

Training on Agile Governance and Leadership

7 – 8 April 2021
15 – 16 April 2021
22 April 2021

Discussion Paper and Agenda

Background

For years, the public sector has been grappling with how to meet citizens' increasing expectations. Technology acceleration and globalisation have put pressure on the government to catch up with the private sector and to invest in innovation, even if it means taking on higher risk and the possibility of failure. Governments are now beginning to change the ways they lead, partner, invest and recruit to maximise agility. By doing so, they will be better prepared to respond to the changing needs and expectations of citizens.

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Agile leadership is the craft of creating the right context for self-organisation. An environment where agile teams collaborate, learn from each other, get quick feedback from users and are focused on quality and continuous learning. He or she doesn't micro-manage the people nor creates total freedom. Developing and maintaining this right environment is often hard work with a focus on culture, ownership, mind-set, feedback and long-term goals.

Agile governments should be almost invisible to citizens because the services they're providing are seamless and tailored to needs. They allow the population to move about their lives without obstacles—paying their taxes, travelling safely, running their businesses etc.

Good leaders cannot be focused on preserving their position but rather on building relationships and using their influence to achieve citizen-centric policy and program outcomes, even if that may sometimes be to the detriment of their traditional interests. Agile leaders will have a vision and a pathway for success, but will also be flexible to adapt to changing circumstances.

Agile leadership is an entirely new approach to leading people. True Agile Leaders are reengaging their teams, revitalising their organisations and changing the way work gets done. True Agile Leaders are inclusive, democratic leaders who exhibit a greater openness to ideas and innovations.

Agile leaders focus on the needs of others. They acknowledge other people's perspectives, give them the care they need to meet their work and personal goals, involve them in decisions where

appropriate and build a sense of community within their teams. This leads to higher engagement, more trust, and stronger relationships with team members and other stakeholders.

Objectives

The objective of the training is to increase understanding of the HRMD WG members about Agile leadership and its possible application in the public administration. Three modules will be spread over 5 days (3 hours of training each day).

The training is intended for the members of the ReSPA Working group on Human Resources Management and Development and has been planned in the ReSPA Programme of Work for 2020.

Target Group

This training targets the senior managers with responsibilities for HRM in the Ministries in the region, in particular, from Ministry of Public Administration and relevant HR management authorities – Agencies.

Experts

- Mr. György Tokovicz, trainer and result-oriented agile coach, gyorgy.tokovicz@gmail.com;
- Mr. Kemal Bajramović, Head of Experimentation at Accelerator Lab, UNDP in Bosnia and Herzegovina, kemal.bajramovic@undp.org

PROVISIONAL AGENDA

DAY I: Wednesday, 07 April 2021

09.00 – 09.05	<i>Welcome and introduction</i>
09.05 – 10.30	<ul style="list-style-type: none"> - Agile concept: values, principles and practices - History of agile - Plan-driven vs Adaptive project management - Early delivery in iterations and increments - Agile team roles - Agile activities and artefacts <p>Presented by Mr. György Tokovicz</p>
10.30 – 10.45	<i>Break</i>
10.45 – 11.45	<ul style="list-style-type: none"> - Agile team roles - Agile activities and artefacts <p>Presented by Mr. György Tokovicz</p>
11.45 – 12.00	<i>Conclusion of Day 1</i>

DAY II: Thursday, 08 April 2021

09.00 – 10.30	<ul style="list-style-type: none"> - Why do we need Agile? - Difference between traditional management and Agile leadership - Definition of Agile organization <p><i>Presented by Mr. Kemal Bajramovic</i></p>
10.30 – 10.45	<i>Break</i>
10.45 – 11.45	<ul style="list-style-type: none"> - The importance of Unlearning - Fixed vs. Growth Mindset - What makes Agile teams successful? <p><i>Presented by Mr. Kemal Bajramovic</i></p>
11.45 – 12.00	<i>Conclusion of Day 2</i>

DAY III: Thursday, 15 April 2021

09.00 – 10.30	<ul style="list-style-type: none"> - Agile in the work of the HR department - Agile recruitment, performance appraisal and rewards - How to prepare leaders in public administration to be more agile <p><i>Presented by Mr. Kemal Bajramovic</i></p>
10.30 – 10.45	<i>Break</i>
10.45 – 11.45	<ul style="list-style-type: none"> - Agile learning and development topics: innovation, user research, human-centred design. - Establishing policy labs, innovation hubs and accelerators as drivers of business agility in government <p><i>Presented by Mr. Kemal Bajramovic</i></p>
11.45 – 12.00	<i>Conclusion of Day 3</i>

DAY IV: Friday, 16 April 2021

09.00 – 10.30	<ul style="list-style-type: none"> - Staff satisfaction and driving forces of employee engagement - Organizational awareness and the role of Agile leaders - What makes Agile organizational culture, examples of organizational culture models <p>Presented by Mr. György Tokovicz</p>
10.30 – 10.45	<i>Break</i>
10.45 – 11.45	<ul style="list-style-type: none"> - What makes Agile organizational culture, examples of organizational culture models - Examples of adaptive management models in practice. <p>Presented by Mr. György Tokovicz</p>
11.45 – 12.00	<i>Conclusion of Day 4</i>

DAY V: Thursday, 22 April 2021

09.00 – 10.00	<ul style="list-style-type: none"> - Managing the flow with Kanban <p>Presented by Mr. György Tokovicz</p>
10.00 – 10.30	<ul style="list-style-type: none"> - Issues mapping exercise: What are the impediments for organizational agility in the WB public administration? (in Mural) <p>Presented by Mr. Kemal Bajramovic</p>
10.30 – 10.45	<i>Break</i>
10.45 – 11.15	<ul style="list-style-type: none"> - Identifying portfolio of solutions exercise: What could be solutions for more organizational agility in the WB public administration? <p>Presented by Mr. Kemal Bajramovic</p>
11.15 – 12.00	<i>WRAP-UP the whole course, feedback</i>