

1st Management and Leadership Seminar Being a leader out of your own strength!

From 3rd to 7th May 2009 in Sabadell - Barcelona, Spain

GENERAL INFORMATION

Although there is a consensus within police organisations that women are desired in leading functions, they are still underrepresented in management level and have to deal with specific situations to be a leader within a male dominated environment.

The seminar will form an opportunity to exchange experience on this situation in different countries. Furthermore it will provide the participants with input such as management tasks and roles, different leadership styles and skills, empowerment, communication and networking.

Objectives of the seminar:

- To give the participants insight into the theory of several management issues and various leadership styles
- To reflect on challenges and to deal with possible obstacles within the organisation as well as within the own perception
- To take a look at how these issues are related to gender aspects
- To assess individual qualifications, strengths and learning needs
- To practice leadership skills
- To build self-confidence
- To develop strategies in dealing with management responsibilities

Target group:

The training is intended for women holding a **leading position / management function** within European police services.

Number of students:

A maximum of 12 participants. In order to guarantee an international representation the aim will be to provide a delegation of a maximum of 2 participants per country.

Date:

The participants should arrive on Sunday 3rd May 2009. After registration and the first training session in the afternoon, they will gather for a 'warm-up' dinner. A Gala Dinner is scheduled for Thursday 7th May 2009, at approx. 20.00 hrs.

The programme officially ends on Thursday 7th May 2009, after the Gala Dinner.

Content and working method:

The training covers a period of 4 1/2 days and consists of **9 day sessions**. For more detailed information see enclosed programme.

Supervision:

Supervision during the training, in terms of content, is the responsibility of the German senior consultant Mrs. Susanne Thalheim.

Language:

The training will be conducted in English. Therefore fluency in the English language will be an asset.

Location / training facilities:

The training will take place in training facilities (Central Commissariat) of the Catalan Police, Mossos d'Esquadra, in *Sabadell-Barcelona, Avinguda de la Pau, 120*.

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Hotel:

The participants will be accommodated at the

Hotel Sabadell
Plaza Catalunya, 10-12
Sabadell 08206
Spain
Tel: +34 93 727 92 00
Fax: +34 93 727 86 17
Email: sabadell.comercial@hoteles-catalonia.es

Check-in: 14.00 hrs

Check-out: 11.hrs

Pre-reservations have been done and don't need to be confirmed individually.

Daily transportation between the hotel and the seminar venue will be provided (appr. 5 km).

Transportation:

TRAVEL INFORMATION

Barcelona Airport (El Prat) – Hotel Sabadell

Once you have claimed your luggage in the airport go to terminal B. Most probably you will arrive at either terminal A or B, depending on the flight company. Look for the gateway that takes you to the train station called "RENFE, RODALIES, AEROPORT DEL PRAT".



Watch out for this sign:

Even though there are plenty of these signs some of them are quite hidden but the information desk will help you out.

You can buy the ticket in the vending machine at the train station or at the counter. Your final destination will be SABADELL NORD, although you will transfer in SANTS TRAIN STATION (one ticket). The price is around three Euro (€ 3,00).

The train leaves every half hour in direction BARCELONA, SANTS TRAIN STATION and takes approx. 20 minutes.

Once in BARCELONA, SANTS TRAIN STATION you have to transfer. Leave the platforms and look for line C4, this one will take you to SABADELL NORD. Watch out for the same sign. There will be between 10 and 13 minutes time until the next train leaves to your final destination. If you miss this one the next one will leave in 30 minutes. The trip to SABADELL NORD TRAIN STATION takes approx. 40 minutes.

Once at SABADELL NORD TRAIN STATION when you will enter the Plaza España (Spain Square). From this point there is a 15 minutes walking to the Hotel situated at Plaza Cataluña (Catalonia Square), around 900 meters. Just walk straight ahead down the street "Avinguda de Francesc Macià" (Francesc Macià Avenue).

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Costs:

Thanks to the support of the Catalan Police, Mossos d'Esquadra we are able ask for a contribution of **€ 400,-** only from each participant to cover the overall seminar costs.

Please note, that the training, lodging for five (5) nights (Sunday – Friday), training facilities, all meals, and Gala Dinner are included, but the registration fee **does not include** travel expenses and personal expenditure. Hotel costs resulting from an early arrival (before Sunday 3rd) or late departure (after Friday 7th) are on the participants account!

