



Leadership development for global responsibility

Methods and instruments

The challenge

The global challenges of the 21st century require business, government, civil society, science and culture to think and act together.

Effective communication, trust-based cooperation and goal-oriented networks are the means by which actors in today's world can take on joint responsibility and initiate future-oriented global change.

The increasing complexity of such processes calls for leaders who have expertise extending beyond specialist knowledge and management skills.

Our approach

At the Leadership Development Workshop of GIZ's German Academy for International Cooperation (AIZ), managers can experiment with developing and implementing sustainable solutions for current and future generations.

During their time with us, upcoming managers can sharpen their profile and are given space to develop and test future-oriented sustainable solutions. Established managers are prepared for the task of initiating and implementing global change.

Our approach builds system(at)ically on the individual's skills and potential and focuses on the position to which he or she aspires. The contents of our Leadership Development Workshop are carefully selected and compiled in accordance with the needs and the desired outcomes.

Peer learning and the exchange of experience in culturally and professionally diverse groups engenders a new understanding of global relationships. As a global supplier, we bring together people from a wide variety of countries at our events.

Our approach combines three elements: cooperative action (collaborative leadership); orientation to sustainability and the common good (leadership for sustainability); and initia-

tion of fundamental change processes (transformative leadership).

Approaches based on recent developments in brain research, teaching methodology and leadership research allow participants to work independently on their key competencies and to develop a comprehensive, value-based leadership model.

Participants are thus encouraged to go beyond inherited problem-solving mechanisms and patterns of action and, through innovation, to trigger collective change.

Our services

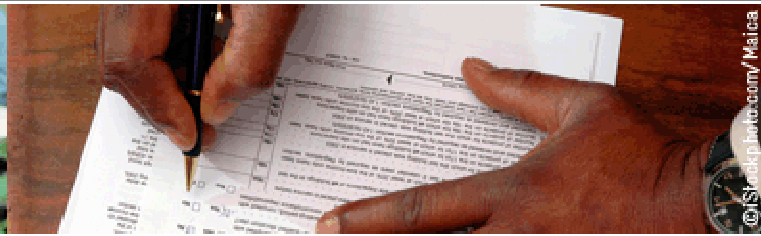
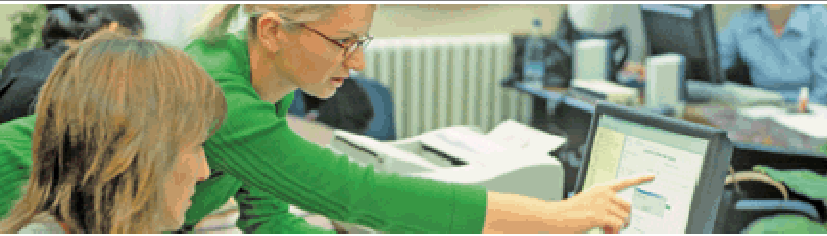
GIZ's Leadership Development Workshop addresses issues of global relevance. Our expertise is distinguished by its wide range of proven methodological elements, which we combine as appropriate, taking intercultural factors into account.

Competency development

Taking as our starting point a professional, context-based competency analysis, we offer participants training modules tailored to their requirements. These are based on a practically oriented teaching approach which makes methodological use of the heterogeneity of the participants. We use coaching to support the largely self-directed learning process. Human resource development consulting, multi-stakeholder approaches and prototyping are used to reinforce the success of training at the organisational level.

Pilot implementation

Our workshop offers a suitable space for developing and testing innovative ideas. Actors are expressly encouraged to jointly develop, test and expand new ideas for leaving a sustainable society to future generations.



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Networking

We help our clients and participants to build their own networks to exchange knowledge and experience. For this, we use GIZ's own extensive, inter-institutional network, an excellent basis for high impact networking.

Dialogue

New ways of viewing problems and new ideas for solving them emerge when people get together to address topics of global relevance. We organise dialogue events and help participants derive maximum benefit from them.

Knowledge management

The availability of knowledge seems unlimited. Yet not all knowledge is relevant in all contexts. We present a number of different mechanisms for acquiring and managing knowledge. Managers learn how to handle knowledge, how to filter it, use it and link it effectively.

The benefits

Take advantage of the experience we have built up in over 60 years of capacity development and training individuals, organisations and networks for international cooperation. We bring your managers up to speed to meet the global challenges.

You receive support in developing the global, inter-institutional network that is so essential for sustainable development - at the level of individuals, organisations and societal systems.

Make the most of our Leadership Development Workshop to drive forward your international cooperation projects and help shape the international debate on the big global issues.

An example from the field

The Climate Leadership Programme (CLP) aims to provide innovative, practically oriented solutions for climate change and to help shape transformative change in organisations,

societies and networks. It addresses managers and policy-makers in government, business, civil society, academia and science from BRIICS countries such as Indonesia and South Africa.

The CLP combines our general leadership approach with a specific challenge at global level: tackling climate change. The Climate Youth Forum in South Africa is a successful example of the CLP. Participants from NGOs, industry and government jointly initiate innovative activities for transformative change. In the run-up to the seventeenth session of the Conference of the Parties (COP 17) to the Framework Convention on Climate Change in Durban, the Climate Youth Forum brought together young actors for change from several countries. Together they came up with ideas for a sustainable society.

The emphasis placed on reflection on inner attitudes is one of its success factors. It leads to a broadening of professional skills, to include competence in innovation, cooperation, discourse, methods and performance. Our teaching approach supports this process of reflection through transformative learning and systematic practical relevance, including such leadership approaches as Theory U, Scenario Planning, Design Thinking and tools such as shadowing, sensing journeys, journaling, world cafe, awareness practices coaching, and prototyping.

A 'toolbook' was created at the CLP, comprising tools that can now be used by participants in their everyday work. We use the leadership competency framework developed in the programme and a process-oriented leadership development method as a basis for developing further such programmes.

Contact

Brigitta Villaronga
Academy for International Cooperation (AIZ)
E Brigitta.Villaronga@giz.de
T +49 228 4460-1093
I www.giz.de

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Registered offices:
Bonn and Eschborn, Germany

Dag-Hammarskjöld-Weg 1-5
65760 Eschborn, Germany
T +49 61 96 79-0
F +49 61 96 79-11 15
E info@giz.de
I www.giz.de