

## Topic 3 – Leadership in NGOs

### Sunday – day 0: the introduction

When	What	Who	remarks	Materials
<b>Morning</b>				
By 15.00	Arrival of participants and registration			
<b>Afternoon:</b>				
15.00 – 15.30	Welcome speeches	CANGO TUTE		
15.30 – 15.45	Organization and house rules	TUTE CTC		
15.45 – 16.15	Introduction of trainers and support staff	Trainers and support staff		
<b>16.15 – 16.30</b>	<b>Tea break</b>			
16.30 – 17.15	Getting known to each other	Trainees	Introduction in Pairs	INT 0.1 homework
17.15 – 17.30	Introduction group task over the next 5 days	trainers		INT 0.2
17.30 – 18.00	Handing out Evaluation forms/question and answers			Handout 6.2
<b>Evening:</b>				
18.00 – 20.00	Welcome reception	CANGO, TUTE		

**Monday – day 1: what is leading all about?**

<b>when</b>	<b>what</b>	<b>who</b>	<b>remarks</b>	<b>material</b>
<b>morning</b>				
09.00 – 10.00	Introduction to the seminar/ goals of the seminar/ objectives of day-1	trainers		FLIP 1.1 FLIP 1.2 LD 1.0 Handout 1.0
10.00 – 10.15	Group presentations	trainees		<b>EX 1.2 of NGO basics,</b> homework
<b>10.15 – 10.30</b>	<b>Tea break</b>			
10.30 – 11.00	One or two way communication	trainees	Group exercise	INT 1.4 of <b>PM</b> , WS 1.2/WS 1.3 of <b>PM</b>
11.00 – 12.00	What does “leading” mean?	Trainers and trainees	brainstorming Plenary discussion	Handout 5.1 of <b>NGO basics</b> , EX 1.2
<b>12.00 – 13.30</b>	<b>Lunch break</b>			
<b>Afternoon:</b>				
13.30 – 14.30	How does the “ideal” leader look like	Trainers and trainees	Plenary discussion	EX 4.2 or META 4.1 of <b>NGO basics</b> Handout 1.3
14.30 – 15.15	Leading a NGO – what is different	Trainers and trainees	Plenary discussion	EX 1.3 Handout 1.4
<b>15.15 – 15.30</b>	<b>Tea break</b>			
15.30 – 16.30	<b>Pres.:</b> Self-discipline in NGOs – expectations to NGO leaders	Tsinghua – Univ/ MOCA	Presentation and discussion	<b>Pres:</b> ??
<b>Alternatively:</b>				
<b><u>15.30 – 16.30</u></b>	<b><u>Leading people – basic skills and leadership styles</u></b>	Table groups	Group discussion	<b><u>EX 1.4</u></b> Handout 1.3
16.30 – 17.45	<b><u>Introduction to TUTE</u></b>	<b><u>TUTE Prof. Wang</u></b>	<b><u>Tour and introduction</u></b>	
17.45 – 18.00	Summary day-1	Dorit		FLIP 1.2
<b>18.00 – 19.30</b>	<b>Dinner</b>			
<b>Evening:</b>				
19.30 – 21.00	Trainees discuss			

	team tasks			
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**Tuesday - day 2: basic skills of leaders: problem solving, decision-making, and planning**

<b>When</b>	<b>What</b>	<b>Who</b>	<b>remarks</b>	<b>materials</b>
<b>Morning</b>				
09.00 – 09.15	Summary day 1/ introduction day 2	trainers		FLIP 1.2/ FLIP 2.1
09.15 – 09.30	Group presentations			EX 1.2 of <b>NGO basics</b>
09.30 – 10.15	Introduction to problem solving	trainers		INT 2.1 + EX homework 1
<b>10.15 – 10.30</b>	<b>Tea break</b>			
10.30 – 12.00	Problem solving exercise and debriefing	Group exercise		Handout 2.1/2.2
<b>12.00 – 13.30</b>	<b>Lunch break</b>			
<b>Afternoon:</b>				
13.30 – 14.00	Introduction decision-making	Trainers		INT 2.2 + EX
14.00 – 15.00	Exercise decision-making	Group exercise		Handout 2.3 Worksheet 2.1
<b>15.00 – 15.15</b>	<b>Tea break</b>			
15.15 – 15.45	Introduction to planning in NGO	Trainers		INT 2.4
15.45 – 16.30	Exercise SWOT	Group exercise		INT 4.3 of <b>NGO basics (SWOT)</b> Handout 2.4
16.30 – 17.15	<b>PRES.</b> Planning and goal setting in NGOs	Trainers		PRES. 5.2
17.15 – 17.45	Exercise S.M.A.R.T	Plenary exercise		EX 2.3 Handout 2.5
17.45 – 18.00	Summary of the day - Feedback			FLIP 2.1
<b>18.00 – 19.30</b>	<b>Dinner</b>			
<b>Evening</b>				
19.30 – 21.00	Decide on team task for the party	Group		

