



Federal Ministry  
of Labour  
and Social Affairs

# Executive development in German Ministries

Using the Federal Ministry of Labour and Social Affairs (BMAS) as an example

**Joint HRWG/ IPSPG meeting**  
15<sup>th</sup> and 16<sup>th</sup> of October 2012  
Grand Resort Hotel, Limassol



**Doreen Molnár**  
**Federal Ministry of Labour and Social Affairs**  
**Personnel Development**



## Agenda

- Executive development – why?
- Executive development – where is it headed for?
- Executive development – with which content?
- Executive development – on what basis?
- Executive development – where: centralized or decentralized?
- Executive development – how? - Federal Ministry of Labour and Social Affairs as an example?
- Pillars of executive development in the Federal Ministry of Labour and Social Affairs
- Conclusion



## Executive development – why?

- Permanent challenges:
  - citizens expect policy reforms to be implemented effectively
  - employees expect attractive working conditions
- Notion of leadership has changed:
  - competent execution of ministerial tasks
  - employee motivation and involvement
- Efficiency of public administrations is determined by the engagement and competence of their employees

Leadership is essential for the success of the organisation as a whole

→ need to further intensify ongoing training of top and junior public managers

**Basis:** the modernization and further training agreement of October 2007  
between the Federal Government and the unions

→ Requirement to commit to lifelong learning and continuous training.



## Executive development – why?

German federal administration will confront challenges in the coming years:

- budget consolidation and personnel reduction by ca. 10,000 posts by 2014;
- growing density and complexity of tasks;
- increasing Europeanization and internationalisation;
- demographic change with an ageing and more diverse workforce;
- changing values and expectations towards employers (work-life balance, reconciliation of family/care responsibilities and work, mobile work);
- childcare or elder care leave arrangements for employees;
- more competition for skilled employees and junior personnel;
- communication without boundaries and digitisation
- ...





## Executive development – where is it headed for?

### Future-oriented administration needs managers who:

- perform specific tasks, contribute to strategic policy development;
- manage public authorities/organisational units, focus on objectives and results;
- maintain and encourage the motivation and commitment of employees (HRM);
- confront the problems of demographic development;
- prevent health problems such as burn-out or psychosomatic illness
- reconcile work & private life with measures compatible with different life phases
- foster and support processes of change;
- react to the concerns of citizens/companies: competent, prompt and reliable;
- work in a process-oriented and networked manner;
- facilitate cooperation across organisations and institutions;
- work in national and international networks;
- use comprehensive information and knowledge management;
- engage in lifelong learning.

→ executive development must focus on strengthening all round skills.



## Executive development – with which content?

### What aspects are essential in the context of executive development?

- Leadership and management skills:
  - determine employees' job satisfaction, willingness to perform, motivation
- Provide meaning:
  - be able to provide a clear sense of direction
- must be aware of the global context and be able to adopt a holistic view
- networkers and team builders:
  - bring together the best people, inspire them to work toward a common goal and engage their team by a cooperative style of leadership
- high level of social intelligence and social competence:
  - self-reflection and authenticity, self-responsibility
  - desire to make things happen, willingness of change
- recognise the potential of employees, provide support and let go again
- expertise and determination
- have fun and enjoy their work.



## Executive development – on what basis?

Executive development is based on **job profiles** and leadership principles:

- Job profiles:
  - illustrate the organisation's expectations (now and in the future)
  - are derived from the typical work and leadership situations and the strategic goals
  - include professional, methodological, social, personal skills and leadership competencies
  - are the foundation of strategically oriented executive development.
- In Germany, job profiles for managers:
  - were prepared by an expert group of several ministries
  - relate to different leadership functions (director-general, director and head of division)
  - include standardised tasks (for all ministries)
  - specify the required skills and abilities (soft skills)



## Executive development – on what basis?

Executive development is based on job profiles and **leadership principles**:

- Leadership principles:
  - are the expression of a shared understanding of leadership
  - include aspects like
    - ✓ respect, trust,
    - ✓ loyalty,
    - ✓ feedback,
    - ✓ goal-oriented leadership,
    - ✓ giving support and making demands,
    - ✓ leadership responsibility.
- BMAS: Principles of Leadership and Cooperation
  - were developed in 2008 as a guideline for the daily interactions
  - focus not only on leadership but also on cooperation





## Executive development – where: centralised or decentralised?

Germany: Executive development is the responsibility of individual Ministries, i.e. it is **organised in a decentralised** way.

