

## LMD WORKSHOP CONTENT OVERVIEW

### Module 00. Introduction

Time: 2 hours

- Part 1. Introduction of the participants.*
- Part 2. Presentation of the workshop.*

This introductory module aims at creating friendly environment conducive for learning, opening up and exchange of experiences. You will get to know other participants and the facilitators through an interactive exercise. You will be also familiarized with the reasons why the WCO has identified leadership and management development as a priority and what the context of the workshop is. The roles of the facilitators and participants as well as outline, schedule, ground rules and methodology of the workshop will be explained.

### Module 01. Leadership and Modern Customs

Time: 2 hours 25 minutes

- Part 1. Presentation on leadership and modern Customs.*
- Part 2. Discussion on the key modernization projects and challenges.*

During this module you will briefly learn about WCO. You will be provided with the WCO instruments and tools supporting implementation of the 10 building blocks for the new strategic direction defined by the Customs in the 21st century document. Moreover, the WCO Mercator program to support implementation of the Trade Facilitation Agreement of the World Trade Organization (WTO TFA) will be discussed.

With such overview of the international standards you will have a chance to present your own organization's key strategic initiatives, discuss main obstacles and develop strategic and concrete responses. This module also aims at increasing your understanding of your role as a manager in driving modernization in Customs.

### Module 02. Self-awareness

Time: 12 hours 40 minutes

- Part 1. New concepts of leadership.*
- Part 2. Qualities quadrant.*
- Part 3. Brain and Past Reality Integration.*
- Part 4. Personal values.*
- Part 5. Personal mission.*
- Part 6. Four dimensions of You.*
- Part 7. Lotus of Awareness.*

This is one of the most insightful modules of the workshop that provides you with the ground knowledge for leadership and management development. You will be introduced to the new key concepts of leadership for knowing, managing, developing yourself, really understanding others and having positive impact on others.

You will start discovering yourself using various tools and techniques, for example: a tool to reveal and analyse your own core qualities (talents), pitfalls, challenges and allergies; analysis of beliefs, including primal beliefs; questioning and reflection technique to discover core personal values; scanning and challenging your body, emotions, mind and spirit; visualization of your personal mission in life. This module will also provide you with some unique insights on how and why your brain functions.

You will learn how your body, mind, talents, beliefs, emotions, values, mission and spirit influence you and how to manage them effectively to become a leader.

Every part of this module puts emphasis on awareness as one of the key concepts and necessary skill for leadership and management.

### **Module 03. Strategic Management, Vision, Values**

Time: 2 hours 35 minutes

*Part 1. Strategic management, vision, values at organizational level.*

*Part 2. Strategic management, vision and values at personal level.*

You will rediscover you organization's vision and values while examining them through the prism of modern concepts of visioning and strategic management. This module will demonstrate how you as a manager can contribute to achievement of you organization's vision. You will develop necessary skills to conduct the visioning process at both organizational and personal level using some inspirational techniques.

Also the concept of strategic management will be discussed, as well as its practical application and challenges in Customs environment.

### **Module 04. Leadership**

Time: 3 hours

*Part 1. Servant leadership.*

*Part 2. Storytelling and leadership in action.*

*Part 3. Leadership and the future.*

This module will most likely surprise you with the definition of modern leadership and will ensure that you understand and can easily distinguish leadership from not leadership and even recognize leadership in action. You will learn about the leadership style of the future – servant leadership – and develop your own vision for the ideal future of your organization and even the world.

During this module you will have a chance to also learn and practice “storytelling” as one of the most important skills every leader possesses. You will develop confidence in personal leadership attitude and that it can make a difference, even with the small steps and in the most difficult circumstances. This module will prove the importance of taking into account the whole of society, environment and well-being of people, where for Customs this extends to trade facilitation, security, prosperity of the country and its inhabitants.

### **Module 05. Communication**

Time: 4 hours 40 minutes

*Part 1. Strategic communication.*

*Part 2. Interpersonal communication.*

You will be introduced to strategic communication, its concept, tools and best practices. This module will teach you analyse the stakeholders in a way that you are able to choose right target audience, draft appropriate message, use effective media channel to communicate strategically and timely. You will learn additional communication techniques that help influence behaviour and support organizational goals.

