deliver a training session based on Stage 1 of the Leadership Academy	Participants should choose from the following Stage 1 materials: <ol style="list-style-type: none"> <li>1. PP slides: 'A new approach to local government'</li> <li>2. Traditional use of authority</li> <li>3. Understanding different perspectives</li> <li>4. Self-assessment of (i) leadership preferences and (ii) people/task orientation</li> <li>5. Improving a municipality's culture</li> <li>6. Developing direction and strategy</li> </ol>
1230	<b>Peer review</b>	Assess the strengths and weaknesses of the contents and delivery of the training	Self-assessment followed by facilitated discussion and suggested additions and changes
<b>1300</b>	<b><i>Lunch break</i></b>		
1400	<b>Stage 2 training session</b>	Deliver a training session based on Stage 2 of the Leadership Academy	Participants should choose from the following Stage 2 materials: <ol style="list-style-type: none"> <li>1. PP slides: 'Applying leadership to local government'</li> <li>2. Moving to a modern mindset</li> <li>3. Route map to a modern organisation</li> <li>4. Benchmarking transparency / accountability</li> <li>5. Leadership skill - facilitation</li> <li>6. Communications strategy</li> </ol>
1700	<b>Peer review</b>	Assess the contents of the training materials and delivery of the training	Self-assessment followed by facilitated discussion and suggested additions and changes
<b>1730</b>	<b><i>Close</i></b>		

*There will be short coffee/tea breaks at mid-morning and mid-afternoon*

**DAY 3**

<b>TIME</b>	<b>ACTIVITY</b>	<b>OBJECTIVES</b>	<b>METHODOLOGY / MATERIALS</b>
0900	<b>Stage 3 training session</b>	Deliver a training session based on Stage 3 of the Leadership Academy	Participants should choose from the following Stage 3 materials: <ol style="list-style-type: none"> <li>1. PP slides: 'Personal leadership in local government'</li> <li>2. Becoming more innovative</li> <li>3. Looking at the IMC option</li> <li>4. Putting HR into performance</li> <li>5. Accountability through leadership</li> </ol>
1230	<b>Peer review</b>	Assess the strengths and weaknesses of the contents and delivery of the training	Self-assessment followed by facilitated discussion and suggested additions and changes
<b>1300</b>	<b><i>Lunch break</i></b>		
1400	<b>Open session</b>	Consider the way ahead	This facilitated session will allow all participants to: <ul style="list-style-type: none"> <li>• comment on the design of the Leadership Academy programme</li> <li>• comment on the contents of the background document</li> <li>• suggest new approaches, concepts and training materials</li> <li>• suggest how the Leadership Academy might be implemented at national level</li> <li>• consider next steps</li> </ul>
<b>1530</b>	<b><i>Close</i></b>		

*There will be a short coffee/tea break at mid-morning*