

## Leadership Seminar: Managing Today's Dynamic Organisation

**Joint Vienna Institute: 11 to 16 March 2018**

DAY	TIME	SESSION
Sunday 11 March	19:00 – 21:00	<ul style="list-style-type: none"> <li>• <b>Welcome Reception</b></li> </ul>
Monday 12 March	09:00 – 09:15	<i>Introductions / Objectives / Expectations</i>
	09:15 – 10:45	<b>Key elements of Effective Communication &amp; Empowerment</b> <ul style="list-style-type: none"> <li>• <i>The importance and the role of communication</i></li> <li>• <i>Assessing and analyze your message</i></li> <li>• <i>How to empower by effective communication</i></li> <li>• <i>Group exercise</i></li> </ul>
	10:45 – 11:00	<i>Coffee break</i>
	11:00 – 12:30	<b>Key elements of Effective Communication &amp; Empowerment</b> <ul style="list-style-type: none"> <li>• <i>Communication styles, types</i></li> <li>• <i>Communication barriers, challenges</i></li> <li>• <i>Video Case</i></li> </ul>
	12:30 – 13:30	<i>Group Photograph / Lunch</i>
	13:30 – 15:00	<ul style="list-style-type: none"> <li>• <b>Self-Assessment: How to communicate with different types of people and be successful</b></li> </ul>
	15:00 – 15:15	<i>Coffee break</i>
	15:15 – 16:45	<b>Practising Communication &amp; Empowering Staff (group exercise)</b> <ul style="list-style-type: none"> <li>• <i>To handle different styles in my company: upwards, downwards, horizontal</i></li> </ul>
	16:45 – 17:00	<i>Feedback and Daily Takeaways</i>
Tuesday 13 March	09:00 – 10:45	<b>Key Elements of Effective Leadership and Management</b> <ul style="list-style-type: none"> <li>• <i>Personal Development</i></li> <li>• <i>KYS, KYE</i></li> <li>• <i>Different leadership styles in different situations</i></li> <li>• <i>Leadership self-assessment</i></li> </ul>
	10:45 – 11:00	<i>Coffee break</i>
	11:00 – 12:30	<b>Leadership &amp; Communication: How to be effective and efficient on the job</b> <ul style="list-style-type: none"> <li>• <i>Leadership challenges</i></li> <li>• <i>Personal leadership journey, personal growth and learnings</i></li> </ul>
	12:30 – 13:30	<i>Lunch</i>
	13:30 – 15:00	<b>Practising Leadership Skills – participant cases on challenging leadership situations - Part 1</b> <ul style="list-style-type: none"> <li>• <i>Group exercise</i></li> </ul>
	15:00 – 15:15	<i>Coffee Break</i>

DAY	TIME	SESSION
Tuesday 13 March	15:15 – 16:15	<b>Practising Leadership Skills – participant cases on challenging leadership situations - Part 2</b> <ul style="list-style-type: none"> <li>• <i>Group exercise</i></li> </ul>
	16:15 – 16:45	<b>Case learnings – next steps in practice</b> <ul style="list-style-type: none"> <li>• <i>Feedback from the team</i></li> <li>• <i>Personal next steps, takeaways from the teams' feedback</i></li> </ul>
	16:45 – 17:00	<i>Feedback and Daily Takeaways</i>
Wednesday 14 March	09:00 – 10:45	<b>Strategic Visioning and Decision-Making Skills</b> <ul style="list-style-type: none"> <li>• <i>Situational analysis: where are we now?</i></li> <li>• <i>Strengths, weaknesses, opportunities and threats</i></li> <li>• <i>Comparative, competitive and unique advantages of an organisation</i></li> <li>• <i>Participatory planning and decision-making</i></li> <li>• <i>Definition of Roles and Responsibilities</i></li> </ul>
	10:45– 11:00	<i>Coffee Break</i>
	11:00 – 12:30	<b>Result-Based Management at the Organisational and HR Level</b> <ul style="list-style-type: none"> <li>• <i>Result-Driven Organisation</i></li> <li>• <i>Creating a Result-Chain</i></li> <li>• <i>Getting the Best Results from Your Employees</i></li> <li>• <i>Small group exercise: result-chain development</i></li> </ul>
	12:30 – 13:30	<i>Lunch</i>
	13:30 – 15:00	<b>Managing Organisational Culture and Change</b> <ul style="list-style-type: none"> <li>• <i>Attitudes, Values and Behaviours at the Leadership and Employee Level</i></li> <li>• <i>Developing Organisational Culture – learning by example, rapport and harmonisation</i></li> <li>• <i>Managing Change at an Organisational and Individual Level</i></li> <li>• <i>Group work exercise: analysis of hypothetical situations</i></li> </ul>
	15:00 – 15:15	<i>Coffee Break</i>
	15:15 – 16:45	<b>EBRD Presentation by Dr Maria Mogilnaya, Associate Banker Trade Facilitation Programme</b>
	16:45 – 17:00	<i>Feedback and Daily Takeaways</i>
	18:45 – 22:00	<i>Bus pick-up and Group Dinner</i>
Thursday 15 March	09:00 – 10:45	<b>Performance Management at the Organisational Level</b> <ul style="list-style-type: none"> <li>• <i>Efficiency and Effectiveness of an Organisation – Key Performance Indicators</i></li> <li>• <i>Performance Management Cycle</i></li> </ul>

DAY	TIME	SESSION
Thursday 15 March		<ul style="list-style-type: none"> <li>• <i>Setting-up a Performance Monitoring System</i></li> <li>• <i>Participants' Case Studies</i></li> </ul>
	10:45 – 11:00	<i>Coffee Break</i>
	11:00 – 13:00	<b>Performance Management at the Individual Level</b> <ul style="list-style-type: none"> <li>• <i>Performance Monitoring and Evaluation at the Individual Level</i></li> <li>• <i>Training and Development as a Performance Management Tool</i></li> <li>• <i>Rewards and Sanctions</i></li> <li>• <i>The Important Art of Delegating</i></li> </ul>
	13:00 – 14:00	<i>Lunch</i>
	14:00 – 15:00	<b>Conflict Management</b> <ul style="list-style-type: none"> <li>• <i>Managing conflict at different levels of the organization internally, as well as with external stakeholders</i></li> </ul>
	15:00 – 15:15	<i>Coffee Break</i>
	15:15 – 17:00	<b>Case study: summary of Day 1–4</b> <ul style="list-style-type: none"> <li>• <i>Team exercise</i></li> </ul>
Friday 16 March	09:00 – 10:45	<b>Negotiating for Success</b> <ul style="list-style-type: none"> <li>• <i>Developing useful Negotiating Skills</i></li> <li>• <i>Challenges, tips</i></li> </ul>
	10:45– 11:00	<i>Coffee break</i>
	11:00 – 12:30	<b>Practising Negotiation skills</b> <ul style="list-style-type: none"> <li>• <i>Role play and personal takeaway</i></li> </ul>
	12:30 – 13:00	<i>Closing Ceremony &amp; Course Evaluation</i>