



World Customs Organization Leadership and Management Development Workshop

Contents Overview by Module

Module 1 – Introduction

Presentation of the workshop & Introduction of participants (70 minutes)

- Management development as WCO priority
- Capacity building and Customs modernization
- Skills necessary to be an effective strategic manager in a Customs environment
- Creation of an atmosphere conducive to learning
- Ground rules of the workshop
- Understanding the roles of facilitators and participants

Module 2 – Modern Customs for the 21st Century

Elements of a Modern Customs Administration (120 minutes)

- 7 dimensions of a modern Administration, based on the WCO Diagnostic Framework
- Analysis of the requirements of these elements to better understand Customs modernization
- Overview of key international standards and best practices in the area of Customs
- Overview of Customs in the 21st Century

Module 3 – Strategic Management and PICARD standards

Strategic management (240 minutes)

- Concept of Strategic management – its application in the administration
- Defining Leadership – What is it?
- Presentation on PICARD
- Introduction to the Personal Development Pyramid
- ‘Knowing yourself’ – an issue for leaders
- Increasing awareness for qualities

Module 4 – Self-evaluation and personal skills development

Leadership and Management self-evaluation (30 minutes introduction + short sessions at end of each module)

- Self-assessment of own leadership and management skills
- Validate understanding of skills
- Identify strengths and weaknesses – develop a personal development action plan
- Individual exercise with coaching support from facilitators and co-participant
- “Being a partner” - applying some basic coaching principles
- Time – 30 minutes
- Throughout the duration of the workshop

Module 5 – Leadership

Leadership (245 minutes)

- Distinction between Leadership and management
- Focus on raising self-awareness
- Leadership in action – behaviours of leadership and its impact
- Story-telling
- Leadership and future – imagining an ideal World
- Awaken the leader through greater self-awareness - body, mind, emotions and spirit
- Servant leadership – “parent of the world”

Module 6 – Visioning

Visioning (175 minutes)

- Understanding the administration’s vision statement and beyond
- Visioning at the organizational level and at the “work area” level
- Difference between mission, vision, strategy, and organizational values
- Visioning as an ongoing process

- “Walk the walk and talk the talk”

Module 7 – Situational Leadership and Management styles

Management Styles and Situational Leadership (175 minutes)

- Understanding your own management style and that of the administration
- Identifying your preferred style
- Understanding and experiencing various management styles
- Situational Leadership – its four dimensions
 - Leader: Work and Person
 - Worker: Task Maturity, Commitment and beyond

Module 8 – People management

People Management (360 minutes)

- HR Management vs People Management
- Achieving results through others
- Motivation
- Delegation
- Coaching & Feedback
- Performance management

Module 9 – Promoting integrity in the workplace

Promoting Integrity (220 minutes)

- Integrity and corruption in the Customs environment
- Broad concept of integrity: anti-corruption, professional conduct
- Impact on objectives, organization, people, stakeholders,
- Organisational response: integrity development in the Customs context – based on the Revised Arusha Declaration
- Anti-corruption pipeline
- Role of the manager in the promotion of integrity in the workplace - concrete actions that should be taken
- Personal values and integrity

Module 10 – Negotiation skills

Negotiation Skills (120 minutes)

- Negotiations in the Customs context – role play
- Manager as a negotiator on a daily basis
- Best practices and lessons learned

Module 11 – Communication

Strategic Communication Skills (150 minutes)

- Managing strategic communications – achieving results through effective communications
- What is it? and how to apply strategic communications
- Strategic communications in practice – identifying good examples
- Segmentation and stakeholder analysis

Personal Communication (180 minutes)

- Why is personal communication important for a manager
- How can one improve his/her communication skills
- What can have an impact on communication:
 - Body language
 - Filters
 - Transference
- Emotional intelligence

Module 12 – Change management

Change Management (360 minutes)

- Change management principles and concepts
- Consolidate many other skills acquired and issues covered
- Types of changes and drivers for change
- Role of manager in managing change
- Change and personal transition process
- How can the manager lead people to accept change
- Organizational change management
- Familiarize with Kotter's 8-step approach to change management
- Apply concepts to practical Customs cases

Module 13 – Equity and Diversity in the Workplace

Gender equality and diversity in the workplace (180 minutes)

- Gender issues and stereotypes
- Equal opportunities, affirmative action and the so-called “glass ceiling”
- Case studies on discrimination and sexual harassment
- The role of manager in the promotion of equity and diversity