- is a central element of personnel development
- considers different knowledge basis and experience of managers
- distinguishes between junior executives, executives with longer management experience and managers at the higher and highest levels of interface between administration and policy-making
- strengthens participants' professional skills and leadership competence
- supports higher-level executives in assuming responsibility for strategic management and forward-looking
- motivating human resources management

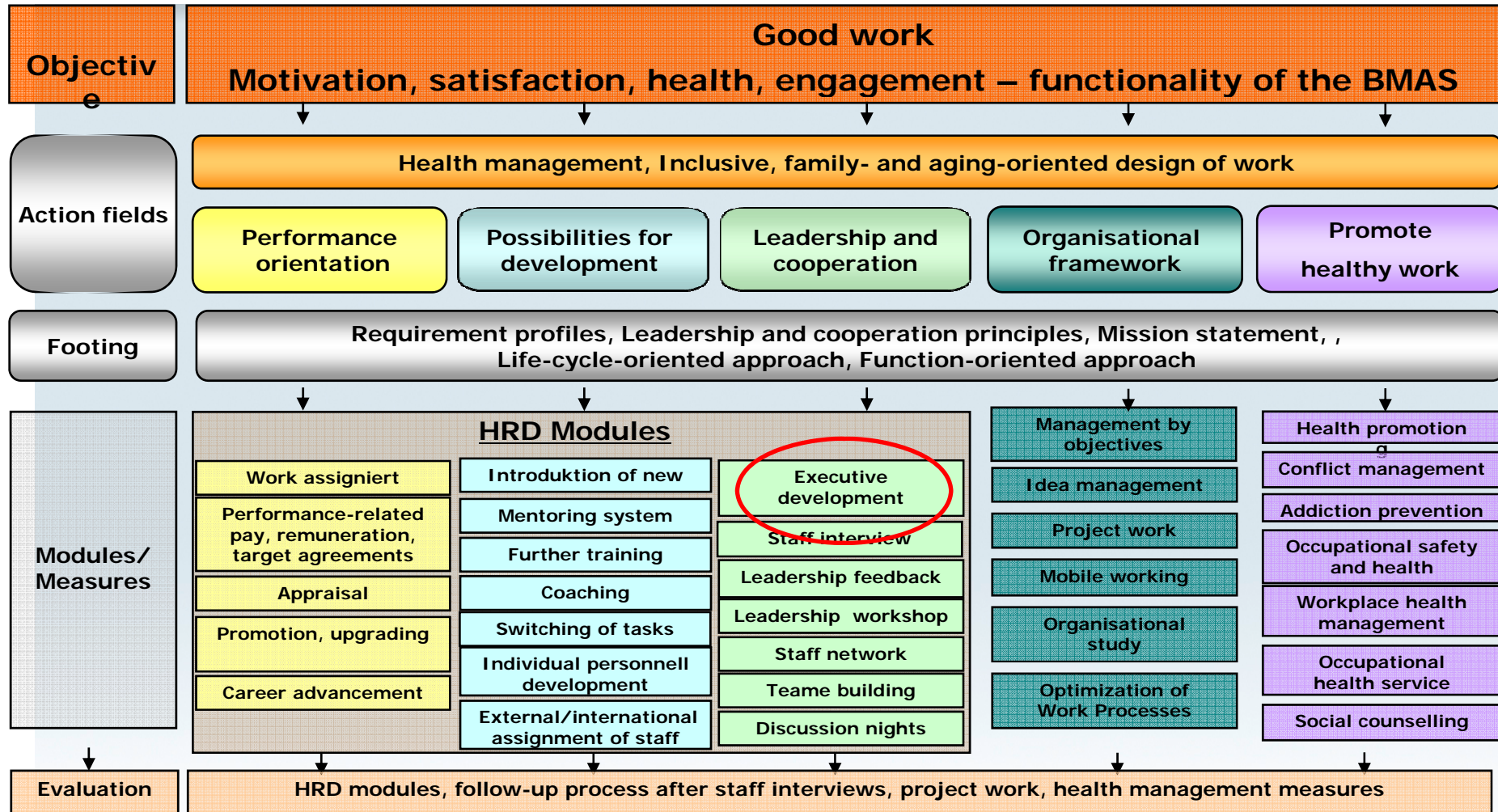
### BMAS: concept for Human Resources and Organisational Development

