

**Public Administration and Personnel Department,
Ministry of Finance**



CYPRUS PRESIDENCY – EUPAN

“Top Executives Development”

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Considering:

- ❑ the changing environment TPMs must operate in..
- ❑ the increased expectations, demands and leadership challenges ...
- ❑ the new focus of TPMs...

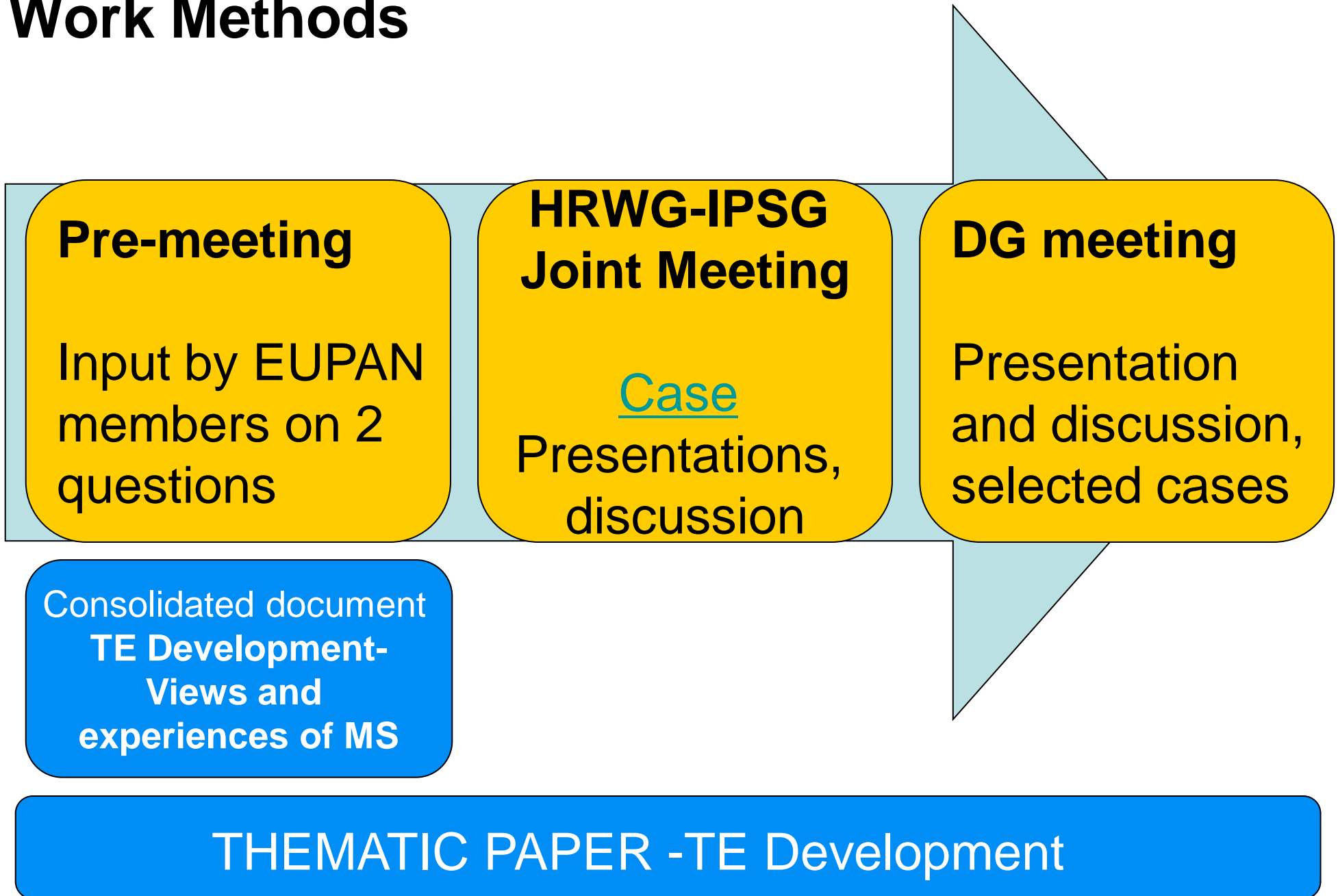


**How can we best develop Top
Public Managers in these times?**

❑ State-of-play and way forward on Top Public Managers Development in EU MS

- ✓ Latest trends/themes
- ✓ New competencies
- ✓ Practices in leadership/management development
- ✓ Tools for development and empowerment
- ✓ Innovative activities/methods
- ✓ Context of crisis and development

Work Methods



Work Methods - National case presentations

- ❑ **European Commission-** State of play on training coaching and mentoring, future orientations in context of crisis
- ❑ **Cyprus** -National Training Project for strengthening the strategic, management and leadership capacity of PA
- ❑ **Germany-** Leadership development, Senior Staff Network, example of Federal Ministry of Labour and Social Affairs
- ❑ **Sweden-**examples of how Agencies work in identifying and developing managers
- ❑ **Poland-** Project on Local Leaders Academy
- ❑ **The Netherlands** –Senior Civil Service TE Development
(*DG meeting*)

Key findings on TPM development



- ❑ Great importance attached to TPM development in MS
- ❑ Variety of approaches/tools
- ❑ Emphasis on leadership, strategic and management development

Key findings on TPM development

- More explicit/integrated/ strategies
- New competency frameworks/updating of existing
- Innovative and interactive Training & Development methods, e-learning, internet-based training and coaching
- T&D projects co-financed by ESF



Training Programs-Content/focus

- Leadership development
- Strategic management
- Change/crisis management
- Quality management
- Modern HRM
- Communication and interpersonal relations
- Innovation and quality
- Orientation towards an administration focused on citizens, families and companies
- Personal development

- Knowledge management
- Work-life balance
- Internationalization
- Public Policy
- Public Finance
- Public Procurement
- Accountancy
- Performance-based budgeting
- Ethics & Integrity
- Confident business image/media presence
- Information Technology

Tools for development & empowerment

- ❑ Coaching and mentoring
- ❑ Individual development plans
- ❑ Management agreements
- ❑ Performance assessment
- ❑ Talent management programmes



Tools for development & empowerment (cont'd)

- Mobility, career diversification
- Participation in Networks and Leaders' Forums
- Leveraging on informal learning opportunities

EUPAN!



Lessons learned-Way forward

- ❑ Development activities/tools should aim to be fit-for purpose (evaluate & review) and cost-efficient
- ❑ T&D orientation- less theoretical more about 'putting knowledge into action' & implementation
- ❑ Changing notion of leadership, key competencies:
 - 'human oriented leadership' ' '
 - 'well rounded skills'
 - social intelligence and competence

Lessons learned –Way forward (cont'd)

- ❑ Empowerment of TPMs is a key factor for their development
- ❑ More responsibility, flexibility, broader autonomy in decision making required (?)
- ❑ The interface between TPMs and political leaders is critical-complex interaction



Lessons learned (cont'd)



Development measures at the **individual level** aiming at optimizing skills and competencies of TPMs, are very important...



But lets also focus on development measures at **group** and **organizational level**

The process of organizational learning can be more sustainable than the individual learning

Final thoughts



Leadership must be learned!

But good leadership and cooperation cannot be prescribed..

They are the outcome of a development process

Thank you for your attention-Questions?

