

NGO LEADERSHIP WORKSHOP BRATISLAVA

INNOVATE
FOR IMPACT!

JUNE 12—16
2023

FINAL REPORT



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JUNE 12—16, 2023

In June 2023, 25 NGO leaders from nine countries participated in an interactive week-long workshop designed to strengthen civil society in the region.

This was the seventh annual workshop in Bratislava.

The weeklong workshop was filled with opportunities for learning and networking. The program kicked off on Monday night with an opening reception featuring live music at the Hotel Beigli in Bratislava's Old Town. Tuesday through Friday featured interactive sessions covering innovation, fundraising, decision making, and talent management. On Thursday afternoon, the group headed to the historic village of Svätý Jur to tour the vineyards, learn about wine making, and enjoy a closing dinner at a local wine cellar.

PARTNER ORGANIZATIONS

THE WORKSHOP WAS ORGANIZED BY THREE PARTNERS:

The Weiser Center for Europe & Eurasia, the William Davidson Institute at the University of Michigan, and Hekima.

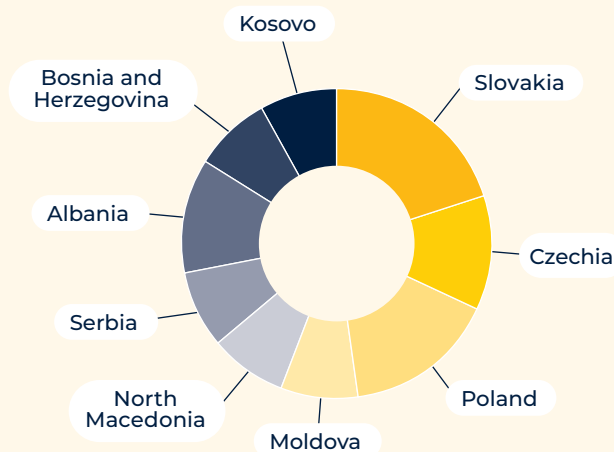


ABOUT OUR PARTICIPANTS

The 25 participants were selected through an open application process and attended at no charge. Their NGOs focus on strengthening human rights and democracy at home and abroad, humanitarian aid, civil rights, women’s rights, and critical thinking in youth.

REPRESENTED COUNTRIES

● Slovakia	20%
● Czechia	12%
● Poland	16%
● Moldova	8%
● North Macedonia	8%
● Serbia	8%
● Albania	12%
● Bosnia and Herzegovina	8%
● Kosovo	8%



PARTICIPATING ORGANIZATIONS

SLOVAKIA	<ul style="list-style-type: none"> ● The Human Rights League ● Foundation DEDO ● American Spaces Slovakia ● Institute for the Circular Economy ● Post Bellum
CZECHIA	<ul style="list-style-type: none"> ● PEN Worldwide ● Association for International Affairs ● Czech Women’s Lobby
POLAND	<ul style="list-style-type: none"> ● “East-West Mutual Understanding” Social-Cultural Association ● East European Democratic Centre ● Information Society Development Foundation ● Polish Humanitarian Action
SERBIA	<ul style="list-style-type: none"> ● Institute for Human Rights ● A 11 - Initiative for Economic and Social Rights
ALBANIA	<ul style="list-style-type: none"> ● Impact Centre ● ARSIS ● Leadership Development Association Balkan
BOSNIA AND HERZEGOVINA	<ul style="list-style-type: none"> ● Older Brother, Older Sister Foundation ● Center for Civil Society Promotion
KOSOVO	<ul style="list-style-type: none"> ● Kosovar Civil Society Foundation ● GERMIN
MOLDOVA	<ul style="list-style-type: none"> ● NGO Interaction ● Women in Sustainable Development of Moldova
NORTH MACEDONIA	<ul style="list-style-type: none"> ● Macedonian Centre for International Cooperation ● Ohrid Institute for Economic Strategies and International Affairs

CONTENT



INNOVATION PROCESS FOR NGOs

Instructor: TANYA POPEAU

Innovation plays a crucial role in addressing social challenges. It drives effective policies, education as well as economic growth, and tackles socio-economic issues like poverty and health. Participants learned about an effective innovation process cycle, covering its four stages: from framing the challenge to idea-generation, designing, testing, and scaling the solution. Participants then worked in teams to design a solution to a pressing societal problem. The day culminated with an exciting pitch competition, in which teams pitched their solutions to a panel of judges, and prizes were awarded to the winning teams.



