

TC Organisational Management,
EYC Strasbourg, 10 – 19 September 1999

Report on Organisational Management Training Course



Partnership between Council of Europe and
European Commission – Training and Youth



Participants and Prep Team outside the European Youth Centre, Strasbourg

Contents

Introduction

Participant List and Photographs

Saturday 11th – Agenda, Participants' Report, Handouts

Sunday 12th – Agenda, Participants' Report, Handouts

Monday 13th – Agenda, Participants' Report, Handouts

Tuesday 14th – Agenda, Participants' Report, Handouts

Wednesday 15th – Agenda, Participants' Report, Handouts

Thursday 16th – Agenda, Participants' Report, Handouts

Friday 17th – Agenda, Participants' Report, Handouts

Saturday 18th – Agenda, Participants' Report, Handouts

Epilogue – Follow-up Course, September 2000

Introduction

On Friday 19th September 1999, 30 participants from 19 countries in Eastern, Central and Western Europe came together in the European Youth Centre in Strasbourg for a Training Course on Organisational Management. The aim of this course was to introduce to Youth Leaders and Youth Workers the concepts, theoretical background and practical expertise needed in the management of NGO's, and also to improve their knowledge, attitude and skills in running their organisations within the European dimension. The course was prepared and delivered by six trainers along with additional input from 2 experts in the field.

This report gives not only a summary of the training modules during the week, but also personal comments from participants. The report was compiled by the volunteer Reporting Committee with daily input from different participants, whom we thank. The report is structured to give a day by day account of the course, but it would be impossible here to provide all the information given and shared experiences throughout the ten days. It has to be acknowledged however that the team spirit and co-operation surpassed all expectations, and apart from accomplishing the aims of the course, the cultural exchanges and communications made this a very special ten days. In fact, even while this report was being compiled, the participants and preparation team were already discussing and working on the possibility of a follow-up course within the year (See Epilogue).

The format of the days' training varied from day to day, with plenary, group discussions, expert input and workshops. Some other working methods that were used throughout the week were the Focus Group and the Jungle. The Focus Groups were a space to reflect on the day's events and to deepen the knowledge acquired. Each Focus Group was made up of the same six people and one member of the Preparatory Team who met most days to share in-depth knowledge on their organisations and working methods.

Throughout the Training Course a metaphor of a Jungle was used to provide an ongoing evaluation by the participants and Preparatory Team. Each day everyone had to move a symbol of their organisation around the Jungle, a 4 metre long painting, to express how they felt about the course and what they were learning. It was interesting to see people move from the grave to the clouds passing by the castle while avoiding the nearby volcano, with the occasional person taking a short rest in the hammock.

On behalf of the participants, we would like to thank the Partnership between the Council of Europe and the European Commission for providing us with the opportunity of attending this course. Many thanks also need to go to our excellent Preparatory Team for organising the course in such a way that so many diverse, and it has to be said, unusual, training methods were used to impart the knowledge to us. Thanks also to all the participants for being so open to other ideas and cultures, and for coming together as not only an extremely strong team, but also as friends.

Saturday 11th

Agenda

- 09.15 Energizer
- 09.30 Introduction
- 10.30 Coffee
- 11.00 Expectations
- 12.30 Lunch
- 14.30 Presentation of the Organisations
- 16.00 Market Place
- 19.00 Dinner

Participants' Report

Introduction

The participants were given an overview on the various teaching methods which were going to be used in the course, and the course itself was introduced by means of a metaphor of each participant being skipper of their own small boat to undertake a journey. This journey would take us through hazardous seas, to various islands where we would add to our knowledge. Some of the islands visited would be :

- ❖ Leadership
- ❖ Task Orientation
- ❖ Practical Skills
- ❖ Human Relations
- ❖ Total Quality Management
- ❖ Team Coaching
- ❖ Learning Organisation
- ❖ Management of Change
- ❖ Home!!!

Summary of Organisations

All participants were asked to introduce themselves and their organisations, and a summary is included in this report.

Participant Expectations

A brain-storming session was held on participant expectations at which the following were some of the issues raised:

- ❖ Prodi's Commission election;
 - ❖ How to recruit volunteers/members;
 - ❖ Activities that do not comply with aim of organisation;
 - ❖ Supervising team;
-

- ❖ Structural changes in organisation, and problems arising;
- ❖ Coaching game;
- ❖ Decision making;
- ❖ Managing too many meetings and planning priorities; Suggested methods.
- ❖ Working in groups.