Registration:

The participants are requested to submit the enclosed registration form and travel (flight) information as soon as possible.

Closing date of Registration

The closing date to send in your registration form is **22nd April 2009**.

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PROGRAMME: 1st EUROPEAN MANAGEMENT AND LEADERSHIP SEMINAR

Arrival:

The participants should arrive during Sunday 3rd May 2009 timely enough to participate in the first training session starting at 17.00 hrs.

There will be a joint transport from the Hotel Sabadell to the seminar venue at 16.45 hrs.

Way of working:

The seminar will be highly participative. Participants will be expected to discuss case studies, to share their reflections, to do role plays and to give and to get feedback.

In between the trainer, apart from designing and leading the event, will give short lectures to connect the experimental learning to more theoretical frames of reference.

In advance to the seminar participants will be asked to fill in a questionnaire describing their function, tasks, learning needs and specific questions they might have about the seminar.

Session 1, Sunday 3rd May 2009

(afternoon/evening)

This first session in the afternoon (appr. 17.00 hrs) we will be dedicated to getting acquainted. The tutor, Susanne Thalheim, will introduce herself and the working methods for the training, the participants will introduce themselves and their expectations and will focus on the exploration of each others career paths, personal driving and limiting forces to work. Continuing with the specific situation of female **managers** within the police services, such as policies of equal opportunities and diversity, experience exchange and the assessment of challenges and obstacles, the first day will end with a 'Getting-acquainted-dinner' at approx. 20.00 hrs.

Session 2, Monday 4th May 2009

(morning):

Orientation on management and leadership

Participants will be led to **Visionary Leadership**, made aware of the **management and leadership tasks as restructuring, empowerment and communication**, they will explore the **management circle**, learn about the different **management roles** and evaluate their individual strengths and limitations.

Session 3, Monday 4th May 2009

(afternoon)

Distinct leadership styles

Research suggests that the most effective leaders use a collection of distinct leadership styles, each in the right extend and just the right time.

Based on the **self-assessment** and with the knowledge of the **characteristics of each style** the participants will find out **what style works best in what situation** and **what kind of leadership gets best results**.

How about **giving instructions and making assertive statements, motivating and developing others** and **the art of delegating**.

Leadership styles related to 'emotional intelligence'

Session 4, Tuesday 5th May 2009

(morning)

Differences between female and male leaders? Feminine and masculine leadership styles?

The participants will verify these statements by **exchanging experience** and by adding some results of **gender research** they will find their **conclusions**.

The **work-life-balance** of women in charge will be an issue.

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The impact of leadership styles on the working climate – How to change organisational behaviour?

Session 5, Tuesday 5th May 2009

(afternoon)

What does 'power' mean to you'?

Power is considered both good and bad and what does it really mean in terms of **handling relationships, building bonds** and **networking**?

What kinds of **network** do you have and do you need? Which **sacrifices** are you ready to make to the organisation?

Behaviours

Assertive, submissive and aggressive behaviour.

Communication strategies and practise

Case studies, role play and feedback. Verbal and non-verbal communication. Dealing with **criticism** (giving/receiving), saying '**NO**', aspects of successful **negotiating** and **conflict management**.

Session 6, Wednesday 6th May 2009

(morning)

Continuation Communication strategies and practise.

Session 7, Wednesday 6th May 2009

(afternoon)

Teamwork

What are the **phases and dynamics** within groups and teams? **Feedback and guidance**, dealing with **complementary skills** of members in a team and positive **balance between giving and taking**.

Session 8, Thursday 7th May 2009

(morning)

Goal setting

What are the participants long **term visions and short term actions**? Defining the '**SMART**' goals and **establishing priorities**. The necessary but difficult issue of **decision taking**. Establishing a **personal action plan**.

Session 9, Thursday 7th May 2009

(afternoon)

Presentation of the personal action plan

Attention will be given to the **personal action plan** with short **self presentation** exercises and the feedback on it in terms of first impression, stance and posture, facial expressions, gestures, eye-contact, voice and language.

Closure: A **summary and evaluation** of the entire event and the **official closure** of the seminar.

Closing time: approx. 19.00 hrs. The participants are invited for a farewell dinner at approx. 20.00 hrs

Please note:

Parts of the programme may be changed or adjusted during the seminar.