

## LEADERSHIP PROGRAMME MASTERCLASS STAGE 2 (3 days)

*Participants will give interim reports on their ‘personal leadership assignment’; they will be introduced to further 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) the values of modern local government b) personal leadership orientation c) working with partner organisations d) modern leadership culture e) strategic thinking and action
1030-1130	Reports on personal leadership assignment (1)	Learn from the personal assignment by subjecting the interim results to peer review	In Groups of 4, 2 participants will present interim reports on their assignment to the group; the group will ask challenging questions to help the participants introduce improvements.
1130-1300	The Leadership Benchmark	Deepen familiarity with the Leadership Benchmark	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?

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

			<i>Handout: The Benchmark of an Effective Democratic Local Authority</i>
<b>1300-1400</b>	<b><i>Lunch</i></b>		
1400-1500	Report on personal leadership project (2)	Learn from the personal assignment by subjecting the interim results to peer review	In the same Groups of 4, the other 2 participants will present interim reports on their assignment to the group; the group will ask challenging questions to help the participants introduce improvements. The Group will decide which assignment should be presented to a later plenary session.
1500-1545	New approaches to leadership	Recall the ideas about leadership from Stage 1 and examine in greater depth how they might be applied in Turkish local administration	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>
1545-1630	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>
1630-1700	<i>Open Forum</i>	<i>An opportunity to raise any issues from the day.</i>	<i>Interactive plenary discussion</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><i>Close</i></b>		

**DAY 2**

<b>TIME</b>	<b>ACTIVITY</b>	<b>LEARNING OBJECTIVES</b>	<b>METHODOLOGY</b>
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>
0915-1015	Report on personal leadership assignment (3)	Learn lessons from personal interim assignment results	Presentations and plenary discussion of personal interim assignment reports by first 2 selected participants from earlier peer review exercise; the group will ask challenging questions to help the participants introduce improvements.
1015-1300	A 'learning organisation'	Learn how to modernise the municipality by strengthening its organisational integration and coherence and improving its efficiency and effectiveness	<ol style="list-style-type: none"> <li>1. Reminder of the leadership matrix</li> <li>2. Group exercise: in municipal groups, assess your municipality against the 'Treasure Map'; decide what to do with the results.</li> <li>3. Group feedback and discussion</li> </ol> <i>Handouts:</i> (i) <i>Leadership matrix</i> (ii) <i>Creating a Learning Organisation</i>
<b>1300-1400</b>	<b><i>Lunch</i></b>		
1400-1500	Report on personal leadership assignment (4)	Learn lessons from personal interim assignment results	Presentations and plenary discussion of personal interim assignment reports by 2 more selected participants from earlier peer review exercise; the group will ask challenging questions to help the participants introduce improvements.
1500-1630	The Leadership Benchmark	Design a new competence	<ol style="list-style-type: none"> <li>1. In groups of 4-5, design a competence for 'transparency and accountability' for a municipality (Definition, Levels 1, 3, 5, Positive and Negative Indicators and Key Questions)</li> <li>2. Interactive discussion to build up a competence on flipcharts</li> </ol> <i>Handouts: Competence Template</i>
1630-1700	<i>Open Forum</i>	<i>An opportunity to raise any issues from the day.</i>	<i>Interactive plenary discussion</i>
	<i>Action Planning</i>	<i>Individual development of Personal Action Plans</i>	<i>Personal commitment to development and action</i>
1700	<i>Close</i>		

**DAY 3**

<b>TIME</b>	<b>ACTIVITY</b>	<b>LEARNING OBJECTIVES</b>	<b>METHODOLOGY</b>
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>
0915-1015	Report on personal leadership assignment (5)	Learn lessons from personal interim assignment results	Presentations and plenary discussion of personal interim assignment reports by last 2 selected participants from earlier peer review exercise; the group will ask challenging questions to help the participants introduce improvements.
1015-1200	Leadership strength: facilitation	Learn skills of facilitation	1. Group exercise: in 3 groups, each lead by a facilitator, develop an action plan for a poverty reduction project, using facilitation techniques. 2. Interactive plenary discussion on the exercise. <i>Handout: Leadership Strength: Facilitation</i>
1200-1300	Open space		
<b>1300-1400</b>	<b>Lunch</b>		
1400-1600	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 municipality (town / rural / city) b) Identify the key messages / audiences / tools for a typical municipality and write them on flipcharts c) List how you might overcome the typical obstacles against better communications 3. Group reports and interactive discussion <i>Handout: A Communications Strategy for a Local Authority</i>
1600-1700	<i>Open Forum</i>  <i>Action Planning</i>	<i>An opportunity to raise any issues.</i> <i>Evaluation of Stage 2 training.</i> <i>Individual development of</i> <i>Personal Action Plans</i>	<i>Interactive plenary discussion.</i>  <i>Personal commitment to development and action</i>
<b>1700</b>	<b>Close</b>		



## Liderlik Akademisi 2 Eđitim Programı

24-26 Kasım 2010  
İSTANBUL