

THE EASTERN PARTNERSHIP ACADEMY OF PUBLIC ADMINISTRATION

Programme of "Value-based Management" classes for participants of the 2nd-13th July 2012 session at the National School of Public Administration (KSAP)

Main goal of the workshops

- The Programme has as its main goal the acquisition by Senior Civil Servants from Eastern Partnership countries of knowledge and skills relating to Value-based Management. This will allow them to link up matters of personal dignity with work in public administration, while also incorporating into this process the widely-recognized and respected moral values that represent culturally-rooted standards of moral behavior.

Specific objectives:

1. The acquisition of practical knowledge on the management of large and small teams in public administration.
2. Acquaintanceship with three generations of methods by which to manage and motivate employees in public administration.
3. The acquisition of basic skills and principles as regards the application of value-based leadership.
4. An understanding of the processes that block value-based leadership – the nature of *Anomia Sovietica* and the heritage of social habits instilled and shaped during the era of "Real Socialism".
5. Presentation of the practical benefits that arise from corruption being treated as justifications anomie, as well as the application of non-police anti-corruption methods.
6. Presentation of management principles applying to the Civil Service, and stemming from the conceptual traditions of the first SOLIDARNOŚĆ movement.

Methods

- A 20-minute mini-lecture with PowerPoint presentation on topics linked with the workshops and training that are to follow.
- Workshop methods – case studies, simulation games, work in small subgroups of 4-5 participants with plenary presentation of results.
- Training methods - analysis of participants' experiences, panel exercises.
- Analysis of professional training films.

Course organization

- Classes given in English, with the participation of Russian-speaking interpreters.
- Classes daily over 10 days for the 8 teaching hours between 9 a.m. and 4 p.m.
- Participants' visits to institutions are subordinated to the timing of classes and hence planned in the afternoon, ending at 4 p.m. Before departing for the visit, EPA participants meet at KSAP for introductory classes.

Course topics.

- I. First-Generation Management Methods: behaviorism, Taylorism, learning theories, managing employees using financial rewards and punishments.
 - Management with motivation to work based around personal gain.
 - The specific nature of the Civil Service – shortcomings of behavioral methods.
 - A hierarchical system of checks, bonuses, financial rewards – “costs-benefits” analysis.
 - Interpersonal communication in teams and the building of positive relations between managers and team members.

- II. Second-Generation Management Methods: management based on dignity-centered motivation. The values, mission and vision of the Civil Service.
 - a) Leader not superior. Principles for the appropriate exercising of authority over a team. The application of management techniques based on the personal dignity of employees and their feeling of worth, achieving a better understanding of human behavior in situations generating so-called “dignity traps”.
 - b) Techniques of instilling a work ethos. Improvement of management in the Civil Service using “non-financial motivation”. Showing how high performance in modern managing depends on the use of symbolic (rather than material) rewards, the creation of team traditions and rituals and the improvement of employees’ identification with organization and work ethos.
 - c) The Civil Service Code of Ethics and its role in dignity-based management. How to link everyday work of the Civil Servant with his/her personal dignity and feeling of personal worth? How to implement vague provisions set out in the Code in specific work situations? Promoting a “statesmanlike” attitude as a basis for a Civil Service work ethos.
 - d) Internal communication in the organization (internal Public Relations) – as a method promoting dignity-confirming symbolic rewards in line with the Code of Ethics.
 - e) Internal trainers in public administration and their role in adapting and implementing training methods and techniques. Cultural differences as an obstacle to the direct implementation of EU standards where the training of interpersonal skills is concerned – the management and leadership of a team, negotiations, assertiveness and communication.

- III. Third-Generation Management methods: management without a manager.
 - Self-steering by those working on the basis of process–management principles.

