

Experience with the Leadership and Management Programme delivered to Iberoamerican NMHS

Lessons learned and further steps forward in the European context

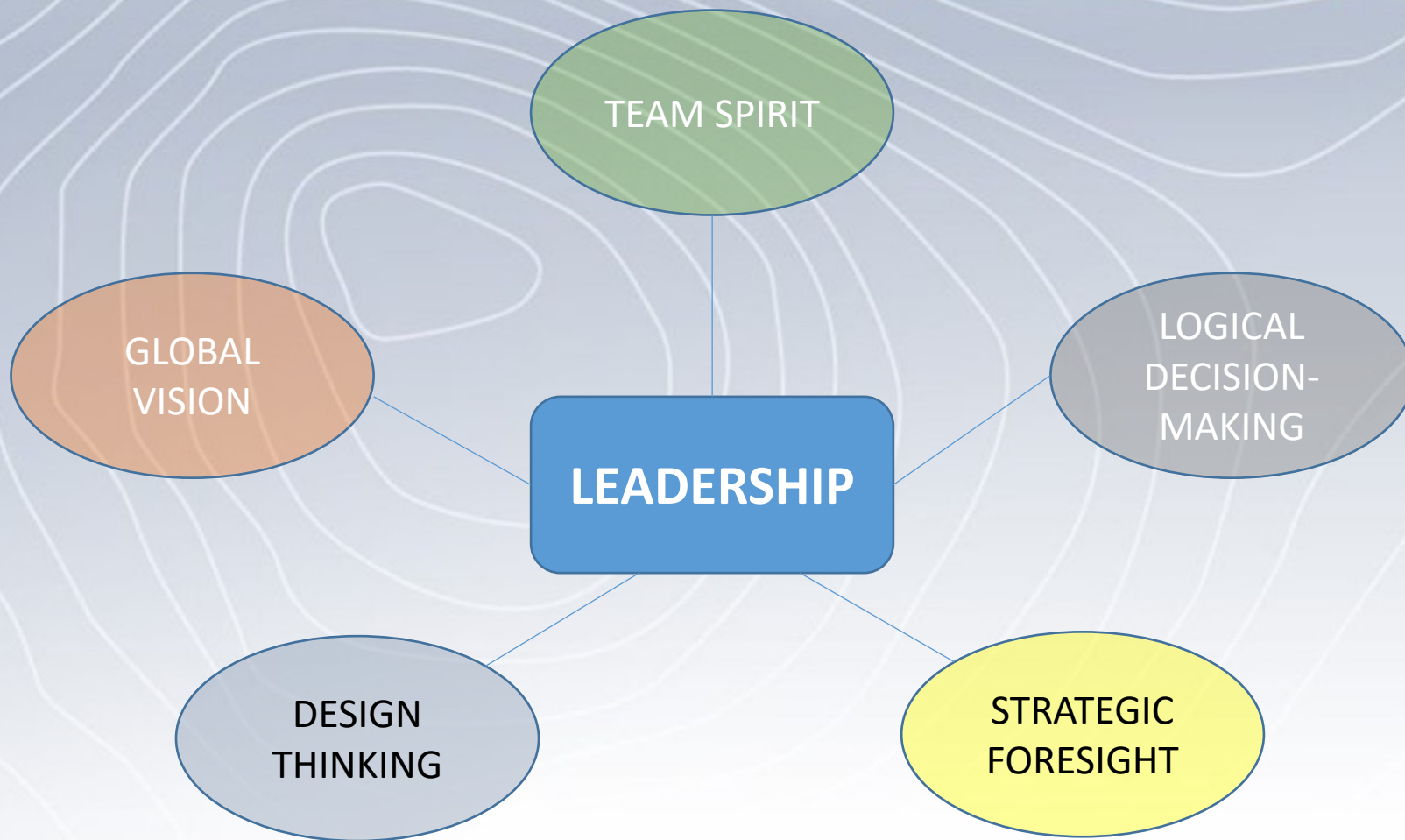
- **Leadership and Management Programme for Senior Management of Ibero-American National Meteorological and Hydrological Services (NMHS)**
- How long&when: 40 hours (30 synchro/10 asynchronous); from November 2 – December 16, 2021
- Training modality: Virtual classroom + online course
- The course learned from previous successful experiences such as *‘Conference on Leadership and Management of National Meteorological and Hydrological (NMHSs) Services in Africa’* in South Africa (2019) or *‘Leadership & Manegement Programme for Senior Management of National Meteorological & Hydro-Meteorological Services’* in Singapore (2018)
- Began as *‘[...] a course about executive skills destined for the heads of Ibero-American NMHS’*, but ended up bringing together other aspects of interest for Senior roles (more on this later)

