



# Increased Performance through Strategic Leadership and Change Management

**Danida Fellowship Course in Copenhagen, Denmark**

**6 January – 24 January 2020**

## INTRODUCTION

Competent leaders are essential when it comes to ensuring value for money in public services and in driving an ambitious reform agenda as a way of increasing effectiveness and efficiency. The change management processes required to obtain this can be difficult to steer through and it takes a well-capacitated leader to get all onboard and to achieve real and effective change.

This course is intended to inspire leaders to make a real difference in facilitating positive changes in their organisations. The participants will be capacitated with a number of practical tools and approaches to successfully take charge of the transformation process.

Danida Fellowship Centre (DFC) has contracted Tana Copenhagen, a leading Danish consultancy company, to facilitate the course. The course will be held at a central location in Copenhagen.

## COURSE PARTICIPANTS

This course seeks to respond to the challenges faced by leaders in different context by enabling them to reflect on their current role as leaders and agents of change in current and future reform processes.

This course is designed for mid-level to senior managers with 5-7 years of experience in a relevant position in a public, private or civic institution. A typical profile of a course participant could be:

A senior manager with subordinates working in a ministry, local government, a private company or a civil society organization. The participant should be involved in change processes in his/her organization and should have a mandate to contribute to these processes following the course. The participant will get a view into the practices used in a Danish and international context and learn from experts in the field as well as colleagues from other countries.

The course can accommodate approx. 20 participants, of which 10 will come from Strategic Sector Cooperation projects and 10 will be affiliated with Danish development programmes or Danish embassies. Geographical, sectoral diversity and gender will furthermore be taken into consideration.

## LEARNING OBJECTIVE

In light of current international and national reform trends participants are able to assess capacity development needs and define strategies for their organisations as leaders and to take charge of change processes in their organisation as managers.

## LEARNING APPROACH

To fulfil this objective, the approach of the course will be based on a combination of utilizing the participants' own experience with the provision of high-quality technical training, based on cutting edge academic and consultancy experience and best practices.

During the course, participants will explore key issues focusing on applicability and relevance to their own work situations. Classroom-based sessions with presentations and group work, and excursions to appropriate Danish institutions will be followed by group or individual assignments, which will allow participants to explore particular issues of concern relating to their own work in more depth. This learning process allows for participants to transpose the acquired skills and knowledge to the fellows' own working environment and specific line of work. Another dimension of the course is the opportunity to meet and interact with peers and colleagues dealing with the same challenges in different settings. Sharing of experience between fellows from different countries and institutions is a key dimension of the course.

## ACTION PLANNING

One of the main outputs of the course will be the participants' own individual action plans based on a real project or issue relevant to their field of work. The exercise will be presented before the start of the course to allow the participants to work on their action plans and receive individual counselling before their submission and presentation to their peers. The Action Plan will also be followed after the participants' return to their home countries. An approved action plan is a prerequisite for passing the course.

## COURSE MODULES

The course consists of the following thematic modules:

- Introduction to the course and study place
- International development cooperation trends
- National reform trends
- Assessment and strategizing for organizational capacity development
- The manager as a change agent taking charge of reform processes
- Action Planning

The objective of the **introductory** module is to ensure that participants are familiar with the course objectives, content, facilities, and understand the roles and responsibilities of DFC and Tana. The sessions introduce the course, the study place and give an overview of DFC's activities. Participants will understand the logic and structure of the training program, their tasks and responsibilities, the facilitators, and be familiar with the facilities provided.

The **international development cooperation trends** module will focus on selected SDG's and discuss these in more detail and relate them to the Danish strategy for development cooperation, World 2030, as well as other key international discourses considering the legacy from the Paris Declaration and the Accra Agenda.

During the **national reform trends** module, the participants will learn about public sector reform trends such as decentralization and extended local governance, how to ensure accountability and human rights, but they will also familiarize themselves with new types of cooperation including multi-stakeholder partnerships.

The module on **organizational capacity development** will present available tools for designing and planning change processes as well as approaches to handle resistance to change. It will also include perspectives on the political economy and how these structural conditions can impact potential change processes.

The **manager as a change agent** module will capacitate the participants to exercise efficient leadership through appreciating different leaderships styles and by providing distinct presentation techniques as well as coaching and supervision of all the participants.

The module on **Action planning** is comprised of several sessions. The objective of the action planning is for participants to apply the theories, skills and knowledge that they have acquired to a particular area of leadership and change management relevant to their own contexts. The purpose of the action plan is to enable participants to be equipped to engage in real change processes and reform work in their respective home organizations.