- areas of action include leadership and cooperation
- executive development: central element of this action field



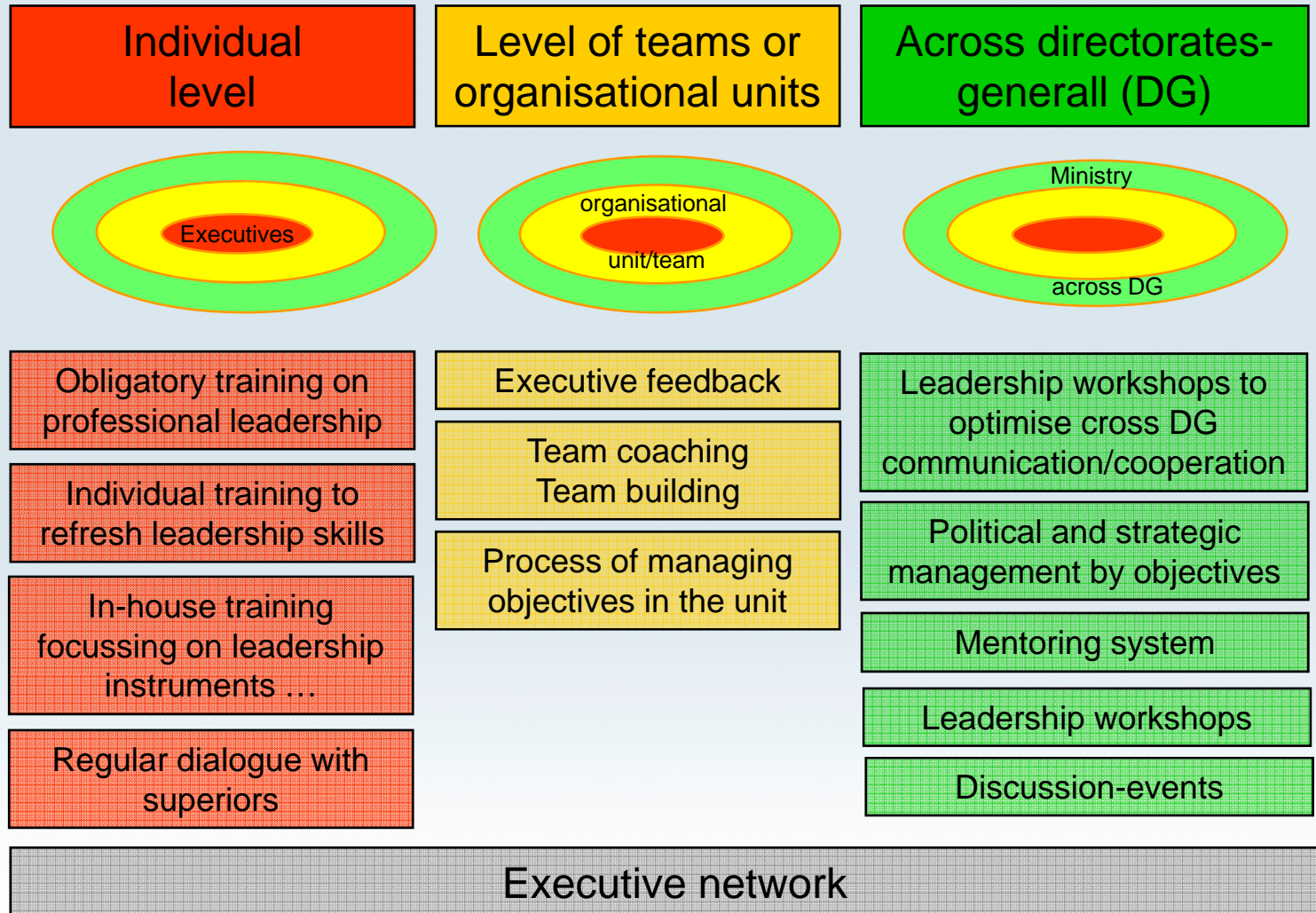
# Executive development – where?