- The role and function of dignity-based self-monitoring at the levels of the individual or the team.
- IV. Social anomie and corruption. Macro-scale obstacles to the implementation of dignity-based work motivation in managing Civil Servants.
- a) What social and psychological mechanisms direct people's conduct in situations of temptation. *Anomia Sovietica* – what have we as a society inherited from communism?
 - b) Corruption as justifications anomie. Social negotiation of justifications as a socio – psychological phenomenon. The establishment of a justifications subculture and ways to block that process.
- V. Occupational and personal anomie. Obstacles at the level of the team or the group of employees-cum-cronies.
- a) What generates occupational anomie, typical situations of conflict between personal gain and values present in the Civil Service work ethos.
 - b) Mastering techniques that block the process of social negotiation of justifications in one's own working team.
 - c) Creating circumstances that prevent justifications and behavior incompatible with the values of the Civil Service work ethos from being renewed.
- VI. Principles of management of the first “Solidarity” (*SOLIDARNOŚĆ*) movement and how to implement them into public administration.
- “For the public benefit, for the common good” – a new way of thinking of the roles of the police force, customs services, state audit institutions, etc.
 - Ground rules for the personal dignity of those in employment.

General course schedule:

A. First week: 2nd-7th July 2012

Monday 2nd July 2012

- 9.00-9.30 Welcome for participants - Prof. Jacek Czaputowicz, Director of the National School of Public Administration, Andrzej Cieszkowski, the Polish Foreign Minister's plenipotentiary for the Eastern Partnership
- 9.30-9.45 coffee break

Prof. Marek Kosewski and Małgorzata Skawińska

9.45–12.00

- Presentation of course schedule and organizational arrangements:
 - assignment of participants to Groups I or II.
 - presentation of lecturers and participants
 - introduction of participants to the course programme, discussion on the programme and expectations of participants

12.00-13.00 lunch

13.00-14.30

- Interpersonal communications training.
 - Communication as a skill in management
 - Basic rules of communication
 - Listening in communication

14.30-14.45 coffee break

14.45-16.00

- Interpersonal communications training (continued)
 - Communication in a group
 - Communication as a ground rule of cooperation
 - Building cooperation – role of a manager

Tuesday 3rd July 2012**Prof. Andrzej Jacek Blikle**

9.00-10.30

- Workshop I – Techniques of “stick and carrot” management, and their consequences
 - What is “stick and carrot” management?
 - “Stick and carrot” managing techniques vs. partnership methods
 - TQM concepts of management

10.30-10.45 coffee break

10.45-12.15

- Workshop I – Techniques of “stick and carrot” management, and their consequences (continued)
 - Company under “stick and carrot” management
 - Consequences for employer
 - Consequences for employees
 - Financial consequences of “stick and carrot”

12.15-12.45 lunch

Prof. Marek Kosewski, Małgorzata Skawińska

12.45-14.15

- Workshop II – The measurement of two main styles of management
 - management styles – quick insight by questionnaire
 - defining management styles of participants
 - SWOT analysis of different styles

14.150-14.30 coffee break

14.30-16.00

- Workshop II – (continued)



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- “management without a manager” – new techniques involving dignity-based self-control
- Employees self-monitoring – why is it needed and how to enhance it
- Consequences for the organization, employer and employees

Wednesday 4th July 2012**Prof. Marek Kosewski and Małgorzata Skawińska**

9.00-10.30

Personal dignity feelings as a motivation source for Civil Servants and team leaders

- Why do people work?
- Motivation sources – psychological and practical approaches
- Different motives – different approaches to managing
- Using personal dignity as a management tool to influence people – Dignity-Based Management (DBM)
- Techniques of DBM

10.30-10.45 coffee break

10.45-12.15

Personal dignity as a motivation source for Civil Servants and team leaders (continued)

- Job satisfaction – questionnaire measuring methods
- The “My Job” questionnaire and interpretation of data from it

12.15-12.45 lunch

12.45-14.15

Dignity-based assertiveness training for team leaders. How to overcome obstacles in using dignity-based techniques

- Conflict management
- Aggressive, Assertive and Submissive – basic definitions
- Assertiveness as a management tool
- Assertive techniques of criticizing, commanding, refusing and giving feedback

14.15-14.30 coffee break

14.30-16.00

Dignity-based assertiveness training for team leaders (continued)

- Assertive techniques: coping with difficult situations in professional life
- Case studies of participants – exercising assertiveness using participants’ work experiences