Market Place

The participants were then given time to compile information on their organisation in the form of a poster. Key information contained was:

- ❖ Mission of organisation
- ❖ Structure of organisation
- ❖ Member details
- ❖ Examples of Programmes / Projects
- ❖ Participants' role in organisation

These posters were then placed around an area to become a 'Market Place' of the various organisations, which could be referred to throughout the ten days.



Portion of the Jungle, showing the Cooking Pot, the Sun-bathing Deck and the Grave !!

Sunday 12th

Agenda

Today's theme: Missions and Visions

- 09.15 Energizer
- 09.30 Good Morning / Technicalities
 - Plenary Input
 - Workgroups
- 10.30 Coffee
- 11.15 Story (The King and the Poor Guy)
 - Plenary Input
 - Working Groups 'Role in Society'
- 12.30 Lunch
- 14.30 Plenary – Reports Back
- 15.00 Expert Input – Mariana Petrescu (Romania)
- 16.30 Focus Groups
- 19.00 Dinner

Participants' Report

We need to check our Boat, our organisation.

We need to put Mission, Field of Action, Vision and Strategy in order, or else the puzzle is a mess.
Action: Fill the puzzle in workgroups

Plenary session

Story of the king and the poor guy (about a world that is very clear and simple) and pictures handout
(Explanation from left to right, from top to bottom)

- ❖ The world now is complicated (there are several actors)
 - ❖ We all want to hit the right spot (don't want to do anything unnecessary)
 - ❖ So we need to look close to our NGO and what we do, to see if it is really needed
 - ❖ Some people say some things about us. It may be true, but is what they say useful?
 - ❖ We need to evaluate, was it what the situation needed?
 - ❖ Do we understand? If we don't, others won't either!
 - ❖ If we understand, then we can think of (new) things
 - ❖ It's like lightning a candle
 - ❖ Maybe it is something we really love to do
 - ❖ Sometimes we need to wake everybody up, care for people, but involve other people for the same cause
 - ❖ Maybe we think huge projects are the only way to solve problems.
 - ❖ Nice things don't last. We don't know the result. What is the input for the society?
 - ❖ Sometimes we need to disobey society's rules, change things, be provocative (try to stop the river).
 - ❖ We want to transform things, we recycle what already exists.
-

- ❖ Transform yourself, your organisation, in order to change the world. Find the difference.
- ❖ Keep the same activities, but change the way you do it. Co-operate instead of standing just one on top of the other (it is not a stable situation).
- ❖ If we win, we have to win together.
- ❖ Activities one on top of the other are not stable.
- ❖ We want a real organisation, **synergy in our own organisation and between all organisations.**

Action: think in groups about the values of your organisation

Values: Some things that are very important to your NGO, which depend on the organisation.

Expert Input: speaker from Romania about how institutions (e.g. the state) look upon NGO'S relating to the current situation in Romania.

How did we experience this day?

It was a long day.

It is hard if you are not able to express yourself due to language barriers but language is already improving (that's cool!). The course is a great gain for me. It answers my expectations. Input of ourselves has a great value (a lot of group work, exercises, not only theory). It gives not only experience to me but it shows me what I have to think about to move on with my organisation. The presentation of other organisations in Focus Groups gives ideas on organisational structures and ways of funding and decision making. *(Heidi)*

Up to now I haven't gained any theoretical knowledge. The most useful part is the assignments on reflecting about my own organisation. The workgroup seemed a greater working instrument than the Focus Group because the participants work in similar organisations (These feelings were reflected with some of the participants). Input from the Romanian speaker should have been preceded by the aim of her input and should have been well structured. I felt at a loss. Nobody was really able to gain from it for different reasons (aim, structure, language). I feel pretty bad about participants who don't understand English well enough to do the assignments. *(Anik)*

Every I heard were open doors (we call it this way, when nothing is new and it is all so logical). But the good thing about this training is that we hear in again and when you are in the daily running of your NGO, you hardly step back from all of it and take time to think about your organisation, your aims, your values. I felt myself focussing on the process and not on the students you offer the change to learn more about other cultures, and that is the fun of why you are a volunteer! *(Willemijn)*



