

**Baltic Executive Programme: spring 2016**  
*Compilation of programme leaflets from the pilot programme*

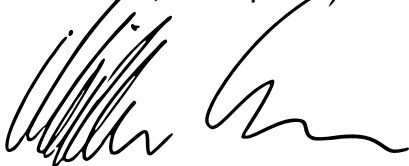
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Please find attached a collated version of the programme leaflets for the three modules (Warsaw, Riga & Tallinn) of the pilot version of the Baltic Executive Programme.

The programme leaflets are provided for reference as to give an indication of the type of content that can be expected from future iterations of the Baltic Executive Programme.

If you have questions about the Baltic Executive Programme and its role in the work programme of Horizontal Action Capacity (EUSBSR), please do not hesitate to contact me via e-mail ([mikael.olsson@si.se](mailto:mikael.olsson@si.se)).

Stockholm, 27 September 2016



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# Programme.

Baltic Executive Programme 2016

Unboxing the Sandbox

February 22-24, 2016



## Module 1: A landscape of Sandboxes

The logic and track record of what has been, the intent and adaptability of existing strategies and visions.

Objectives of the module:

- Analysing the strategic and operational context
- Expanding upon the notion of adaptable organizations
- Learning from failure

The BEP Team

Programme manager: Mikael Olsson  
Process leader: Daniel Sköld  
Programme coordinator: Therese Bergström

## Day 1: Monday 22nd February

### The Strategic Context

The first day will consist of thorough strategic analyses. The starting point will be theoretical in the sense that general perspectives on change, multilevel governance and policy will be discussed. Thereafter, a contextual framework will be developed by the participants through a joint workshop.

12:00	Lunch
13:00	Welcome and Introductions (Conference room "Light Room")
14:30	Coffee break
15:00	The strategic context

This session covers the strategic context of transnational cooperation as well as changes and developments in the European system. It will depart from the governance perspective, passing through reflections on different levels of government and ending with views on change and challenges.

*Learning outcome:* A deeper understanding for the complexity of policy and strategy in a multilevel context.

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1. Europeanization and new forms of governance (Daniel Tarschys, Stockholm University)

How does the process of Europeanization alongside the changing forms of governance in a European and Baltic Sea Regional context affect the local and regional level regarding transnational cooperation?

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2. The Big Picture: Perspectives on change (Lene Andersen, Next Scandinavia)

New technologies and globalization are changing the fundamental structures of economy, power and society. Where do the current nation states, cities and the EU fit into this transition? And which challenges and trends on the meta-level affects us now and in the long-term perspective?

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### 3. Future of the European Union and Transnational Cooperation (Daunis Auers)

A forecast for the European Union in light of recent crisis and developments such as the financial crisis, migration, the rise of radical political parties, etc. How will these developments affect transnational cooperation engaging the local and regional level?

16:30 Snacks

17:00 Context mapping (group exercise)

A workshop with the aim to identify external factors which influence transnational cooperation. Global and local trends, political and economic factors, user needs and uncertainties will be mapped in order to render a complete picture of the context.

*Learning outcome:* A joint map of the context for transnational cooperation in the Baltic Sea Region.

19:15 Bus departs from hotel for dinner:

Qchnia Artystyczna  
Ul. Jazdów 2, 00-467 Warszawa  
Tel/fax: +48 22 625 76 27  
<http://www.qchnia.pl>

## Day 2: Tuesday, 23rd February

### The sandbox vs. adaptable organisations

During the second day of the programme we will begin to unravel the Sandbox Logic. By looking at evaluations and draw from practical experience the organisational landscape as a scene for transnational cooperation will be laid out and examined.

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9:00	The sandbox logic (Mikael Olsson & Daniel Sköld)
	<p>What lies within the proposed concept of the sandbox logic and how does it connect to empirical evidence in evaluations and analyses? The morning session will present transnational cooperation as something extraordinary to our ordinary organisation and problematize the different scenarios that unfold. The session consists of presentations and group discussions around specified questions (Mikael Olsson &amp; Daniel Sköld).</p> <p><i>Learning outcome:</i> Identifying constraints and hurdles in the transnational landscape as constructed by the own organisation as well as by others.</p>
10:15	Coffee break
10:45	How is value added? (Joanna Przedzimirska, Maritime Institute in Gdansk)
	<p>Is transnational cooperation in reality more than a buzz word? What value is added and how do we measure the success? This session will focus on values and gains from entering the transnational arena.</p> <p><i>Learning outcomes:</i> A developed notion and broader understanding of how transnational cooperation may add value to the ordinary organisation and the local/regional context.</p>
12:00	Lunch