## BMAS: concept for Human Resources and Organizational Development





## Pillars of executive development Federal Ministry of Labour and Social Affairs as an example







## Pillars of executive development centralised or decentralised?

### Centralised training activities by the Federal Academy of Public Administration:

Individual  
level

- offers a number of seminars especially for top public executives, held in facilities run by the Academy
  - ✓ strategic management skills and leadership
  - ✓ managing managers, managing change processes
  - ✓ health promotion, work-life balance, knowledge management
  - ✓ dealing with emotional burdens and mental illness
  - ✓ optimizing one`s media presence

- further trainings for managers in those components

Level of teams or  
organisational units

- individual and team coaching: professional coaches from a central pool of about 90 coaches, run by the Academy

- special workshops focusing on experience-sharing among ministries and agencies

Across DG/  
Ministries

- Presidents' Forum: annual meetings: heads of the federal agencies.





## Pillars of executive development centralised or decentralised?

### Decentralised training activities are gaining increasing importance:

- in-house training are organised by the Ministries themselves

Individual  
level

- address aspects of particular importance to the respective organisation
- promote exchange and networking among the organisation's executives
- encourage collective learning, contributing to organisational development.

Across DG/  
Ministries

- in-house training is developed and conducted by:

- the Federal Academy taking account of specific needs of the organisation.
- private training providers deliver training/workshops

- at team level and across DGs:

- using of services and support of external/private providers
- includes moderation/professional facilitation to:
  - ✓ management by objectives process,
  - ✓ executive feedback,
  - ✓ specific topics or leadership workshops
- senior staff network.

Level of teams or  
organisational units

Across DG/  
Ministries



## Executive development - Conclusion

- continuous training for all executives including state secretaries
- life-long learning, both professionally and in terms of employee relations

### Leadership must be learned! - Pillars on executive development

- measures on individual level (through centralised external trainings)
  - to develop the skills and competencies executives need to deal with daily tasks and challenges of leadership
- measures on group and organizational level:
  - to enlarge the scope of collective learning processes
  - to support cross-functional thinking, mutual confidence, exchanging experiences
  - to reinforce organizational culture of trusting, purposeful and efficient collaboration and cooperative leadership
  - process is more sustainable, it seeks out, tests and consolidates approaches for change, for keeping long-term friction losses to a minimum
- Good leadership and cooperation cannot be prescribed, they are the outcome of a development process.

For further questions

...concerning the Federal Ministry of Labour and Social Affairs:

[www.bmas.de](http://www.bmas.de)

...concerning executive development in in German Ministries:

Doreen Molnár

Federal Ministry of Labour and Social Affairs

Za1 - Personnel Development

Wilhelmstraße 49, D-10117 Berlin, Germany

Telephone: 0049 3018 527 3671

E-Mail: [doreen.molnar@bmas.bund.de](mailto:doreen.molnar@bmas.bund.de)