Willemijn, Anna, Rosa, Ioannis, Mette, Elnara and Aleks in front of the Marketplace

Monday 13th

Agenda

- 09.15 Energizer
- 09.30 Good Morning
External Input by Arthur Murphy – Management Theories
- 10.15 Working Groups
- 10.45 Coffee
- 11.15 Energizer
Questions
- 12.30 Lunch
- 14.30 Leadership Styles
- 15.30 Cultures of Organisations
- 17.00 Focus Groups
- 19.00 Dinner

Participants' Report

The morning started off with quite a forced task given us. But hey, can you resist a 40 persons group? Anyway ... The morning lecture (here called bit technically – input) was held by our honourable lecturer Mr Arthur Murphy. He delivered us the history of management theories because you have to know how something has developed in order to understand it.

So we discussed Mary Parker **FOLLETT** and her holistic approach where the organisation should be looked at as on a whole instead of a bunch of details. For example if for some reason the organisation is not functioning properly then the organisation should be looked at as a whole instead of trying to fix some of its elements (e.g. personal, machinery, processing)

Then came Elton **MAYO** (1880-1949) who focused on what is called scientific management and looked forward – brought in some human relations. He found that people were motivated and worked way better if you simply pay attention on them (it worked as a halo-effect).

MASLOW and his hierarchy of needs:

1. Need for self actualisation (to fulfil some kind of internal mission, to lead a whole society somewhere for example)
2. Need for respect (to be respected, praised, adored etc)
3. Social needs (to belong to a group)
4. Need for security (a house around you, feeling that you're life is not in danger etc)
5. Physical needs (food, sleep, normal temperature etc)

BOULDING & TRIST had a system theory and a book related to it, so anyone interested can get more from – "The Longwall Cole Method". Edward **DEMING** went from USA to Japan to lecture about statistical process control which later on led to total quality management. R. **BLAKE & J.MOUTON** got an interesting formula – internal & external events → change → new culture (of the organisation).

Then we did a nice exercise in groups on three different scenarios – in one we had to be in a position of a production manager of a pharmaceutical company; in another one we were put into a merchant bank's personnel manager's position; and in the third we were as we are in real life – in the NGO's management. We were then divided into groups and discussed different sides of these scenarios and dealing with given tasks which mostly concerned the people working in the organisations and the (quality of the) work they're doing. This exercise gave us a incredibly good possibility to see things through the eyes of a profit organisation manager.

After the lunch break Mette continued with the cultures of organisations. At first Gareth **MORGAN's** and Charles **HANDY's** views on what is organisational culture (which you can easily check from your papers) and then with the four types of cultures within the organisations:

1. Power culture – a web
2. Role culture – the Greek temple
3. Task culture – a net
4. Person culture – a galaxy

Then we settled ourselves in our plenary room into groups by our organisation's cultural tendencies (by the results of the questionnaire). Vividly most common was the task culture. In those "org-cultural" groups we discussed about the advantages and disadvantages of that precise organisational culture. Then we quickly went through different dis/advantages of different org. cultures.

Then we were obviously divided in groups by lingua-cultural factors and we did a task about "a profile of the leader" – selected 6 characteristics out of 24 that would describe best a good leader. After that Mette introduced us the topic about international and cultural differences in managing organisations where we looked at **G.HOFSTEDE's** four key dimensions in those differences:

1. Individualism vs collectivism
2. Power distance
3. Uncertainty avoidance
4. Masculinity vs femininity

We then tried to compare our group results to presented longitudinal research HOFSTEDE where these dimensions were described by distinguished cultural groups (and countries within them).

In the Focus Groups we discussed the different cultures in the organisations; personal powers etc. Some Focus Groups worked only briefly because of the hard and tiring day and some others even continued after the dinner.

As Silvio warned already in the morning, it was the most tiring and sense-making day yet. That was the breakpoint for (almost) all of the participants – things got clearer, motivation to participate rose, the purposes of the things done on previous days were more understood. People started to understand what it's all about (and as I commented it "Now we're talking !").