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13:00	Organisations in change and network governance  This session will look at change from the organisational perspective as well as network governance as one of the strategies for influencing and adapting to change.  1. Local government and network governance (George Sootla, Tallinn University)  2. Network organisations and organisational perspectives on change (Catrin Johansson, Mid Sweden University)  <i>Learning outcome:</i> A framework for analysing the own organisation as part of a changing and fluid reality
14:30	Break
15:00	Tripartite conversations (coaching exercise)  In groups of three, each participant will present a personal challenge in relation to transnational cooperation. With the help of a clear process each participant will be coached by the other two.  <i>Learning outcome:</i> Feedback on a personal/organisational challenge
16:00	A group challenge  The session entails a challenging tournament testing the leadership and communication skills of the participants.  <i>Learning outcome:</i> Personal reflections on group dynamics in situations of change and competition.
18:00	Bus departs from hotel for Cook-up Dinner & Team-building  Cookup Studie Bielany u. Zeromskiego 17 c, 01-882 Warszawa Mobil: +48 792 731 331 <a href="http://www.cookup.pl/contact#studio-2">http://www.cookup.pl/contact#studio-2</a>

## Day 3: Wednesday 24 February

### Learning from Failure

On the third day of Module 1 the focus will be on failure as a point of departure for success. When does transnational cooperation fail and how can it be that results from successful projects tend to be forgotten quicker than the speed of light?

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9:00      Setting the Scene

Panel on challenges in transnational cooperation – Several panellists will share their experiences from dealing with challenges and pitfalls when implementing and managing transnational projects, networks and cooperations.

- Panellist 1 – Baiba Liepa, Interact Office Turku
- Panellist 2 – Marko Mälly, the Regional Council of Päijät-Häme
- Panellist 3 – Jan Lundin, Council of the Baltic Sea States

*Learning outcome:* A deeper understanding of the pitfalls of transnational cooperation.

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10:15      Coffee break

10:45      Analyzing the track record (group exercise)

Departing from the previous session this session will focus on the experiences among participants on failed initiatives, what was done wrong and how could it have been organized in a different way?

*Learning outcome:* An analytical framework for the inventory made by each participant prior to module 1, forming the starting point for the homework ahead.

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12:00      Homework and evaluation of module 1

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13:00      Lunch

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## Practical information

Module 1 will take place at the Hilton Warsaw Hotel and Conference Centre,  
Grzybowska 63 | 00-844 Warszawa, info.warsaw@hilton.com  
[http:// warsaw.hilton.com](http://warsaw.hilton.com)

The hotel is 20 minutes from Warsaw Chopin airport in a taxi, and 45 minutes in a taxi  
from Warsaw Modlin Mazovia Airport

All the sessions will be held in the Hotel Conference room "Light Room"

# Swedish Institute Baltic Executive Programme.



Swedish Institute.

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**EUSBSR**  
EU STRATEGY  
FOR THE BALTIC  
SEA REGION

**HORIZONTAL ACTION 'CAPACITY'**

# Programme

Baltic Executive Programme 2016

Unboxing the Sandbox

April 11-13, 2016

## Practical information

### Venues

Accommodation is booked and paid for in accordance with your travel itinerary at :

#### [Clarion Collection Hotel Valdemars](#)

Address: K. Valdemara iela 23

Phone: +371 67 33 44 62

Link to [Google Maps](#) and [TripAdvisor](#)

Conference venue and lunch from Monday to Wednesday at:

#### [Hotel Bergs](#)

Address: Bergs Bazaar, 83/85 Elizabeths Street

Phone: +371 677 70 900

The venue is around 10 minutes walking distance (900 metres) from the Clarion hotel.