Learning goals

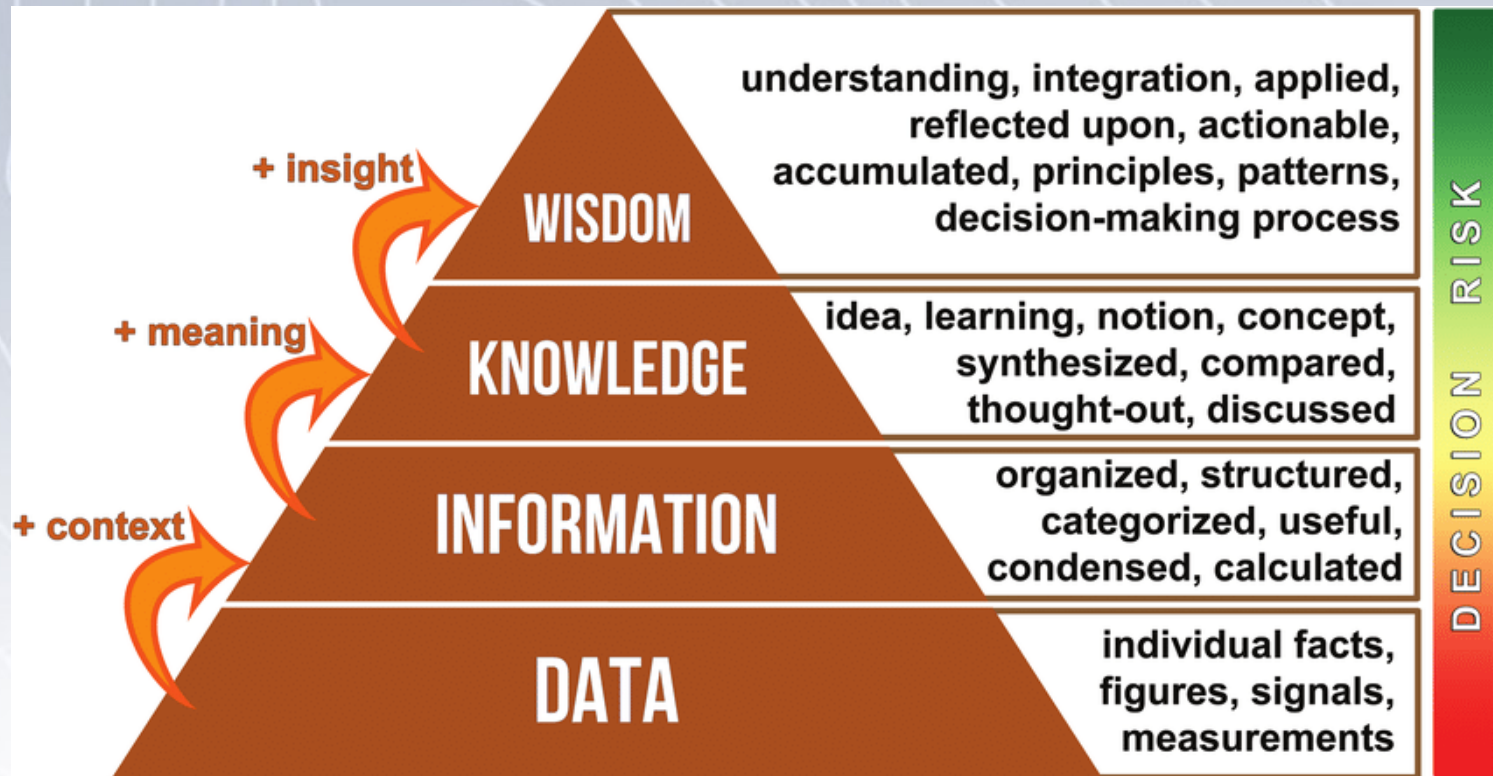
- Leadership analysis
- Challenges faced by leaders and tools for leading efficiently
- Motivation theory and employee satisfaction
- Techniques for leading groups, creating a good work environment, communication skills, change management
- Negotiation techniques, problem-solving, claims and complaints

Training contents

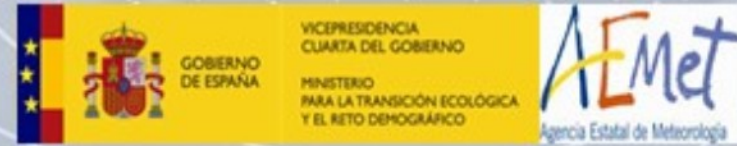
- Developing management and leadership skills
- Developing a strategic vision + decision-making skills
- Emotional Intelligence and human resources management: group management, motivation, crisis management, negotiation
- Effective meetings: planning and structure
- Marketing and communication skills