Well and as you know the night activities further on are not to be written down .
(Daniel, Ramiz and Enes)

Tuesday 13th

Agenda

Theme of the day: Task Orientation

- 09.15 Energizer
- 09.30 Input
- 10.00 Working group
- 11.00 Coffee break
- 11.30 Theoretical input
- 12.30 Lunch
- 14.30 Workshops :
 - Time Management
 - European Programs
 - New Information Systems
- 17.30 Mid-term evaluation (Jungle)
- 19.00 Dinner
- 20.00 Workshops :
 - Time management
 - Financial management
 - Lobbying

Participants' Report

09.15 - Another day begins with the *ENERGISER!* The lucky person to wake 30 participants up was Claudia. But fortunately she had some help from Lars-Erik. It was a Norwegian and German co-operation which gave birth to the so called "Hude, Skuldrer Kne og ta"-song. It was extremely energetic and the day could finally begin.

09.30 - Plenary Room

Paola had a mission to keep our attention for the next two hours. Her way of doing so was to speak to us about "Task Orientation". *The main contents of her input is contained in this report.* As we all know by now, the best way to learn is by trial (and failure...). Therefore we were confronted with the "Youth Seeds"!!! The mission (*impossible*) was to create an action plan for different strategic objectives. We are not going to explain the whole exercise but what came out of it was that:

- ❖ planning is difficult
- ❖ finding your starting point is always a challenge
- ❖ cultural differences influence planning
- ❖ when planning it is not obvious if the plan is too general or too specific.

Of course, the morning couldn't come to an end before getting Arthur's input about planning. Thank you, Tack, Gracias, Efharisto, Danke, Aitah, Multzumesc, Koszonjuk, Merci, Kitos, Spasiba, Go Raibh Maith Agat, Hvala...

12.30 - Finally lunch and some break!!!

14.30 - Back to school.

The afternoon was divided into three different workshops, namely:

- ❖ European programmes
- ❖ Time management
- ❖ New information technologies.

European Programmes

André-Jacques Dodin from the European Youth Foundation talked about the aims of his organisation, and explained the criteria that the EYF look for in programmes they support. After receiving this background information, we then split into groups to complete an application form for a project and then discussed its suitability for EYF funding. See notes attached.

A presentation then followed on the current situation with EU funding, and the changes that will take place at the end of 1999.

Time Management

The golden rule of time management: "**Effort not made is opportunity lost**".
One important point to remember: "**Time can not be saved**".

New Information Technologies

Information is not something static, it is always in evolution.
The new information systems create a lot of opportunities but at the same time they do have some disadvantages, e.g. reliability.

17.30 - Back in the plenary room and in the Jungle (*me Tarzan, you Jane!*) for the Mid-term evaluation. Most of the participants felt that they had made progress and felt optimistic with the Training Course. Unfortunately for some, who have a lot of experience, the course was too basic.

As for the prep team they had a few reservations in the beginning about the success of the programme (how would the mixture of so many nationalities work?) but very fast they realised that they were dealing with a good and dynamic group (*How did they dare doubt us!*). It was also positive to hear that not only did we learn something but that the prep team learnt something in return from us.

19.00 - Dinner is served!

20.00 - More workshops!!!!

- ❖ Financial management
- ❖ Lobbying
- ❖ Time management

Financial Management

What are our resources?
Individuals
Trusts/Foundation
Companies
Governments and aid agencies

Municipalities and other organisations

Important words when speaking about financial management: budget, liabilities, assets, cash flow projections, income and expenditures.

Lobbying

-When lobbying:

Have smart aims & objectives

Understand & support your reasons

Know who has the power

Be aware of what is happening around you

Locate the power

Have a strategy that unites all these elements

And who knows... if you're lucky you might get funded from the Dutch crown prince, His Royal Highness, Arjos!

Finally, time to relax at the centre's terrace. The evening was filled with alcoholic beverages, (consisting of the left overs from the international orgy) and some singing by naked men and a woman in white bath towels after a sauna.