Link to [Google maps](#) and [TripAdvisor](#)

### Guided Tour

The guided walking tour on Monday begins at 17.30, starting at Clarion Collection Hotel Valdemars (see above) and ends at the dinner venue Neiburgs

### Dinners

Dinner Monday 11/4 hrs 19:00 at:

#### [Restaurant Neiburgs](#)

Address: Jauniela 25/27

Phone: +371 6711 5522

Link to [Google maps](#) and [TripAdvisor](#)

Dinner Tuesday 12/4 hrs 19.30 at :

#### [Restaurant 3 pavari](#)

Address: Torņa iela 4

Phone: +371 20 370 537

Link to [Google maps](#) and [TripAdvisor](#)

## Module 2: Tools and opportunities

Understanding and adapting the existing strategies, platforms and funding schemes to the strategic needs of the home organization.

Objectives of the module:

- Developing and strengthening the connection between sandbox and landscape
- Identifying and developing tools and strategies for organizational adaptation to the transnational context and/or vice versa

### The BEP Team

Programme manager: Mikael Olsson  
Lead facilitator Daniel Sköld  
Co-facilitator: Christina Skantze

Day 1: Monday 11th April

Conference room "Glass Hall"

### Operationalizing the landscape

The strategic landscape. Probing deeper into the strategies and funding schemes relevant for transnational cooperation. Considering the role of platforms and networks for leverage, stability and sustainability.

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09:30 Recap from Module 1 (Mikael Olsson & Daniel Sköld) (Optional)

This is an optional session for those who missed the first module in Warsaw, but also for those who did participate but would like to review the content once again.

12:00 Lunch

13:00 Welcome and getting back on track (Daniel Sköld)

Introduction to the module  
Discussing the homework

14:30 Coffee break

15:00 The landscape and context (Daniel Sköld)

Territorial Cooperation and Societal Challenges  
Introducing the Business Model Canvas for public organisations  
Exploring client centricity

17:30 Sightseeing - A guided walking tour around Riga

19:00 Dinner at [Neiburgs Restaurant](#)

Adress: Jauniela 25/27

Phone: +371 6711 5522

Day 2: Tuesday, 12th April  
Conference room "Glass Hall"

Organizing for development/organisational design

The organisational landscape. Identifying and developing tools, analyzing the own organization and opportunities

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09:00	Added value of Transnational Cooperation revisited (Daniel Sköld)
	This session will return to the issues of added value in transnational cooperation. During module 1 we created a large mind map, during this session we will go deeper into the different levels and categories of added value.
10:15	Coffee break
10:45	Just Do it (Pertti Hermannek)
	Needs and demands for cooperation
12:00	Lunch
13:00	Management Track: Business Model (re)Generation (Mikolaj Norek)
	Applying a Business Model to the mission and operations of a public authority. The session will start with a lecture and instructions on the Business Model Canvas and how it can be used for public organisations. In groups of three, each organisation will then be filtered through the different sections of the Business Model.
14:30	Break

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15:00 Management Track: Business Model Innovation (Mikolaj Norek & Daniel Sköld)

In groups of three, each participant will present a personal challenge in relation to transnational cooperation. With the help of a clear process each participant will be coached by the other two.

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15:00 Political Track: The Local and Regional Political Dimension in Transnational Cooperation (Bo Andersson & Christina Skantze)

Transnational cooperation through projects, strategies and platforms (Annika Annerby Jansson, Region Skåne)

Workshop on the political dimension – values and effects, frameworks and resources.

19:30 Dinner at [Restaurant 3 pavari](#)

Adress: Torņa iela 4

Phone: +371 20 370 537



Day 3: Wednesday 13 April

Conference room "Glass Hall"

## Choosing a path

Internal reorganization. Designing the path for module 3 (homework preparations).

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09:00 Needs analysis (Daniel Sköld)

What type of tools and procedures are needed?

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09:45 Fundraiser-network, the case of Næstved Municipality (Leif Jacobsen, Næstved Municipality)

10:15 Coffee break

10:45 How do we reach full potential in transnational cooperation? (Daniel Sköld)

Concluding the module, continuing to identify needs, tools and toolboxes.

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12:00 Assignment no 3, evaluation module 2 (Daniel Sköld)

13:00 Lunch

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# Programme

Baltic Executive Programme 2016

Unboxing the Sandbox

June 13-14, 2016

## Practical information

### Venues

Accommodation, prepaid, and conference venue including lunch at:

#### [Swissotel Tallinn](#)

Address: Tornimäe Street 3

Phone: +372 624 0000

Link to [Google Maps](#) and [TripAdvisor](#)

### Guided Tour

The guided walking tour on Monday begins at 17.30, starting at Swissotel and ends at the dinner venue Olde Hansa.