Thursday 5th July 2012**Prof. Marek Kosewski and Małgorzata Skawińska**

9.00-10.30

- Workshop I – Dignity-based leadership – the role and duties of a team leader
- Group and Team – different phenomenon, different approach
- Team-building
- Leadership techniques
- Understanding team roles and how they function

10.30-10.45 coffee break



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10.45-12.15

- Workshop I – Dignity-based leadership – the role and duties of a team leader (continued)
 - Creating an organizational culture
 - Rituals and customs, symbols, symbolic rewards – tools of dignity-based management

12.15-12.45 lunch

12.45-14.15

- Workshop II – Creating a system of symbolic rewards in the organization – how to do it for one's own team.
 - Symbolic rewards – a definition
 - Symbolic rewards currently present in my organization
 - Role of symbolic rewards in motivating employees

14.15-14.30 coffee break

14.30-16.00

- Workshop II – Creating a system of symbolic rewards in the organization (continued)
 - Brainstorm: creating symbolic rewards
 - Role of a specific system of symbolic rewards in creating a work ethos in an organization
 - Participants' own systems of symbolic rewards – creating a specific strategy for every participant

Friday 6th July 2012

Prof. Marek Kosewski, Małgorzata Skawińska and Katarzyna Dudzik

9.00-10.30

- Civil Service Rules and Ethical Principles in Poland. The process of ordinance development and measures taken to ensure its observance – lecture by Katarzyna Dudzik

10.30-10.45 coffee break

10.45-12.15

- Workshop I – The establishment of a Code of Ethics and its incorporation into organizational culture
 - Simulation: creating a Code of Ethics
 - Values and norms – understanding the difference
 - Analysis of the Polish Civil Service Code of Ethics

12.15-12.45 lunch break

12.45-14.15

- Workshop I – The establishment of a Code of Ethics and its incorporation into organizational culture
 - Methods of incorporating values into organizational culture
 - Case studies: creating a specific strategy for participants' organizations
 - The ultimate goal for managers: self- monitoring of employees

14.15-14.30 – coffee break

14.30-16.00

- Workshop II – Techniques of internal communication (internal Public Relations)
 - Internal communication – basic definition



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- Role of internal communication in Dignity-Based Management (DBM).
- Methods of internal communication
- Methods of the organization and methods of the manager: how to cooperate and create a proper environment

A. Second week: 9th - 13th July 2012

Monday 9th July 2012

Prof. Marek Kosewski and Małgorzata Skawińska

9.00-10.30

- Workshop I – Conflict of interests in an organization and their resolution
 - What is conflict of interest?
 - A situation of temptation –the model situation of every conflict of interest
 - What are socially negotiated justifications?

10.30-10.45 coffee break

10.45-12.15

- Workshop I – Conflicts of interest in an organization and their resolution (continued)
 - Justifications in participants' professional life – how the subcultures of justification emerge at the office
 - Case studies: my work experience with situations of temptation and justifications

12.15-12.45 lunch

12.45-14.15

- Workshop II – Conflict between personal gain and respected values – people in temptation situations. Occupational anomie and how to cope with it – techniques for managers
 - Anomie – a justifications subculture
 - Indicators of anomie in an organization
 - Consequences of anomie for an organization

14.15-14.30 coffee break

14.30-16.00

- Workshop II – Conflict between personal gain and respected values – people in temptation situations. Occupational anomie and how to cope with it – techniques for managers. (continued)
 - The role of a manager in reducing anomie
 - Methods of reducing anomie
 - Excessive control and lack of it – consequences for manager, employee and organization

Tuesday 10th July 2012

Jacek Wojciechowicz

9.00-10.30

- Lecture – The role of the World Bank in preventing corruption. The cases of Poland and other countries

10.30-10.45 coffee break



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10.45-11.45

- Lecture – The role of the World Bank in preventing corruption (continued)

12.00 – 12.30 lunch

13.30 - Visit to the CBA (Central Anti-Corruption Bureau). Meeting with the Head of the CBA. Constabulary and non-constabulary methods of fighting corruption

Wednesday 11th July 2012

Prof. Marek Kosewski and Małgorzata Skawińska

9.00-10.30

- Corruption as anomie of socially-agreed upon justifications. The role of the NGO in counteracting corruption
 - The NGO as a controlling factor – government under permanent supervision
 - The NGO representing society
 - The NGO as an environment without justifications

10.30-10.45 coffee break

10.45-11.45

- Corruption as socially-agreed justifications anomie. The role of the NGO in counteracting corruption. (continued)

Meeting with **Ryszard Kowalski**, President of Polish Union of Employers – Manufacturers for Construction Industry

“The role of NGO in implementing values and self-monitoring.”

