DRAFT AGENDA 2026

FROM INSIGHT TO ACTION II

DEVELOPING PUBLIC SECTOR LEADERSHIP CAPABILITIES IN THE AI ERA

How Training Institutes Move from Delivering Courses to Building Leadership Capability

***The European Parliament Liaison Office (EPLO) in Croatia**, Bakačeva 3, Zagreb*
8-9 December 2026

Conference Purpose

The conference aims to explore how public administration training institutes can evolve from traditional training providers into strategic enablers of leadership development, institutional transformation, and digital innovation. As artificial intelligence, emerging technologies, and rapidly changing societal expectations reshape the public sector, leadership development must go beyond individual competencies to strengthen organisational capabilities and the capacity of institutions to lead sustainable reform. Building on the first "From Insight to Action" conference, organised in December 2025 in Zagreb, this second edition shifts the emphasis from insight to institutional application: how training institutes can become capability builders and support sustained leadership development beyond individual courses.

Bringing together senior public officials, directors of public administration academies, policymakers, international organisations, academia, and technology partners, the conference will examine how leadership can drive responsible AI adoption, digital transformation, innovation, and citizen-centred public services. Participants will exchange experiences, explore practical approaches to capability building, and identify new models of learning that combine leadership development, organisational learning, peer exchange, and AI-enabled tools.

The conference will also serve as a platform for fostering regional and international cooperation, encouraging training institutes to build leadership ecosystems that support resilient, agile, and future-ready public administrations and will conclude with a collaborative design session in which participating institutions will develop concrete leadership capability pilots tailored to their own organisations. Each institution will identify a leadership challenge, define the capability to be strengthened, explore how AI can support implementation, assign institutional ownership, and establish measurable indicators for success.

Expected outcomes:

- A shared vision of the future role of public administration training institutes as drivers of leadership and institutional transformation.
- Practical approaches for integrating AI and digital technologies into leadership development.
- Exchange of regional and international good practices on capability building and organisational learning.
- Stronger partnerships among public administration academies, governments, international organisations, academia, and technology providers.

- Institutional commitments to launch leadership and AI-enabled capability-building initiatives following the conference.

This conference is built around one central question:

> ***How can training institutes contribute to the development of better public sector leaders in an environment shaped by AI, complexity, rapid change and increasing citizen expectations?***

By the end of the conference, participants will leave not only with new knowledge and international connections, but also with practical commitments and implementation plans that will help transform public administration training institutes into strategic enablers of leadership excellence, organisational capability, and sustainable public sector reform across the region and beyond.

Day 1 — The Leadership Challenge

09:15 – 09:45	**Registration**
09:45 – 10:00	**Welcome & Opening Remarks** **Speakers:** – **Rudolf Vujević** — Director, National School of Public Administration (NSPA/DŠJU) – **Jelena Mrdak** — Director ad interim, Regional School of Public Administration (ReSPA) **Purpose:** Setting the conference challenge: developing leadership capability rather than simply delivering training.
10:00 – 10:20	**Ministerial Address: *Public Leadership in an Age of AI, Complexity and Trust*** **Speaker:** **Minister** — Ministry of Justice, Public Administration and Digital Transformation [TBC] **Perspective:** Policy-maker view **Key questions:** – What kind of leaders does public administration need? – Which capabilities are currently missing? – What should learning institutions deliver in the future?
10:20 – 11:05	**Panel: *What Kind of Public Sector Leaders Do We Need Now?*** **Moderator:** Professional international facilitator — **Prof. Drewello** [TBC] **Panellists:** – **Rima Joujou Deljkic, Representative of SG REFORM, European Commission - Working Group for Reforms and Investment** – **Representative of the Ministry of Justice, Public Administration and Digital Transformation** [TBC] – **Representative of the French Government** [TBC]: capabilities required for leading digital transformation – **Prof. Dr. Mislav Balković** [TBC] — Algebra Bernays University (Future Skills): leadership skills; lifelong learning; human–AI collaboration – **Pavel Ivanov** [TBC] – Institute of Public Administration, Bulgaria – **Külli Toomet-Björck** [TBC] – Republic of Estonia - Government Office, Top Civil Service Excellence Centre **Guiding questions:** 1. Which leadership competencies matter most today? 2. What has changed since AI entered everyday work? 3. Which leadership skills will become more important by 2030? 4. How can leadership accelerate digital transformation and innovation across the whole institution rather than in individual projects? 5. How should public sector leaders govern AI rather than simply use it, ensuring accountability, human oversight, transparency and public trust?
11:05 – 11:20	**Coffee Break***
11:20 – 11:30	**Introductory Presentation: *From Courses to Capability — Rethinking What Training Institutes Deliver*** **Speaker:** **Valentina Ferenčak** — NSPA/DŠJU

