

School of Senior Civil Service

Leadership Development Program 2011

Draft

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LEADERSHIP DEVELOPMENT PROGRAM 2011

There is no one single factor which makes an organization effective. However if it is necessary to choose one factor of effectiveness then for sure it will be leadership

Warren Bennis, 1998

Leadership is the capacity to create. Leadership is about harnessing the potential to connect people, institutions, organizations, communities and even nations in the movement towards the achievement of an overarching goal. Leadership is not static. It demands a constant openness to learning and improvement. It is about leading the way by modeling behaviour and empowering others to be the best they can be. Leadership places a high degree of power and influence within individual hands, however, it also demands a correspondingly high degree of responsibility and accountability. Effective leaders are individuals who demonstrate highly effective behaviour and possess particular skills and abilities in key leadership competency areas.

The Leadership Development Program 2011 is being offered at the School of Senior Civil Service as a training and development program targeted at leadership and management skills development. It seeks to equip Ukrainian senior civil servants with the necessary skills and competencies for addressing the challenges of social transformation, economic development and European integration.

Target Audience: civil servants of 1st and 2nd categories in Ministries and other executive government bodies at the central and local levels, as well as civil servants in other government bodies that fall under the jurisdiction of the Civil Service Law of Ukraine.

Structure: The Leadership Development Program 2011 consists of four modules, or groupings of trainings intended to support the development of core leadership competencies.

Module 1. ***LEADING EFFECTIVE COMMUNICATION***

Communication is critical in the transfer of knowledge, ideas and thoughts between people and institutions. Communication is particularly significant in times when management decisions must be made swiftly and such decisions require the engagement of stakeholders and the building of consensus and momentum towards a given goal. Communication skills are a key building block in developing leadership and management capacity.

Training «**Making Effective Presentations and Work with Mass Media**» or «**Feeling Confident before you Speak**» (duration - 1,5 days)

Key issues:

- Principles of effective communication;
- Improving presentation techniques (Presenting to Decisions-Makers and Presenting to the Public):
 - Formulation of key messages: providing a maximum amount of information in a minimum amount of time;
 - Understanding your audience;
 - Constructive listening and feedback.
- Communication with mass media:
 - Preparation for an interview;
 - Answering difficult questions;
 - Avoiding traps;
- Skills in giving an interview in front of the camera.

Training «**The Art of Negotiation**» or «**Getting to Win-Win**» (duration - 1,5 - 2 days)

Key issues:

- Principles of, and skills in, moderating discussions;
- Understanding and applying the key factors of successful negotiation;
 - Encouraging mutual understanding;
 - Seeking to understand the other party;
 - Defusing tension;
 - Win-win strategy;
 - Making a compelling case;
- The process of negotiation;
- Negotiations at the international level:
 - Understanding protocol;
 - Using informal networks for success;
 - How to say “no” and how to say “yes.”

Module 2. ***STRATEGIC HUMAN RESOURCES MANAGEMENT***

A key factor in organizational effectiveness rests in a leader's ability to competently organize and guide their team. Civil service managers must be capable of working with people, influencing their staff, empowering and leading teams, and promoting a supportive organizational climate. Strategic human resources management is a key factor in managing processes of change.

Training «**Leading a Team**» or «**Moving Leaders from 'Me' to 'We'**» -
(duration 1,5 days)

Key issues:

- Modern approaches to human resources management:
 - Division of HRM responsibilities in an organization, delegation and empowerment;
 - Principles and indicators of team leadership and team work, factors of success, leadership in partnerships;
 - Talent management, coaching and mentoring your team;
- Building organizational culture/ favorable psychological climate:
 - Strategies, mechanisms and tools for employee engagement and feedback, employee surveys (international experience and opportunities for Ukraine);
 - Leading by example and managing one's own emotions;
 - Tips and techniques for stress management;
 - Managing, coaching and mentoring techniques;
- Effective performance management and evaluation: “Great Expectations – the Key to Great Results”
- Code of ethics for public servants;
- Conflict management, addressing workplace challenges.

