



Capacity building programme for capacity builders in the EU macro-regional strategies

Module 4

**16-17 March 2022 (09:00-13:00 CET)
online**

Background

MRS are complex systems, setting up governance and implementation processes and creating a space for collaboration to deliver on shared priorities jointly. They evolve and, throughout this process, require specific capacity support.

Module 4 of the “Capacity building programme for capacity builders in the EU macro-regional strategies” will explore leadership, its meaning, role and practice to support EU macro-regional strategies (MRS) implementation and governance. In this Programme, leadership is understood as the art of motivating people to act towards achieving a common goal.

Leadership is seldom spoken about when discussing MRS value and efficiency, while governance is often given a priority. Both are important as they point to two mission-critical factors. Good governance creates clarity of command and accountability, guiding principles, and evaluation criteria. Leadership is less tangible than governance structures – yet it is what powers the people’s actions taken for creating outcomes the system is set for. The two need to interact and support each other if the system is to live its intended value.

MRS support units have a crucial role in enhancing MRS governance and implementation processes within the set framework and their delegated authority.

Therefore, this Module will not only explain leadership and governance as concepts but also will encourage practising approaches and testing tools. The overall objective for this Module is to **enhance the capacity of MRS capacity builders (support units) in their role to act in support of MRS as a whole system**. More specifically, Module 4 will help:

- to bring more clarity around the connection between MRS governance and leadership as factors of MRS capacity;
- to develop leadership skills to support your colleagues in their MRS work.

Welcome to Module 4 of the Programme!



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Day one **Wednesday, 16 March 2022**

08.45 – 09.00 Checking in, setting up

09.00 – 09.30 **Warming-up exercise**
Your personal 'why': why do you do what you do?

09.30 – 09.40 **Setting the scene: introduction to the Module**

- Purpose and scope
- Schedule of the days

09.40 – 10.45 **Integrating our learning so far: from own capacity to capacitating others**

- What have you become *aware* of since we started?
- What is your current curiosity about? What are you exploring in action? What insights has this generated?

Sharing of your outcomes after Module 3

- Evaluative inquiry: how did it go for you?

10.45 – 11.00 Coffee break

11.00 – 12.00 **Leadership and governance: understanding both**

- Governance and Leadership: difference?
- Leadership is about relations: a human map of the system
- Stakeholder behaviour: what is behind it?

12.00 – 12.40 **Leading adaptive change**
Practice: MRS issue in the light of stakeholders' values and commitments

12.40 – 13.00 **Brief check-out**

Day two **Thursday, 17 March 2022**

09.00 – 09.30 **Warming-up exercise**
Exercising leadership in conversations

09.30 – 10.45 **MRS leadership: a systems view**

- Leadership comes from how we make sense of the world: what do we know from adult development science?
- What leadership mindsets can we see in our MRS systems? What are their effects?
- How can we make use of this insight for working with capacity?

10.45 – 11.00 Coffee break



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11.00 – 11.50

Supporting MRS stakeholders in their ACTION

Practice

11.50 – 12.30

Resilience and leadership: supporting MRS stakeholders in their REFLECTION

Practice

12.30 – 13.00

Practical assignment and process ahead

Checking-out