And the fourth day finished with the sincere (musical) confession to the Lord that **"IT IS HARD TO BE HUMBLE!"**

(Elnara, Kelly and Anna)



*Rosa, Anna, Anik, Oana, Rauna, Sharon, Anelia, Sarah and Willemijn
enjoying dinner on the Roof Terrace*

Wednesday 15th

Agenda

- 09:15 Energiser
- 09:30 Feed back from working groups on Planning
- 10:30 Break
- 11:00 Input on Quality Management
- 13:00 Lunch
- 14:00 Visit to the European Parliament
- 19:30 Dinner

Participants' Report

The day started with a dancing energiser !

First, we had short presentations, made by the members of the Preparatory Team, about the workshops that will take place on Thursday.
Second, continuing the exercise on strategic objectives, we had reports from the groups that did not have the opportunity to talk about their work yesterday.
End of first part of the morning session.

Break.

The second part of the morning session started with an input from Mette. The subject was Total Quality Management.

TIP – *Quality is related to expectations.*

We have been presented with the quality circle and the quality pyramid.

Other issues on the board were

- Developing a NGO quality model
- Quality management methods

Exercise – filling in questionnaire

Additional input on Total Quality Management, from Arthur
Issues were

- Quality and TQM
- Transfer of TQM from business to non-profit sector
- Management techniques and thinking of the nineties
- KEY CONCEPT – re-process engineering
- Management trends 1999

Wednesday was a short day (at last!) as after lunch most of us went to visit the European Parliament. Here we received a guided tour and watched the Parliament in session, discussing the situation in East Timor. After that we had some shopping and a lovely late dinner in town. (*Sharon, Mamuka & Oana*)

Thursday 16th

Agenda

- 9:30 Questionnaire outcomes
- 10:00 TQM tools
- 11:15 From TQM to coaching
- 12:30 Lunch
- 14:00 Focus Groups
- 15:00 Workshops:
 - Team building
 - Motivating volunteers and staff
 - Leadership
- 17:30 Jungle

Participants' Report

Personal view from a tired participant (yes, I stayed up too long last night, but it is hard to leave for bed when there are so many great people to talk with) :

After a delicious breakfast I arrived a little bit late to the plenary via the internet room (I just had to check out if there was any urgent work e-mails) just in time to receive the splendid news that I been chosen to be on the report team. As you might understand this did not exactly thrill me, since I was more or less still in sleeping mode. But when the 4 beautiful girls in the reporting committee with a smile told me I'm today's volunteer (yeah, that's the exact word they used) then I couldn't refuse..

The morning started with Mette presenting the results from yesterday's questionnaire. Usually listening to the results of a questionnaire is a stressful thing to do, especially for companies and organisations that are worried about receiving negative feedback from their staff and customers. We, the Organisational Management participants, had no worries and were eagerly listening to the results. There was some quite interesting and negative feedback, which you can read more about in the annex. One of most interesting was that the participant results reflected strong dissatisfaction in their leaders' abilities to involve their staff when setting goals.

The next topic was Management by Coaching. Personally I like that style, so for me was it really interesting to get more input and information on this theory. Coaching is the art of facilitating the performance, learning and development of another. The coach must be very sensitive to the need of their staff, to be able to listen when needed but also able to instruct when that is what is needed. After Mette's input, we were given a task to test and train our abilities to listen to our employees. It was a really interesting task and showed that it actually can be very difficult to listen to someone without interfering and interrupting the other person.

After another delicious lunch at the Youth Centre restaurant was it time for Focus Groups. As always the Focus Group was great, not only due to the great group leader Arjos and my excellent working group colleagues, but also because the concept of the Focus Group provides an opportunity to reflect on the days learning. Then there is also the tradition in our Focus Group of a national song moment,

which this day was led by Kelly. I can promise you that she got a good laugh listening to 7 non-Greeks trying to sound like Greeks.

The last event of the day (before the night programme provided by the social committee) was workshops. I chose to attend Paola's and Mette's workshop on "Team work and Group Dynamics", which proved to be an excellent choice (thanks to you both). We started out with the exercise "The Aquarium", which aimed to reveal how we act during heated discussions and what methods (body language, tone of voice and message) we use to convince the others. The topic of the discussion was "Should homosexual couples have the right to adopt children" and heated was the last thing the discussion was. Instead were we almost whispering our viewpoints to each other with the greatest respect for others' viewpoints. (See the annex for instructions of how to do this exercise). After discussions on the results from this exercise, we continued with the Belbin test. The Belbin test is the result from extensive research which is based on the assumption there is no perfect role person who manages to get the best results from a group. Instead it asks which different role types the group consists of and the idealistic thing is if all 8 types are represented in the group. Unfortunately, the results from the workshop showed that we didn't have all the role types, which would mean that we couldn't achieve excellent work together.