Module 3. ***LEADERS AS REFORM CHAMPIONS***

Change in the workplace is inevitable. The pace of change appears to be accelerating with each day. There is a growing need for skills in leading a successful change process.

Training «**Leading Change**» or «**Without Followers There are NO Leaders**»
(duration 2 days)

Key issues:

- Understanding change and how people respond differently to changes (emotional stages of transition; impact assessment);
- How to launch a successful change process;
- Setting milestones, recruiting “change champions” and overcoming the “rumour mill”;

- “Surviving” in times of change – minimizing resistance to change, flexibility, the pivotal role of trust;
- Engaging people in change processes;
- “Leading Civil Service reforms”: Improving Services to the Public – placing the citizen at the heart of national social, economic, security and environment reforms.

Training «**Leading Performance Management**» or «**Seeing the Big Picture: Visionary Leadership**» (duration 1-1,5 days)

Key issues:

- Principles and international experience in policy development and implementation; the hierarchy of policy documents; key factors in strategic planning;
- Shaping long-term vision; defining performance indicators for achieving strategic goals and objectives, accountability in practice;
- Ability to innovate and look for new ideas; identifying alternatives in the resolution of challenges and their potential impact; analysis and risk mitigation strategies.

Module 4. ***LEADERSHIP CAPACITY DEVELOPMENT***

The leadership of a country very much depends upon the collective quality of its civil service leaders. Leadership capacity development represents an ongoing process of learning and growth. Individual senior civil service leaders are challenged to reflect upon their own approach to leadership and consider opportunity for future development. This development is seen as contributing to their personal development as leaders, as well as to the development of the senior civil service cadre in Ukraine.

Training. «**Personal Leadership Development: self-reflection and action**» or «Who am I? Leaders Always Learn» (duration 1.5 - 2 days)

Key issues:

- Training which seeks to link the different components of Leadership Development Program into a holistic picture of leadership;
- Use of self-assessment tools to support self-reflection;
- Reflection on one’s own capacity and identification of opportunities for further growth and leadership development;
- Leadership styles and preferences
- Leadership and influence: how to maximize one’s potential.

Additional Module. ***ENTERING CIVIL SERVICE “How the Ukrainian Government Works”*** (duration 1-1,5 days)

Target Audience: recently appointed civil servants of 1st and 2nd categories in Ministries and other executive government bodies at central and local levels as

well as civil servants in other government bodies that fall under the jurisdiction of the Civil Service Law of Ukraine.

Goal: to provide newly appointed senior civil servants with an overview of the Ukrainian machinery of government and its processes and procedures. This is a practical training aimed to support individuals who have recently entered the Ukrainian civil service at a senior level in order to equip them with the knowledge necessary to “get things done” within the system.

Key issues:

- The system of public administration and its legal framework;
- Rules and procedures;
- Roles and responsibilities of the key institutions within the Government of Ukraine;
- Cooperation with key partners (civil society, key stakeholders, mass media, NGOs, international cooperation);
- Decision-making and policy-making processes;
- Making effective use of information technology;
- The budget development process and the financial management system.

Information Note: *The Leadership Development Program 2011 was developed by the School of Senior Civil Service in close collaboration with the Ukraine Civil Service Human Resources Management Reform Project (a technical assistance project funded by the Canadian International Development Agency and implemented by the Canadian Bureau for International Education in partnership with the Main Department of Civil Service). This Program was developed on the basis of a comprehensive learning needs assessment, including a survey of the management community (a total of 545 manager respondents across the civil service including 176 from the 1st and 2nd categories positions); a survey of participants from the Leadership Development Program in 2010; a series of focus-groups (a total of 14 focus groups were held which captured the input of 99 civil servants representing 51 central executive government bodies across the Government of Ukraine); a series of semi-structured interviews with first deputy heads from 15 central executive government bodies and consultations with local and international experts with executive level experience in leadership training and development. For a more detailed rationale for the 2011 Leadership Development Program and a description of identified senior civil service learning needs, please refer to the “Report on the Learning Needs Assessment of the Senior Civil Service in Ukraine”.*