12.00-12.30 lunch

13.30 - Visit to the Batory Foundation – meeting with Grażyna Kopińska and the management of the “Against Corruption” Programme

Thursday 12th July 2012

Prof. Marek Kosewski and Małgorzata Skawińska

9.00-10.30

- Professional identification and Professional loyalty – intercultural differences – “Statesman” or “Professional”?
 - Loyalties in different cultures – whom do we owe respect and obedience?
 - Loyalties map – participants’ loyalty towards principals, country, government

10.30-10.45 coffee break

10.45-11.45

Corruption and fraud as an international problem – lecture by **Andrzej Koweszko**

12.00-12.30 lunch

13.30 - Visit to the Ministry of Regional Development

Friday 13th July 2012

Prof. Marek Kosewski, mgr Małgorzata Skawińska and mgr Dariusz Ambroziak

9.00-10.30

- Workshop I – Indexes of efficiency of public administration



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- How to define efficiency?
- What is an efficiency index: how to find it?
- Methods of efficiency measurement

10.30-10.45 coffee break

10.45-12.15

- Workshop II – Social vs. technical efficiency of public administration
 - Procedures for creating indexes and data interpretation
 - Case studies – creating a strategy for participants' organizations to measure efficiency

12.15-12.45 lunch

13.00-15.00

- Meeting with **Zbigniew Bujak** – Managing the first “Solidarity” movement of 10 million people in 1980-81 - “Solidarity” principles in management implemented in public administration – as exemplified by GUC (the Central Customs Office) 2001-2003

15.00 official closing of the training

Planned visits and meetings:

- Visit to the CBA (Central Anti-Corruption Bureau), and meeting with its Head. Constabulary and non-constabulary methods of fighting corruption.
- Visit to the Batory Foundation and meeting with Grażyna Kopińska, Head of the “Against Corruption” Programme – illustrating the role of the NGO in combating corruption.
- Visit to the Ministry of Regional Development.
- Meeting with Zbigniew Bujak.

Trainers and lecturers:

Prof. Marek KOSEWSKI,

Professor, currently teaching at the Faculty of Psychology of the University of Finance and Management in Warsaw, Head of the College of Postgraduate Studies UFM.

Scientist and Researcher

For 30 years a researcher into the behavior of people in situations of temptation, as well as other morally and ethically challenging situations, Prof. Kosewski carries his scientific data and conclusions through into the teaching of practical skills, consultancy and professional training programs for managers. He is the author of three books: *Aggressive Criminals* (1977), *People in Situations of Temptation and Humiliation* (1985) and *Values, Dignity and Power* (2008). Also the main author and editor of *From Socialism to Normality* (2006), author of many articles, reports and presentations. Until 2003, Professor of Psychology at Warsaw University, also giving



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many guest lectures at universities in Europe, Canada, Venezuela and the USA. Cooperates with KSAP on topics of dignity-based management.

Practitioner and Trainer. Since 1994 he is an active educator and trainer – running workshops, seminars and training based on his own construct of dignity-based management. He teaches managers how to become leaders and create a work ethos for their own team and how to change the culture of organization using employees' dignity-based motivation. He was a member of the team of experts established by the Head of the Civil Service to draft the first Code of Ethics of the Polish Civil Service in 2002, and was also on the team that amended the Code in 2011.

