



Funded by the European Union through the Structural Support Reform Programme and implemented by the Institute National du Service Public in cooperation with the European Commission's General Directorate for Reform Support (DG REFORM).



INSP
Institut national
du service public

LEADERSHIP Project

Development of specific training programme for senior public officials in Croatia

Managerial and Leadership skills

24th and 25th November 2022

10:00 – 14:30

Zagreb, Medulićeva 36, Državna škola za javnu upravu

CONTEXT OF THE TRAINING

As part of the LEADERSHIP Project, the French *Institut national du service public* (INSP) and the Croatian National School of Public Administration are partnering to deliver several training sessions on Management and Leadership skills. The first of these sessions will take place on the 24th and 25th of November in Zagreb.

Managing large structures or a team of managers requires the ability to adopt the right posture, to develop and share strategic vision, to give the right sense which will motivate the action of the teams. Based on real-life cases and experience sharing, this module will foster discussions and group work on defining the methods which allow the managers of managers to strengthen their managerial techniques and search solutions to common challenges.

COURSE CONTENT AND METHODOLOGY

The training will be organised with small group discussions and exchange and based upon real business situation and key challenges the participants face in the public service and pointed out during the training needs analyses implemented in the first phase of the project ***Leadership***.

No formal and theoretical presentations will be made during the session but practical documents will be distributed to the participants at the end of the session, outlining key points discussed in the groups, presenting the best practices on each topic.

The session will be implemented in two-day time slot with the following time schedule:

Day 1

- introduction, roundtable, presentation of the themes and question (1/2 hour)
- workshop 1, 2, 3



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Day 2

- workshop 4 and 5
- conclusion, wrap up and evaluation of the session by the participants

The five workshops are as follows:

☐ How to adopt the most efficient management style according to the profile of subordinates and the main three dimensions: their personality strengths and weaknesses, their commitment and the identification of their motivations (more than twenty), and their level of professional knowledge and expertise in their current positions. Four management styles will be discussed as well as methods to identify and reinforce motivations.

☐ How to manage concretely and efficiently conflictual relationships. Several concrete and real examples will be presented and discussed, as well as a critical analysis of both negative and appropriate reactions.

This second workshop will allow to provide a method of conflicts resolution, and to deal with difficult profiles.

☐ How to manage performance assessment review and fix objectives effectively and efficiently. The Trainer will play three types of interview the Participants will be invited to observe, criticize and analyze, in order to outline the right attitudes to adopt and avoid demotivation of the people who are evaluated. A particular focus will be made on the main purpose of the evaluation process and the right way to fix objectives to team Members.

☐ Crisis management is one of the most difficult challenges high level Civil Servants have to manage, as long as anticipation is difficult and concrete consequences are very often unknown. Concrete crisis situations will be discussed in small groups, based on real cases: earthquake, sanitary pandemic, terrorism acts.

☐ How to conduct change management situations. Public Services have to adapt and change their process continuously. Participants will be taught to identify key steps of change management, identify the various types of resistance and the different profiles and attitudes of their teams facing change, adopt right attitudes (strategy of allies, communication rules). This workshop is built based on two real change management issues Croatian Government is facing with: digitalization, turnover and recruitment problems.

The whole training will be practice-oriented, inviting participants to engage in experience sharing, practical group exercises and discussions, and real-life case studies.

These cases studies will be primarily concrete situations met by Participants and actual challenges faced by Croatia.



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OBJECTIVES

- To further strengthen its managerial and leadership skills;
- To get involved in a group dynamic with other senior managers in order to discuss common challenges and develop shared managerial culture;
- To be able to develop its own managerial tools and to define methods for dealing with emerging managerial challenges.

Organisational arrangements

Language: Croatian and English with simultaneous interpretation

Date and time: Thursday, 24th and Friday, 25th of November 2022 from 10:00 to 14:30

TRAINERS' BIOGRAPHIES

Marc SIBOLD graduated from Paris University and has a Master of Industrial Psychology and a Master of Consulting. He started his career in International Consulting Firms, in Peat Marwick Mitchell & Co, as a Manager and Associate Director, providing HR services to a large portfolio of clients including both small and medium sized Companies and international Groups of Service and Industry. In 1991 after eight years, he joined Arthur Andersen France as HR Director of the Consulting Business Unit. In 1997, Marc SIBOLD has joined BUREAU VERITAS, a French leading Group providing certification and conformity assessment services and operating in more than 140 countries worldwide. He was appointed International HR Director and HR Vice President of the International Trade Division, and has worked in more than 60 countries. Throughout his career, he has provided extensive training courses on key HR topics and behavioural management, both in Arthur Andersen (for both Consulting and Audit Business Units) and BUREAU VERITAS where he launched an international Management program in cooperation with INSEAD (Executive Management Course). Since 2008, Marc SIBOLD has created his own firm, specialized in management of conflicts, conflict resolution and prevention of social risks. In this context, he is also certified Mediator and Arbitrator of CMAP (Center of Mediation and Arbitration of Paris) in the Paris Chamber of Commerce.