**Wednesday - Day-03 – your NGO: what it is and where it want to go to!**

<b>When</b>	<b>What</b>	<b>Who</b>	<b>remarks</b>	<b>materials</b>
<b>Morning:</b>				
09.00 – 09.15	Summary day 2/introduction day 3	Trainers		FLIP 2.1/FLIP 3.1 new ( <b>not translated yet</b> )
09.15 – 10.00	Presentation of team tasks	Groups	Presenting tasks Describe process of discussion How did they come to a goal	INT 3.1 Handout 4.1 team/4.2 team Handout 4.1c/4.1d LEC 4.1.2 of <b>NGO basics</b>
10.00 – 10.15	Group presentations			EX 1.2 of <b>NGO basics</b>
<b>10.15 – 10.30</b>	<b>Tea break</b>			
10.30 – 11.00	The reasons to be (the “partnership” and “poverty” game)		Group exercise	EX 3.2 of <b>NGO basics</b>
11.00 – 12.00	Importance of vision and mission	Trainers	Introduction	Handout 2.1 Slide 2.1 LEC 2.0/2.1 of <b>NGO basics</b>
<b>12.00 – 13.30</b>	<b>Lunch break</b>			
<b>Afternoon:</b>				
13.30 – 18.00	Sightseeing tour Tianjin and Leisure activities		TUTE	
<b>18.00 – 19.30</b>	<b>Dinner</b>			
<b>Evening:</b>				
19.30 – 21.00	Work on team task	teams		

**Thursday – day-4 – how to govern your NGO – and how to cooperate with your people?**

<b>When</b>	<b>What</b>	<b>Who</b>	<b>remarks</b>	<b>materials</b>
<b>morning</b>				
09.00 – 09.15	Summary day 3/introduction day 4	Trainers		FLIP 3.1/FLIP 4.1 new <b>(not translated yet)</b>
09.15 – 09.30	Group presentation			EX 1.2 of <b>NGO basics</b>
<b>10.00 – 10.15</b>	<b>Tea break</b>			
10.15 – 11.00	Develop a mission statement		Group exercise	INT 2.2 of <b>NGO basics</b> , SLIDE 2.1 of <b>NGO basics</b> , Handout 2.1 of <b>NGO basics</b>
11.00 – 12.00	The “pig raising” story”	Introduction to governance	Group introduction	INT 4.4 of <b>NGO basics</b>
<b>12.00 – 13.30</b>	<b>Lunch break</b>			
<b>Afternoon:</b>				
13.30 – 14.00	Principles of good governance/			LEC 4.3 of <b>NGO basics</b> Handout governance
14.00 – 15.00	<b>PRES:</b> CANGO introduces its governance structure – role of the Board			PRES 4.1 of <b>NGO basics</b>
<b>15.00 – 15.15</b>	<b>Tea break</b>			
15.15 – 16.00	Managing people - About cooperation: the square game	Group exercise (game 15’)		INT 4.1 of <b>NGO basics</b> Hand-out 4.1 a – e of <b>NGO basics</b>
16.00 – 16.30	debriefing			LEC 4.1 Handout 4.3 of <b>SP</b> INT 3.2.-1 and 3.2.-2 of <b>NGO basics</b>
16.30 – 17.45	Managing conflicts	Group exercise		INT 4.2 (conflict management) Hand-out 4.2 a – b,

				LEC 4.2 Handout 4.3
17.45 – 18.00	Summary/Learning diary/ <b>workshop evaluation sheets</b>		WS12-2 Module 12, page 7	FLIP 4.1 <b>INT 6.1 of PM</b> Hand-out 6.2 of <b>NGO basics</b>
<b>18.00 – 19.30</b>	<b>Dinner</b>			
<b>Evening:</b>				
19.30 – 21.00	Exercising Teams tasks			

**Friday – day-5 – before you manage others – learn to manage yourself**

<b>When</b>	<b>What</b>	<b>Who</b>	<b>remarks</b>	<b>material</b>
<b>Morning:</b>				
09.00 – 09.15	Summary day 4/introduction day 5	trainers		FLIP 4.1 /FLIP 5.1
09.15 – 09.30	Group presentations	Trainees		EX 1.2 of <b>NGO basics</b>
09.30 – 10.00	How to organize effective meetings			Handout 5.1
10.00 – 10.30	Draft a meeting agenda		Group exercise	EX 5.1
<b>10.30 – 10.45</b>	<b>Tea break</b>			
10.45 – 11.15	continuing			EX 5.1
11.15 – 12.00	Self- and time management	Introduction and exercise		Handout 5.2 – 5.4 PRES 2.1/ LEC 5.3
<b>12.00 – 13.30</b>	<b>Lunch break</b>			
<b>Afternoon</b>				
13.30 – 14.00	Self-management exercise			EX 5.2
14.00 – 15.00	How to make your people happy? (motivation)	Trainers and Trainees	Introduction	INT 5.1 of <b>PM</b> , LD 5.1 EX 4.1
<b>15.00 – 15.15</b>	<b>Tea break</b>			
15.15 – 16.00	What to do at home? – workshop evaluation and action plan			INT 6.1/ 6.2 <b>of PM</b> Hand-out 6.1 <b>of NGO basics</b>

		<b>End of the seminar and “thank you”</b>		
16.00 – 18.00	Preparation for the dinner party	All		
<b>Evening:</b>				
<b>18.00 -</b>	<b>Dinner party</b>	All	Performances, thank your and fun	