- He conducted workshops on the topic of professional ethics for NIK (the Supreme Audit Office) in the years 1995-97.
- In the years 2001-02, he trained the entire higher management staff of Poland's Custom Offices, in the basic specifics of behavior in situations of temptation and in dignity-based management.
- He conducted seminars for the National Police Headquarters and Police Training Centre in Legionowo.
- In years 2002-05, he cooperated with the President of the Board of Elektrociepłownie Warszawskie S.A.-Vattenfall, in regard to the process of privatization and restructuring of the organization, training managerial staff and internal trainers.
- He trains managers in business organizations, the public administration, financial organizations, etc., teaching them modern methods of dignity-based management.

Jacek J. Wojciechowicz, Chief Economist of the Polish Institute of Directors, former Senior Communications Officer at the World Bank, responsible for Poland and Central Europe. One of the authors of the World Bank report on "Corruption in Poland". Economist and sociologist, specialist in social communication, economic commentator (Radio TOK FM, TVP3 and Polsat).

Zbigniew Bujak, Member of the Board of *NSZZ SOLIDARNOŚĆ*, Mazowiecki Region Head, Head of Central Customs Office, 2000-02.

Andrzej Jacek Blikle, Professor, Institute of Fundamental Technological Research, Polish Academy of Sciences, Member of European Academy of Sciences (*Academia Europaea*), Chair of the Board of *A.Blikle Sp.z o.o.*, since 1996 leading own monthly seminar on management. Author of the book "The Doctrine of Quality" (*Doktryna jakości*) published online in the public domain.

Małgorzata Skawińska - Psychologist, trainer on psychology workshops, lecturer at University of Finance and Management in Warsaw. Graduate of Warsaw University (Faculty of Psychology). Since 2008 trainer and author of workshops for business and public administration on topics concerning: dignity-based management, leadership, management skills, interpersonal communication and assertiveness. Cooperating *inter alia* with: the National School of Public Administration, the National Bank of Poland, Ministry of Finance, (Polish Mining Company) PGNiG S.A. and the Renault Retail Group



Katarzyna Dudzik - graduated from Cracow University of Economics and the National School of Public Administration. In years 2002-2006 she was employed in the Civil Service Office. Her professional experience also includes lectures and workshops on quality management in administration at Collegiums of World Economy, Warsaw School of Economics Works currently as a counselor to the Head of the Chancellery of the Prime Minister in the Civil Service Department, responsible for international cooperation in the field of the civil service. Her main duties focus on cooperation with countries undergoing the process of transformation, within the framework of the Eastern Partnership Program and other national initiatives like the 'Polish Aid' Program of the Polish Ministry of Foreign Affairs. In years 2008-2010, she coordinated projects that sought to strengthen the Georgian administration. Her other main responsibility relates to gathering information on international solutions as regards ethical prevention practices and anti-corruption measures and the dissemination of best practices in Polish administration. During the Polish Presidency of the Council of the European Union in the second half of 2011 actively involved in the European Public Administration Network (EUPAN), as co-chair of the Human Resources Working Group.

Dariusz Ambroziak - organizational psychologist specializing in organizational diagnosis, methodology and statistical analysis. He works at the Carl Gauss Institute of Analysis, where he is responsible for co-operation with key customers and direct supervision over the implementation of advisory projects. He is a practitioner of the Evidence-Based Management (EBM) approach, that is management founded upon proofs. Education: Kozminski University (MBA), University of Social Sciences and Humanities (psychology-MA)

Andrzej Koweszko – Director in ING Bank Śląski responsible for operational risk management, Compliance and fraud prevention in ING Bank Śląski. In years 2004 - 2012 took part in building structures of risk management in banks of Turkey, India, Australia and Thailand. Former member of Executive Committee of International Criminal Police Organization „Interpol”, Head of Polish National Central Bureau of Interpol, Head of International team for intelligence analysis (crime analysis).

Ryszard Kowalski – economist, since 2002 President of Polish Union of Employers - Manufacturers for Construction Industry. Former Head of Committee for Construction Materials – part of General Office of Building Control. Expert of Parliament's Infrastructure Committee 2001-2010 r. In years 1986-2001 adviser of President of Polish National Bank. Author of many publications and lectures concerning construction industry, market of building materials. Adviser of Vice Prime Minister prof. L. Balcerowicz on topics of housing and construction industry.