And what about my position in the Jungle? It was a good day during which I learnt a lot, so I felt that I came a little bit further up the road towards the castle (the symbol for fully learned).

(Roger)

Where do we learn from?

Arthur Murphy emphasised that management methods from the business world isn't necessarily the best one for NGO's. You need to be very selective and suspicious when learning from business management. An example of the Scouts was given. It has same main principles everywhere, but the local groups adapt their flexibly to their own organisations. Would this be something for business to learn about?

Speaking about NGO's, you always have to bear in mind that volunteers are customers, not non-paid staff.

Brainstorming

In situations where you can no longer see any new solutions, brainstorming is needed. Sometimes it comes naturally, without any leader or "rules". No reason to worry then. If it doesn't come, use this method. It helps to find solutions and real problems.

Rules are essential. A leader of the session is there to take care of everyone, leaving a thought of comfort and safety. The leader is also a creator of the atmosphere and motivation. His job is also to hold the strings.

Motivation Workshop

Motivating people is important but often forgotten. Active workers in NGO's tend to forget that people come to their organisations often by a coincidence and work there out of love. It could be useful to think of these questions before motivating others: Why am I a volunteer? What do I gain in the NGO work? What do I give?

Also study the Maslow's Hierarchy of Needs. Often the best motivation is by arranging possibilities for "top floors", but do not forget the most essential needs, food, sleep and so on.

John Allan: How to be better at...motivating people. (The Industrial Society) (Rauna)

Workshop on Leadership:

Theory:

What does it mean to be a leader?

Leadership development criteria

Activities:

The Role Game (Disciplining Tem member)

Drawing the Leadership Diamond

Questionnaire on Leadership Style

Summary:

The participants gained knowledge about their own leadership styles, and the questionnaire highlighted the weaknesses that need to be worked on. The exercises helped to better understand what is important and will definitely be used in the future.

The first 4 fundamental statements on leadership were:

- ❖ You choose the life you live;
- ❖ Leadership is not rocket science;
- ❖ Leadership is not a position;
- ❖ It is essential to connect what you are with what you do.

The theoretical diamond of leadership consists of 4 elements: vision, reality, courage and service – the criteria for leading any kind of group. These four elements make up a “diamond”, the shape of which depends on what aspects the leader concentrates on. On the other hand, the shape can vary from one situation to another.

The workshop was very useful in identifying the weak points / areas of the participants' leadership skills, and role-play games helped us to transfer the theory into 'real' situations.

(Yana & Istvan)



Participants and Prep Team at the new European Commission Building

Friday 17th

Agenda

- 09.15 Energizer
- 09.30 Input on Feedback
- 10.00 Open Space (Personal space, Consultations, Group Proposals etc)
- 12.30 Lunch
- 14.30 The Learning Organisation "Theory & Exercise"
- 16.00 Coffee
- 16.30 Guided Visualisation
- 18.00 End of Programme
- 19.00 Dinner

Participants' Report

As usual the day started with an energiser on the roof terrace. Today the energiser was held by Yana, our group preferred to do some exercises without running because most of the poor participants had a busy night. The game was very funny, we got know the baby in the motorway as well as the crocodile and the elephant from the Jungle. We hope that the rest of the group woke up before the programme started.

In the morning session we had an input on feed-back for half an hour held by Mette (well done, thank you, Mette). After that we had a great opportunity to manage our time as the next two hours were titled as open space. Some of the participants visited the beautiful library, made photocopies, had a nice chat, slept, read or visited the town - as you see, we all had a nice possibility to use our new knowledge on management. The lunch was unforgettable as usual.

Attention please, after lunch some enthusiastic participants had a group meeting in order to organise a follow-up for the Training Course. We met in the plenary room and brainstormed to determine the needs of our dear fellow participants, as we learned from Mette (thank you, Mette).

