

Training

New Management Development Programmes from the European School of Administration

As I mentioned in a previous article – as long ago as November last year I am amazed to discover – the School has been putting in place progressively a new range of management development programmes.

Our policy has always been to provide learning opportunities for people at various stages of their development as managers and our new offer continues to reflect this approach. We believe that by trying to time our programmes in this way, we maximise the possibility for effective learning transfer into the workplace. What follows is a brief survey of what is now on offer. The main purpose is to help you see the target population for each programme and give you the briefest of descriptions of what they cover. As always, full details can be found on our [website](#).

The Essentials of Management

A new programme that covers the basics of what management is about, especially in the context of the European institutions. It does not concentrate on skills as such: these are covered by other programmes mentioned below. Any AD official can attend and the course is regarded by the Commission as satisfying the requirement to have followed a management training programme before applying for a Head of Unit post.

Lead your Team

This has been around for some time and, as its title suggests, is for all staff who lead teams, whether they be ASTs or ADs. It is highly practical and skills-based, helping participants to identify their own preferred roles and those of their teams in an effort to achieve maximum performance together.

To be or not to be a Head of Unit?

Another programme that has proved a long-lasting success, this is more in the nature of a career development tool. Again, as its title clearly suggests, it is designed to provide a space for staff of AD 8 and above to reflect about whether they really want to become Heads of Unit or not. A number of them decide they don't, so it's better to realise that sooner rather than later! There is still a version of this open only to female staff members.

Setting out as a Head of Unit

A totally new programme that is more substantial than its predecessor in an attempt to help colleagues succeed in what is probably the most challenging career move they will make. They should therefore take it as soon as possible after appointment. It provides coaching between the two blocks of 'classroom-based' training as well as the use of a behavioural questionnaire with feedback. It is compulsory for new Heads of Unit in the Commission.

Broaden your Horizons as a Head of Unit

Another brand new course that is designed to help Heads of Unit consolidate their managerial responsibilities. It is aimed at Heads of Unit with between eighteen months' and three years' experience – that time when just as people think they are getting the hang of the job new levels of complexity emerge! The programme encourages participants to analyse their achievements so far against their own expectations and those of their institution. And then, with the help of the facilitators and fellow participants set out to narrow the gap, perhaps by approaching challenges from a different angle. Attendance is compulsory for Commission Heads of Unit.

Workshops for managers

These are 1-day events around a number of topical themes of concern to all managers whatever their level. Some examples: 5 key conversations managers need to be able to have with staff, coaching skills for managers, the manager's role in planning and monitoring etc. A considerable number of workshops will be offered on each theme during the course of the year. They will be a combination of theory, where appropriate, and practice. Details will go on the website very shortly once dates have been fixed.

Development programme for new Directors

This is very much a working title for the time being so if any readers can suggest something less pedestrian, please let me know! This is the first attempt to offer an inter-institutional development programme at senior level and has been enthusiastically endorsed by all the institutions. Its target group is Directors with less than one year's experience. The first edition will start end-January 2013 and will consist of 4 masterclasses, 2 workshops, and individual coaching, all spread over a period of about 9 to 10 months. Its frequency will depend on the number of new appointments made in the institutions but our current estimate is that we shall start a new cycle every six months. Final details are still being worked out but information will go out shortly to the various communities concerned (and perhaps by the time you read this, it will have been sent) and on our website.

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There is one further programme on which we are working, for experienced Heads of Unit. No promises about an appearance date yet but we hope it won't be too far in the future.

I hope that this array of programmes will meet your needs and those of your staff. Please do not hesitate to contact me if you would like further details and once again, I urge you to have a look at our website.

David Walker
Director – EUSA