During this module you will also develop insight, awareness and skills in personal communication through addressing its common trends and underlying patterns in numerous practical exercises.

### Module 06. Integrity

Time: 2 hours 10 minutes

*Part 1. The concept of integrity.*

*Part 2. Organizational and individual responses to integrity issues.*

During this module you will examine and develop a common understanding of the concept of integrity development, particularly in Customs. You will see the consequences of corruption and how Customs around the world address this issue. Based on that you will be able to develop a holistic approach that your own organization can use to develop professional conduct and fight corruption. As an individual manager you will also define, on a deep reflective level, your own role in promoting integrity in your working and life environment.

### Module 07. Negotiations

Time: 2 hours 30 minutes

*Part 1. Negotiations in practice.*

The key elements of a successful negotiating strategy will be learned through practicing negotiation on topics closely related to your organization's environment. You will be able to negotiate with a win-win approach in mind and moreover apply modern negotiating principles and rules on a daily basis.

### Module 08. Management

Time: 5 hours 25 minutes

*Part 1. Management styles.*

*Part 2. Influencing others.*

*Part 3. Time management and roles of management.*

*Part 4. Building trust.*

You will have an opportunity to identify your own preferred and mostly applied management style which can turn out a real surprise to you. At the same time you will discover other management styles through trying yourself in different roles. This will create an awareness and understanding that different situations require application of different management styles and a modern manager should be able to adapt respectively.

You will also develop one of the most desirable skills – influencing others – through learning and practicing a few theories and models that help better and more effectively influence upward (minister of finance, director general, etc.), downward (subordinates), and outward (trade community, other government agencies, donors, etc.).

Through learning and practicing some techniques on prioritizing and managing tasks you will realize how scarce your time resource is and how important it is to manage it effectively and focus more on relations instead of transactional management.

In addition, the concept and importance of building trust will be presented and you will learn the behaviours and skills that help developing the environment of trust and yourself as a trustworthy person.

### Module 09. People Management

Time: 9 hours 15 minutes

*Part 1. Introduction to people management.*

*Part 2. Team building.*

*Part 3. Motivation.*

*Part 4. Delegation.*

*Part 5. Feedback.*

*Part 6. Coaching.*

*Part 7. Diversity and inclusiveness.*

This module is the second largest in its content. During this module you will learn the differences between people management, human resources management and functional (task) management and what the manager's role is in there.

You will also learn about the key areas of people management. In particular, this module will equip you with necessary skills and modern tools for building the team, motivating and coaching, delegating effectively, providing feedback, promoting diversity and inclusiveness.

In practical terms, you will be able to understand the dysfunctions of a team and how to improve its effectiveness; you will practice various approaches to motivate your staff towards achieving results; you will learn how to delegate tasks to the right person, at the right time, in the right way; the importance of feedback in the working environment will be demonstrated and you will develop capacity to give and receive various types of feedback. Additionally, the concept of coaching as a development tool will be introduced and you will learn why it is the most preferred management tool/style nowadays. You will practice coaching to develop confidence in the respective skills.

Within the framework of this module you will be also provided with introduction to the concepts of diversity and inclusiveness. Such sensitive topic as discrimination will be discussed, including case studies, and you will develop skills to not only understand, but also identify and fight against such situations in the workplace. Some helpful tools to implement and promote gender equality and inclusiveness policies, including those by WCO, will be shared during this module.

## **Module 10. Change Management**

Time: 7 hours

*Part 1. Introduction to change management.*

*Part 2. Personal transition.*

*Part 3. Steps to successful change management.*

You will learn about different dimensions and stages of change (transformation, evolution, reform, and project) and how to distinguish them. This will help you understanding how these elements integrate into strategic management and where exactly change management stands there.

During this module the change management principles and concepts will be introduced and their importance for effective leading change will be demonstrated.

Through several case studies and practical exercises you will develop the ability to lead people and your organization through the various stages of change. You will be able to recognize and respond to the stages of personal transition of your staff, and further successfully lead them through each step of change management.