The afternoon session began with the input of Arthur on the topic the learning organisation. We had an exercise which we tried to solve with much enthusiasm and creativity, but not much success. This was followed by a short input by Paola on deliberate thinking. And then we could prove our proper thinking with the above-mentioned brainstorming, which was led by Colan and Roger.

After the coffee break we were invited together with our pillows and blankets to the forth floor for a guided visualisation held by Arjos. At last our dear participants had the opportunity to have a rest in the session time. Some of us were so tired we fell asleep in the first five minutes. In our dream-world we were invited back into our organisations, and we dreamt up new metaphors for our organisations. After we woke up, we were invited onto the roof terrace where we painted these new metaphors on t-shirts which we would use for our final evaluation on Saturday.

After dinner the Follow-up Training Course Committee discussed the objectives and aims of the future project, we all hope, that some day we meet again in another, more advanced, TC. In the evening we had a nice party in the EYC, thanks to the Social Committee.

(Yana, Esther & Anelia)

Saturday 18th

Agenda

- 09.15 Energizer
- 09.30 Management of Change
- 11.00 Break
- 11.30 On Evaluation Methods
- 12.30 Lunch
- 14.30 Focus Groups - Feedback
- 15.45 Coffee
- 16.15 Final Plenary –
Jungle
Towards the Millennium
Formal Closing
Informal Closing
- 19.00 Farewell Barbecue
Presentation of Certificates

Participants' Report

Management of Change

The plenary session started with a brief introduction on the subject of the morning by Mr. Patrick Penninckx. The subject that was tackled on the first part of the morning was Management of Change. After the introduction, the participants were given a small questionnaire, which asked two basic but very relevant questions : firstly, to mention any reasons why the organisations they were representing might have to change, whilst the second concerned the methods which can bring about the desired change. This exercise gave time to the participants to think on which issues should they tackle once they were back to their organisations, and also on some of the problems that they might encounter in the implementation of these changes.

After each participant had time to think and complete these two questions, there was a session where most of the participants gave feedback on their situations and on their reactions to the questions. Some inputs showed that there are a lot of things to change in some of the organisations and that change is not an easy process to implement.

After this, Mr. Penninckx gave an input on the subject of change. During his talk, he used a substantial amount of over-head projections (which made it more easy for the participants to follow), as well as the input of one of the participants, Mrs. Anik Stevens (Red Cross Flanders - Youth).

The most important topics that were discussed during this input were :

- i. the importance of change
 - ii. different type of change - a/ incremental change
 - iii. - b/ metamorphical change
 - iv. How change happens in business
 - v. Successful Change Management
 - vi. Conditions for Successful Change
-

- vii. The barriers for Successful Change
- viii. Reaction of People to Change
- ix. Negative and Positive Responses to Change
- x. Team Management
- xi. The Key Steps to Successful Change

Mrs. Stevens complimented and supported Mr. Penninckx's inputs, with direct examples and situations from her own sending organisation which was presently undergoing a stage of change itself.

After the coffee-break, the session continued with an input by Ms. Natercia Xavier (member of the Preparatory Team), on the subject of evaluation. Subjects mentioned during this input were :

- i. Defining Evaluation
 - ii. Actions that Implement
 - iii. Actions Review
 - iv. Performance Review
 - v. Implementation
 - vi. Different Methods of Gathering Feedback
 - vii. Some Basic Questions :
 - a/ Who needs evaluation?
 - b/ Who needs to be involved?
- c/ When should an evaluation take place?
 - d/ What can be evaluated?
 - e/ Why evaluate?

Feedback showed that the idea of combining these two subjects together was appreciated by many a participant, since it was generally felt that both topics were complimentary to one another. Also both were equally important, especially when the participants will go back to their organisations and start practising new methods and ideas learnt from this Training Course. The input by Mrs. Stevens was also appreciated, first of all since it was a clear indication that the Preparatory Team took into consideration the participants, and secondly because her input gave a touch of practicality to a topic that was a little abstract.

(Cyprian)

Evaluation

The first part of the evaluation consisted of writing a letter to ourselves. The letter comprised a personal plan of action with thoughts about some of the following questions:

- ❖ The most important things I learned during this Training Course were
- ❖ During the coming 3 months I plan to do the following things
- ❖ My goal is
- ❖ The obstacles or the resistance I have to tackle is

These letters will be sent to us in three months time. Using this method of writing a letter to oneself is a good means of remembering a training activity, its contents, the enthusiasm immediately afterwards, the goals one has set etc. This is important because once you're back in your organisation and your 'old' environment, you easily forget and perhaps even fall back into your old habits.