### Dinners

Dinner Monday 13/6 hrs 19:00 at:

#### [Restaurant Olde Hansa](#)

Address: Vana Turg 1

Phone: +372 627 9020

Link to [Google Maps](#) and [TripAdvisor](#)

Dinner Tuesday 14/6 hrs 19.00 at :

#### [Restaurant Ruhe](#)

Address: Sadama tee 10, Neeme küla,  
Jõelähtme vald, 74226, Harju maakond

Phone: +372 5627 9007

Link to [Google Maps](#) and [TripAdvisor](#)

## Module 3: Towards a new modus operandi

Delineation of roles and responsibilities and organizational innovation as a way to capture the full potential of transnational cooperation

Objectives of the module:

- Gaining insight into leading and organizing change
- Looking ahead and analyzing the future

### The BEP Team

Programme manager: Mikael Olsson  
Lead facilitator Daniel Sköld  
Co-facilitator: Christina Skantze

Day 1: Monday 13th June

Conference room "TARTU"

09:00	Welcome & introduction  Mr Mikael Olsson, Swedish Institute, Mr Daniel Sköld, Lead facilitator
09:30	Structural funds in Estonia  Ms Margarita Golovko, Head of the European Cooperation Unit, Regional Development Department, Ministry of Finance in Estonia
10:00	Fighting the Windmills- bureaucracies in transnational cooperation  Ms Maxi Nachtigall, PA Hazard
10:15	Coffee
10:45	Transnational cooperation as an arena for local and regional visibility, branding and attractiveness. Mr Marcus Andersson, Tendensor
11:20	Communicating value: introduction to communication. Ms Lillis
12:00	Lunch
13:00	Workshops on communication  Two parallel tracks one on presentation techniques, communication and performance alongside individual coaching. The group will be divided into two subgroups of approximately 10-12 participants. The groups will have one and a half hours in each track, i.e. two parallel and consecutive sessions. <ol style="list-style-type: none"><li>1. Group coaching by Ms Lillis (group 1, followed by group 2)</li><li>2. Outside of your comfort zone with Mr Daniel Sköld (group 2, followed by group 1)</li></ol>
14:30	Coffee break
15:00	Continuation
17:30	Sightseeing - A guided walking tour around Tallinn with Mr Hans Lepp
19:00	Dinner at <a href="#">Restaurant Olde Hansa</a> Adress: Vana Turg 1 Phone: +372 627 9020

Day 2: Tuesday, 14th June  
Conference room "TARTU"

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08:30 Participant pitches – remodelling for optimal transnational cooperation

Session 1 (8.30-9.30): Presentations 1-4

Session 2 (9.45-10.45): Presentations 5-8

Session 3 (11.00-12.30): Presentations 9-12

Feedback panel: Ms Lillis; Mr Marcus Andersson; Mr Erik Kiesow; Ms Erja Tikka; Mr Aivars Timofejevs, Mr Raul Mälk

10:15 Coffee break

10:45 Continuation

12:30 Lunch

13:30 Where to go from here – putting ideas into action?

Reflections on the morning session. Mr Peter Schenk, European Commission, DG Regio  
Funding for third country participation in the BSR. Ms Sara Almqvist, Swedish Institute

Panel discussion with among others:

- Mr. Erik Kiesow, Senior Adviser, EU coordination Secretariat, Swedish Prime Minister's Office
- Ms. Erja Tikka, Ambassador for Baltic Sea Issues, Department for Europe/Unit for Northern Europe, Ministry for Foreign Affairs of Finland
- Mr. Aivars Timofejevs, Stockholm School of Economics in Riga
- Mr. Raul Mälk, Ambassador, Ministry of Foreign Affairs of Estonia

14:30 Coffee

15:00 Continuation

16:00 Finalizing the programme: Ms Adiam Tedros, Swedish Institute

18:30 Joint departure from the hotel lobby

19:00 Dinner hosted by the Ambassador Anders Ljunggren, Swedish Embassy in Tallinn at

[Restaurant Ruhe](#)

Adress: Sadama tee 10, Neeme küla, Jöelähtme vald, 74226, Harju maakon

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