- Not a straightforward process & requires funding and time
- It takes time (years), high-competent individuals and organizations -> KNOW-HOW = WISDOM



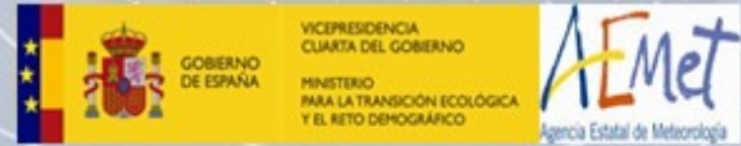
Key discussions



- What it takes to lead a NMHS
 - Vast differences among Ibero-American NMHS due to different sizes of organizations
- Common problems faced within NMHSs:
 - generation change/staff dynamics at senior and intermediate level.
 - Need of political outreach, communication and resource mobilization.
 - Public-Private Partnership and financial opportunities
 - Financial management
 - Climate change/science communication: education, general public, key effects&forecasts in each region.

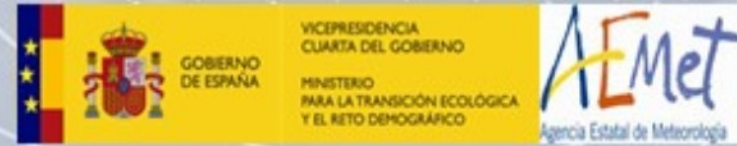
Other: Quality management system, strategic planning and benchmarking review

Key experience acquired/ What we learned (I)



- Many heads of the NHMSs were very interested in comparing their approaches to problems vs. their colleagues' -> A roundtable on this would have been highly valued
- Public-Private Partnership and financial opportunities (2-hour course) -> a **wider approach** (e.g. successful case studies, peculiarities of each countries, longer course, etc.) would also have been highly appreciated
- **Communication.** Public outreach of meteorological information and climate change -> Example Course from Aemet-RTC 'Comunicación del Cambio Climático' in 2023 (with the aid of AECID-Intercoonecta programme)
- 4 of the 10 asynchronous hours were tutors by external consultants -> Massive success (provided novel approaches&views to common problems). Include talks from external actors (AECID, WB, BID...)

Key experience acquired/ What we learned (II)





















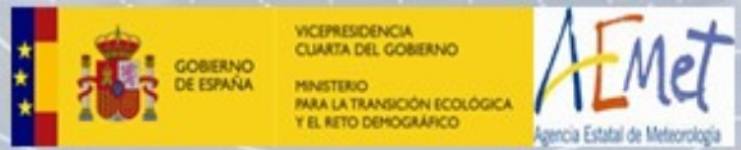
- High demand of more **international/Spanish cooperation**. Some great opportunities are missed simply due to a lack of information or bad timing -> to be widely emphasized in future editions
- In order to take advantage of existing cooperation mechanisms, some procedure to coordinate different NMHS should be implemented (“Not to walk the same path some other agency has already walked”) -> Synergies exist but not sure about how to exploit them
- The current process of digital transformation was brought up in two of the debates, participants thought the topic deserved more time (again, huge differences amongst NHMSs)
- Given some of the topics which were covered, high importance of a common language and culture between lecturers/participants. It promotes empathy and communication


- Participants found **Management, Leadership** and **Digital Transformation** topics very relevant
- One of the main interest was getting to know different ways of managing issues related to filling key job positions, human resources and budget execution (“The approach in my NHMS vs. how the the others would deal with it”) -> future courses could very well dedicate 2-3 hours to this alone, maybe using a High-level Roundtable
- Also to a lesser extent, how to deal with the increasing rate of retirements of key roles in the organizations, the subsequent problem of transmission of knowledge and how to optimize execution through performance incentives
- On a more abstract note, discussion on strategic planning and critical thinking were amongst the most successful. Some methods used:
 - SWOT, PEST analysis, CAME analysis, Confrontation Matrix
- Finally, monitoring and evaluating the established strategy through indicators and dashboards


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- Similar problems:
 - human resource dynamics and knowledge transfer,
 - need of political and societal outreach,
 - digital transformation
- Similar differences between NMHS: size, capacities, degree of digital transformation, etc
- Gained experience

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Leadership and Management for Innovation - ETC Spain/INMet
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