## CERTIFICATION

Active and satisfactory participation in the entire course will be reviewed and evaluated towards the end of week three. A certificate will be issued to participants upon successful completion of the course.

## COURSE VENUE

The course will take place in central Copenhagen. The course facilities are fully equipped with all modern audio-visual equipment and Wi-Fi internet access. Laptops will be available for fellows on a loan basis.



## APPLICATION AND CONTACT DETAILS

Please note that it is not possible to apply directly for this course. The Sector Counsellor at the Royal Danish Embassy will select candidates in collaboration with the affiliated organisations and submit an application to Danida Fellowship Centre. Each candidate included in the application submitted by the Sector Counsellor must fill in the form "Information Sheet - Individual Candidates – Strategic Sector Cooperation Facility", which will be forwarded to the candidate by the Sector counsellor. The filled-in Information Sheet must be sent by mail directly to the responsible Sector Counsellor at the Royal Danish Embassy and NOT to Danida Fellowship Centre.

The final selection of candidates will be carried out by the Sector Counsellor, DFC and the study place.

Deadline for submitting the application form to the Danish Embassy is **18 October 2019**.

For questions related to the application and the procedures, please contact the Danish Embassy in your country or DFC.

For questions related to the course content please contact:

Mr. Anders Kragh Bingen, Course Manager

Telephone: +45 31 71 88 11

Email: [akb@tanacph.com](mailto:akb@tanacph.com)

## WHAT IS DANIDA FELLOWSHIP CENTRE?

Danida Fellowship Centre (DFC) manages and implements the Danida supported Fellowship Programme, which supplies training in support of capacity development in Danida's programmes and projects worldwide. DFC is responsible for the educational, administrative and practical aspects of the training in Denmark.

DFC's contact details are:  
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## COURSE MANAGEMENT



Mr Anders Kragh Bingen (M.Sc. International Development Studies) is a senior consultant at Tana Copenhagen specialised in anti-corruption and public procurement. Anders has more than 10 years of hands-on experience in monitoring and evaluating donor funded projects, assessing public procurement systems and anti-corruption measures, with a focus on Africa, Asia, Middle East and Eastern Europe. He has extensive experience as project manager and as facilitator of training courses and workshops for DFC and other organisations.



Ms Nadia Masri-Pedersen (Business and Development Studies) is a senior consultant at Tana Copenhagen specialised in youth, human rights, gender equality mainstreaming and gender based violence. She has more than 9 years of experience working in the MENA region, Africa, Asia and Latin America. She is an experienced trainer and facilitator having conducted numerous training courses and workshops for a wide range of clients.

## LECTURERS



Mr Julian Brett is a senior consultant at Tana Copenhagen specialised in peace and security, governance, human rights and aid effectiveness in Africa, Asia and Eastern Europe. He has undertaken numerous evaluations, reviews, analyses and formulation assignments, and involving international and regional organisations, NGOs and civil society.



Mr Erik Bryld is a partner and Senior Consultant at Tana Copenhagen, specialised in governance peace and security, and fragile contexts. He has more than 15 years of experience working in Eastern Europe, Asia and Africa for various donors. He is an experienced trainer and facilitator. Erik draws on his past experience working with municipal governance programmes for the UN, The Danish Ministry of Foreign Affairs and as a consultant.



Ms Gry Guldberg is an experienced strategic consultant. She has designed and facilitated transformative organisational processes for many organisations world-wide. She has fifteen years of experience in developing and challenging leaders in all sectors. She is an executive coach and has worked intensively with her own leadership through the years. She has delivered training to Danida through the last six years. She has had management positions in Ramboll Attractor, Mannaz and the Chaos Pilots. She is currently founding and co-creating Emerging Earth - a sustainable movement.



Mr Frederik Fredslund-Andersen has a Degree in learning and change management. He is a Senior Consultant at DUF (Danish Youth Council) where he advises organisations on leadership, organisational development, inclusive processes, and cooperation with the public sector. Frederik has previously worked as senior consultant in Ramboll Management and Attractor with experience from several DFC courses.



Ms Pernille Thorup is an experienced strategic leader. She has more than 15 years of experience working with reform implementation, leadership development, public sector innovation and good governance. She has worked extensively with executive leadership and leadership development in a wide range of institutions. She is Head of the Institute of Management and Administration at the University College of Copenhagen.