

**“Towards a shared European administrative space – Italian expertise,  
regionally-owned solutions”**

## **Public Servants’ Capacity Building & Mobility Programme 3.0**

### **Leadership Development**

24-25 June 2026

**Venue:** SNA Roma, Via Maresciallo Caviglia, 24

## **PROVISIONAL AGENDA**

### **Introduction**

Public Servants’ Capacity Building and Mobility Programme 3.0, is an initiative designed to foster knowledge exchange, institutional cooperation, and administrative excellence between the Western Balkans and the Italian administration. The initiative is supported by the Italian Ministry of Foreign Affairs and International Cooperation (MFA) and implemented in partnership between ReSPA and the Italian National School of Administration (SNA).

Over the past two years, the Capacity Building and Mobility Programme has brought public servants from the Western Balkans into direct contact with Italy’s rich administrative traditions and innovative governance practices. More than 100 public servants across the region have benefited from the programme’s two previous editions, participating in high-quality training modules, peer exchanges, mobility visits, and high-level policy dialogue. From the lecture halls of Caserta and Bari to immersive learning experiences and ministerial-level discussions in Rome, the programme has generated tangible results: participants returned to their administrations equipped not only with new knowledge, but also with professional networks, practical tools, and a renewed commitment to public service and reform.

In 2026, the programme enters a new phase, building on this strong foundation while introducing a more focused and impact-oriented design. The new edition moves beyond previous formats by concentrating on three high-impact thematic streams that reflect Italy’s strongest areas of expertise and respond directly to the most pressing reform needs of Western Balkan administrations.

The Local-Level Administrations and EU Funds Project Management is the stream that will take place in Bari and will consist of learning from various Italian professionals working in the preparation of EU funding mechanism and the representatives of the regional government of Puglia who will share their experience in the use of EU funds for regional development. The participants will get practical hands-on experience in relation to all stages of the use of EU funds for regional and local development projects.

## Leadership Development for Senior Public Managers: Leading role, expectations, influence and change in contemporary public administration

Public sector leadership today cannot be reduced to formal authority, technical expertise, or short-term targets. Senior public managers operate in increasingly complex institutional environments shaped by reform pressures, multiple stakeholders, heightened accountability, internal interdependence, and growing expectations regarding both performance and leadership behaviour. In such a context, leadership development requires more than training on tools and techniques. It requires a deeper reflection on how senior managers interpret and enact their role, how expectations shape managerial action, how self-awareness affects leadership effectiveness, and how organisational politics, legitimacy, and emerging trends redefine the practice of management. This course is designed for senior public officials from ReSPA countries and combines conceptual reflection, peer learning, interactive discussion, and comparative exchange. It is structured to ensure that participants not only discuss leadership in abstract terms but also critically examine the managerial role as experienced in contemporary public administration.

Date	Time (from-to)	Topic of the lesson
<b>DAY 1:</b> <b>Wed</b> <b>June 24,</b> <b>2026</b>	<b>10:30-12.30</b>	Visit to Palazzo Vidoni
	<b>14:00-15:00</b>	Leadership in contemporary public administration: setting the scene: <ul style="list-style-type: none"> <li>• Leadership in complex public organisations</li> <li>• From formal authority to organisational leadership</li> <li>• Balancing institutions, people, legitimacy, and performance</li> <li>• Why leadership development matters at the senior level</li> </ul> <b>Speaker: Barbara Quacquarelli:</b> <i>Associate Professor of Business Organization at Milano Bicocca University</i> <i>Coordinator for the Human Resources Development and Innovation Division at the SNA (National School of Administration)</i>
	<b>15:00-17:00</b>	Comparative panel: Italian and Balkan senior public leaders in dialogue  <b>Speaker: Barbara Quacquarelli</b>

<b>DAY 2: THU June 25, 2026</b>	<b>09:00 – 11:00</b>	<p>The nature and evolution of the role of management</p> <ul style="list-style-type: none"> <li>• The nature and evolution of the role of management</li> <li>• The changing meaning of management in public organisations</li> <li>• From control and supervision to direction, coordination, and enabling conditions</li> <li>• The growing complexity of the managerial role in contemporary public administration</li> </ul>
	<b>11:00 – 13:00</b>	<p>Expectations, context, and the need for continuous leadership development</p> <ul style="list-style-type: none"> <li>• The importance of expectations and their context</li> <li>• Explicit and implicit expectations</li> <li>• Conflicting expectations from superiors, peers, staff, institutions, and stakeholders</li> <li>• If I reach my goals, do I still need to improve my leadership skills?</li> <li>• Performance versus leadership quality</li> <li>• Short-term achievement and long-term organisational impact</li> </ul> <p><b>Speaker: Luca Solari, Professor of management practice at the University of Milan</b></p>
	<b>Lunch break</b>	
	<b>14:00 – 16:00</b>	<p>Managing one's role: self-awareness, organisational politics and emerging themes:</p> <ul style="list-style-type: none"> <li>• Managing one's role: self-awareness, organisational politics and emerging themes</li> <li>• The essential decisions of a manager in "managing" his/her role</li> <li>• How managers allocate attention, time, visibility, accessibility, and control</li> <li>• How to promote self-awareness in the role</li> <li>• Leadership and organisational politics</li> <li>• Power, influence, legitimacy, coalitions, and resistance</li> <li>• Emerging themes</li> <li>• New expectations toward management</li> <li>• Uncertainty, overload, hybrid work, reputation, and AI-related transformations</li> </ul> <p><b>Speaker: Luca Solari, Professor of management practice at the University of Milan</b></p>