



ReSPA

Regional School
of Public Administration

BUILDING TOGETHER
GOVERNANCE FOR THE FUTURE

Training on Agile Governance and Leadership

05-09 October 2020

Draft Programme

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.

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.

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. Four modules will be spread over 5 days (3 hours of training each day), from 05 to 09 October 2020.

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.

TIMELINE: 05-09 October 2020,
10:00h-13:00h

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MODULE I	<ul style="list-style-type: none">- <i>Why do we need Agile?</i>- <i>Difference between traditional management and Agile leadership</i>- <i>Definition of Agile organization</i>- <i>The importance of Unlearning</i>- <i>Fixed vs. Growth Mindset</i>- <i>What makes Agile teams successful?</i>
MODULE II	<ul style="list-style-type: none">- <i>Agile concept: values, principles, and practices</i>- <i>History of agile</i>- <i>Plan-driven vs Adaptive project management</i>- <i>Early delivery in iterations and increments</i>- <i>Agile team roles</i>- <i>Agile activities and artifacts</i>- <i>Managing the flow with Kanban</i>
MODULE III	<ul style="list-style-type: none">- <i>Agile in the work of the HR department</i>- <i>Agile recruitment, performance appraisal, and rewards</i>- <i>How to prepare leaders in public administration to be more agile</i>- <i>Agile learning and development topics: innovation, user research, human-centered design.</i>- <i>Establishing policy labs, innovation hubs, and accelerators as drivers of business agility in government</i>
MODULE IV	<ul style="list-style-type: none">- <i>Staff satisfaction and driving forces of employee engagement, motivation</i>- <i>Organizational awareness and the role of Agile leaders</i>- <i>What makes an Agile organizational culture, organizational culture models</i>- <i>Examples of adaptive management models</i>