2

INDIVIDUAL GIVING FOR CENTRAL AND EASTERN EUROPEAN NGOS

Instructor: RYAN TURNER

NGOs traditionally rely on a combination of grants and donations to fund their programs and services. Many organizations only view fundraising in terms of gifts that help to cover basic needs, instead of building relationships towards long-term sustainability and growth. In this session, participants explored the skills, capacities, and strategies required to create or expand their donation pipelines. They gained knowledge of how to develop new fundraising strategies and key steps to take to expand their pool of donors.



3

**EFFECTIVE THINKING AND
SMARTER DECISION MAKING
IN LEADERSHIP**

Instructor: OLIVIA HURBANOVÁ

This session introduced decision making, reasoning, noise, and bias, and how understanding those concepts can make us better critical thinkers, leaders, employees, parents, and partners. Participants also explored exactly what is happening in our brains when we are making decisions and how noise and bias contribute significantly to errors in all fields, including economic forecasting, personnel selection, performance evaluation, and many more. Participants left the session with a better understanding of how to make good decisions, find creative solutions to problems, solve difficult tasks faster, and understand the world better.



4

PERFORMANCE MANAGEMENT

Instructor: JULIE FELKER

The initial sessions of this module explored the significance of performance management in organizations, highlighting the importance of employee understanding, skill development, and feedback. Participants learned about the leader’s role in employee development and discussed the shared responsibility of both leaders and followers in fostering growth. In sessions taking place on day two of this module, participants explored the importance of having effective performance conversations, giving timely feedback, and providing support for peak performance. Special attention was given to coaching as an integral part of a leader’s role, focusing on a strength-based approach. Participants had the opportunity to practice coaching and were encouraged to move from “telling” to coaching in order to facilitate positive and lasting change in others.



INSTRUCTORS

TANYA POPEAU | Head of Sustainability and Innovation Specialist, Associate Lecturer at the University of Essex, United Kingdom

Tanya Popeau is the Director of Synthesis and is an expert in innovation and sustainability. She has worked with the world's leading corporations, non-profits, government agencies, and academic institutions to design breakthrough innovations to global challenges. Her clients have included Unilever, the United Nations, the UK government, UCL, and the University of Chicago. Her projects have covered a range of sustainability issues including urban poverty, energy efficiency, social cohesion, sustainable development, and education.



RYAN TURNER | Fundraising and Social Impact Consultant

Ryan Turner is a senior-level consultant to nonprofits/NGOs and social enterprises. He specializes in program development, capacity building, fundraising, organizational sustainability, and strategy planning for organizations in transition and growth. Since 2015, he has worked primarily with social impact organizations and social economy stakeholders in Central and Eastern Europe.

OLIVIA HURBANOVÁ | Chief Thought Provoker at HighBrows

Olivia Hurbanová teaches in Slovakia, abroad, and on campus. Her expertise inspires clients such as IBM, Lenovo, Dell, Swiss Re, Allianz, PWC, O2, Henkel, and many others. All of her efforts aim to bridge the gap between hard science and soft skills. She takes a more complex approach to understand the complexity of human behavior. In February 2019, she was awarded the Lecturer of the Year title with a record 21 nominations for her extensive efforts in the field of education towards building an inclusive and tolerant society.



JULIE FELKER | Faculty Affiliate at the William Davidson Institute

Julie Felker is a Faculty Affiliate at the William Davidson Institute at the University of Michigan. She develops and delivers management education and provides organizational development expertise to strengthen educational and economic infrastructures and promote positive social change. She has worked on projects around the world, including in Papua New Guinea, Rwanda, the Philippines, Algeria, and Bahrain. She also serves as the Academic Director of the Master in Management Program at the Luxembourg School of Business.