The second step of the evaluation was a questionnaire. Every participant had to fill in a questionnaire and give it back to the Preparatory Team.

The third step took place in front of the Jungle - the participants brought their new metaphor on the t-shirt and explained where they are now in the Jungle and from which point they feel they are leaving from. They took the old metaphor away and put on the t-shirt with the new metaphor. Through this

method everyone had the opportunity to comment on the seminar in plenary.

After the evaluation the Training Course officially ended. The day and the Training Course ended with a farewell party, where certificates for both the participants and the trainers were distributed.

Then followed a lot of hugging and saying good-bye, and we played a 'farewell game' where the participants exchanged greetings and wishes in writing, to be taken home and kept for posterity!
(*Claudia*)

Focus Groups - Feedback

How did this Training Course help us to identify what changes we would have to try to make in our organisation and how can we do it? What have we gained out of it?

Here are the answers, both positive and negative, of one of the Focus Groups (3 female, 3 male)

Positive:

- ❖ Liked the TC, good success
- ❖ Gained new aspects on things and new ways of thinking
- ❖ Good working structure: the different small groups worked well (and not only plenary)
- ❖ A lot of material, need time to overview at home
- ❖ Improvement of management skills
- ❖ Exchange ways of working with others
- ❖ Awareness now that the people in the organisation have to be convinced about the necessary changes
- ❖ Awareness about the necessity to provide a sufficient amount of information to everyone in the organisation
- ❖ Awareness that the change needs to be appropriate to the environment
- ❖ Awareness about the reasons for inefficient work in the organisation (organisation culture) and how to respond to the various characteristics of this culture
- ❖ Focus Groups > familiarity, stability, possibility to overview and extend the new information
- ❖ Workshops

Negative:

- ❖ More fundraising/financial training would have been good
- ❖ Workshops somehow too basic; it may be better to send out some material before the course;
- ❖ Difficult to apply the situation of business to the very specific situation of NGO's sometimes
- ❖ Workshops not in a rotation system, but have to choose > rather a pity, would have liked to attend them all; however participants still gained something
- ❖ Maybe more workshops rather than the input of Mariana from Romania
- ❖ Waste of time with some of the plenary input (e.g. presentation of the organisation cultures, having read this already) and presenting other, new and complex issues too fast
- ❖ Language problem: sometimes a real obstacle to active contribution – maybe translators should be used
- ❖ Mix of the small groups often rather similar; some kind of east-west-separation, not having worked at all with some participants
- ❖ No common impact of the new skills within our group of participants (follow-up group having difficulties to apply the concepts and methods we have learned) - hopefully will develop and be internalised by everyone after some while
- ❖ Not enough time/free space to share experiences/co-operation ideas with other participants

The overall conclusion was that there was a very strong appreciation of the TC, and that the most difficult part now would be to transfer the knowledge back home. (*Steffi*)

Epilogue

Follow Up Course on Organisational Management – September 2000

Dear Friends,

First of all thanks to you all, both the Preparatory Team and the participants, for the great time that we shared in Strasbourg. I hope that you all with great success have started to implement the skills and knowledge that we received last week.

As you already know a group of participants started discussions and planning for a Follow Up on the Training Course in Organisational Management. The main aim of the Follow Up is to evaluate the impact of the Training Course in Organisational Management in our organisations and to give feedback on different aspects of the course. The Follow Up will also consist of some training aspects in Organisational Management to further develop our skills and knowledge in the field.

The working group is still in the planning stage of the Follow Up and currently the project proposal is being developed. Our aim is to send in this project proposal to the European Youth Foundation later this year. Hopefully, we will have a positive response to forward to you in the beginning of next year.

If you have any questions or information regarding the Follow Up, please do not hesitate to contact me at the following e-mail address:

rogersweden@yahoo.com

Looking forward to meet you all again next year for the Follow Up!

Roger Johansson



Ioannis writing farewell messages to Rosa while Patrick writes farewell messages to him. Until next year!