	Purpose: Why training institutions need to transform to provide more effective support to public administration leaders.
11:30 – 12:00	***From Training Provider to Capability Builder*** **Speakers:** **Lukáš Jirsa** —Institute for Public Administration Prague, Czech Republic **Marios Constantinou** - Cyprus Academy of Public Administration, Cyprus **Key themes:** – Leadership development – Capability building – Learning ecosystems – Future public service competencies – Workplace learning, coaching, peer learning and communities of practice – Measuring behavioural change and institutional impact, not only training participation
12:00 – 13:00	**Networking Lunch**
13:00 – 13:20	**Presentation of the European Parliament Liaison Office (EPLO) in Croatia**
13:20 – 14:50	**Leadership Practice Lab — *Situation-Based Leadership Development (SBLD) with AI as Diagnostic Partner*** *Performance Conversations* Participants work on real scenarios involving difficult feedback, accountability, employee development and performance management. **Format:** – Short introduction to the SBLD methodology – Live role play in front of all participants (1 leader, 1 counterpart, 4 pre-briefed observers) – Break (15 min) – Structured debrief, following the approach used in the BCL workshops – AI-assisted feedback based on an audio recording of the role play (AI as diagnostic partner, not judge) — showing in practice the conference theme "govern AI, not just use AI" **Facilitators:** Dr. Osman Bayraktar (introductory framework) · ReSPA experts · DŠJU facilitators
14:50 – 16:00	**AI in Action — *Leading and Governing AI in Public Administration*** **Facilitated by:** **Tomislav Vazdar**, Riskoria [TBC] **Focus:** – How AI tools can support leadership development and decision-making in public administration – Human oversight, accountability and responsible use of AI, including implications of the EU AI Act – Moving from AI pilots to sustainable institutional adoption
16:00 – 16:15	**Closing Remarks — Day 1: *What AI Cannot Replace — Leadership Capabilities for the AI Era*** *Judgement, Culture, Connection — and Why They Cannot Be Delegated* **Speaker:** **Dr. Osman Bayraktar** — SwissMI Academy **Key question:** What leadership capabilities become more important — not less — in the AI era, and which dimensions of judgement, responsibility, ethics and human connection can or cannot be delegated to AI?
17:30	**Guided Tour***

	***The meeting point: in front of the EPLO Office, Bakačeva 3, Zagreb**
19:30	**Conference Dinner (Restaurant "Kaptolska Klet", Kaptol 5, Zagreb)**

Day 2 — Building the Leadership Ecosystem

09:15 – 09:30	**Morning Networking**
09:30 – 10:15	**Panel: *Building Leadership Ecosystems Beyond Training*** **Moderator:** [TBC] **Panellists:** – **Jelena Đorđević and Siniša Barjaktarević,** National Academy of Public Administration (NAPA), Serbia – **Peter Vandenbruaene** and **Mélanie Recour** — Belgian Federal Public Service Policy and Support (BOSA), Belgium – **Francesco Leone** — Diplomatic Advisor to the Minister for Public Administration, Italy [TBC] – **Representative** — CEF, Slovenia [TBC] **Focus:** – Communities of practice – Peer learning – Leadership networks – Institutional capability – Workplace learning, coaching and follow-through mechanisms that turn training into sustained capability
10:15 – 10:45	**Institutional Transformation Panel: *How Should Training Institutes Respond?*** **Moderator:** Independent facilitator [TBC] **Panellists:** – **Valentina Ferenčak** — NSPA/DŠJU (national transformation journey) – **Jelena Mrdak** — ReSPA (regional capacity development) – **Dr. Osman Bayraktar** — SwissMI Academy (leadership development methodologies) **Key questions:** – What organisational capabilities do training institutes need in order to become development partners? – How can workplace learning, peer learning, coaching and leadership networks be embedded beyond courses? – What role should AI play in leadership development, and what must remain fundamentally human? – How should leadership outcomes, behavioural change and institutional impact be measured? – Which partnerships, leadership sponsorship and organisational conditions are needed to sustain change?
10:45 – 11:00	**Coffee Break***

11:00 – 12:30	**Working Session: *The Transformation Café — What Must Change for Our Training Institutes*** Participants rotate between tables in five rounds, one for each core question. Together, the answers form an institutional leadership pilot that each institution presents at the Closing Plenary. **Core questions:** 1. **Leadership challenge** — which real workplace issue should we address? 2. **Leadership capability** — which competency needs to be strengthened? 3. **AI opportunity and governance** — how could AI support the challenge, which institutional conditions are required, which risks and safeguards should be considered, and where must human oversight and accountability remain? 4. **Ownership and workplace transfer** — who leads the initiative, and what support is needed (line managers, coaching, peer learning, opportunities to practise)? 5. **Metrics and follow-up** — how will success be measured, and what will be reviewed after 3 or 6 months? The facilitation team photographs the flipchart outputs during the rotations and analyses them with AI support. Consolidated patterns are presented at the Closing Plenary, using AI live as a working-session partner, in line with the Day 1 AI theme. **Facilitators:** [TBC]
12:30 – 13:00	**Closing Plenary and Commitments for the Next Year** – TBC
13:00	**Networking Lunch & Departure**