In addition to these sessions, participants have access to online learning modules on the ExtendEd learning portal for one year on:



- **Conflict Resolution in Leadership**
- **Social Media Marketing**
- **Marketing Strategy**
- **Design Thinking**
- **Leadership**

WORKSHOP GOALS

The workshop sought to provide participants with opportunities to:

- 

Strengthen their leadership skills and managerial capacities
- 

Advance their ability to fundraise
- 

Improve their innovation acumen
- 

Enhance their decision making skills

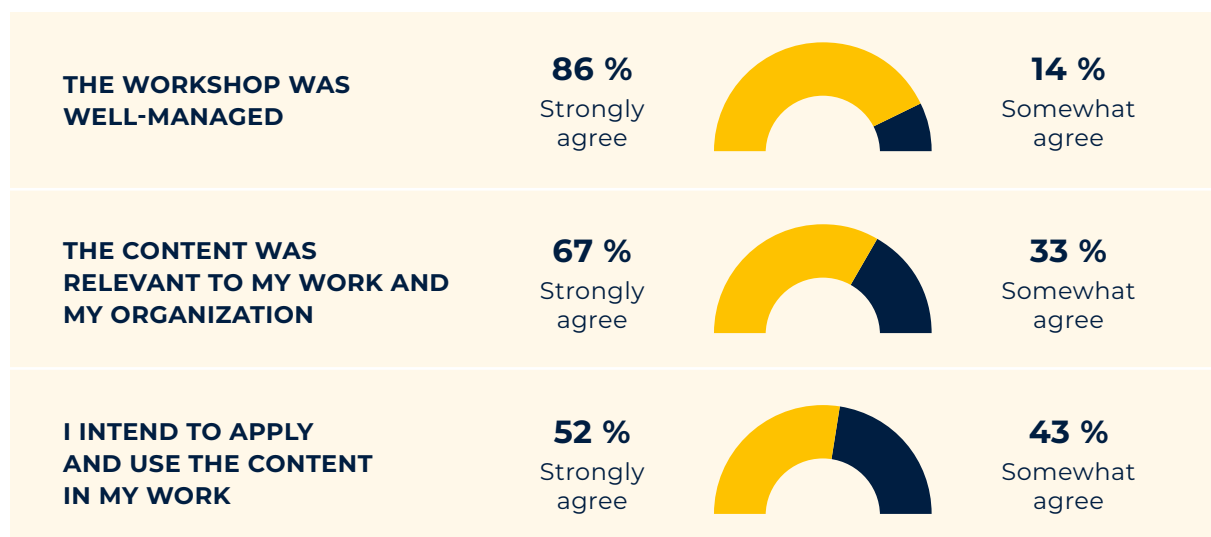
All with the goal of advancing the impact and effectiveness of their organizations.

RESULTS

THE PARTICIPANTS:

- ✓ Strengthened their managerial capacities and discovered ways to make their organizations more effective and efficient.
- ✓ Learned new ways to become sustainable through innovation, developing new products or services to offer.
- ✓ Developed new fundraising strategies.
- ✓ Networked and made new international linkages.

EVALUATION HIGHLIGHTS



WHAT PARTICIPANTS SAID

"The NGO Leadership Workshop is a comprehensive program full of topics of crucial importance for successful leaders."

"This workshop gave me a fresh perspective on things I use daily. It is really innovative and easily applicable to our work."

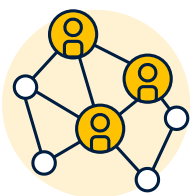
"The NGO Leadership Workshop was like no other! Powerful mix of experienced and knowledgeable instructors and diverse participants."

"A truly inspiring week full of new knowledge and perspectives reflecting my work."

"This was one of the best trainings I have ever experienced. Very professional, enriching and inspiring. Thank you!"

INSTRUCTOR PERSPECTIVE

"CEE region changemakers need time and space for themselves to disconnect from their daily routines in order to identify what they need, want, and deserve for themselves and their organizations. Leaders often lack the ability to find—and capacity to engage—opportunities to nurture, enrich, and validate their talents and experiences. The NGO Leadership Workshop is essential for ensuring that social impact leaders in the region can and will find renewed meaning, purpose, and confidence in themselves while developing their professional skills and networks towards more effective changemaking ahead."—Ryan Turner, instructor



Facebook and LinkedIn NGO Leadership Workshop alumni groups are extending the workshop's network. Participants continue to use these platforms after the workshop to share resources, funding sources, and ideas.

FUTURE PLANS

Look out for dates for a **2024 NGO LEADERSHIP WORKSHOP!**

HOW YOU CAN GET INVOLVED?

As a sponsor within Europe or as a participant

Contact Ivana Ulicna at ivana.ulicna@hekima.sk

As a sponsor within the USA

Contact Amy Gillett at gilletta@umich.edu

