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## **PTPI Leadership Seminar**

### **“Chapter development – Different Approaches to Solving Common Problems”**

Berlin, October 18-21, 2006

### **Report on Content and Results**



*International*

*Peace through Understanding*

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From October 18 to 21, 2006, 23 members from 20 European PTPI chapters in 15 countries, including three members of the European Executive Committee and five PTPI trustees participated in the second PTPI Leadership Seminar in Berlin with the title “Chapter development – Different Approaches to Solving Common Problems”.

This document summarizes the program of the seminar, the results and methods used.

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### **Wednesday, October 18: Arrival**

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17:00 – 19:00 Seminar check in at hotel “Christophorus Haus”

19:00 – 21:00 Dinner

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### **Thursday, October 19: Personal Development – Teambuilding and Leadership**

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8:00 – 9:00 Breakfast

**9:00 – 10:30 Getting to know each other, expectations, introduction of program**

#### **Exercise to learn each other’s names**

#### **Method to explore participants’ expectations: Brainstorming**

Each participant wrote his or her two most important expectations on two different note cards. The note cards were collected and read out loud. Similar expectations were clustered together on a pin board. For each cluster of expectations a heading was found to summarize the ideas. The heading was written on the flipchart.

#### **Summary of participants’ expectations**

- Chapter networking and individual networking
- Share experiences
- Learn about PTPI
- Meet people
- Get new ideas
- Learn about project and chapter management
- Get ideas how to motivate and recruit new members
- Preferred method: group work
- Develop leadership skills (for student and adult chapter mentoring)

#### **Seminar program**

The aims of the seminar and the program were introduced. Participants compared aims and program to their expectations and evaluated if the program reflected their needs. There was general agreement that the program reflected well the expectations.

**Code of conduct:** In a brainstorming session, a code of conduct was established by the participants to assure a good working atmosphere during the seminar.

- Hands up before you speak
- Treat each other with respect
- Speak briefly and to the point
- Attentive listening, show interest
- Punctuality
- Have fun
- Agree to disagree
- *Peace through Understanding*
- Tolerance
- Motivating others to participate

10:30 – 11:00 Coffee break

**11:00 – 12:30 Workshop on teambuilding – identification of constructive and destructive behavior in teambuilding, interactive approach and learning by experience through simulation games (observation and evaluation)**

**Method to determine constructive and destructive behavior in teambuilding**

Participants were divided into four groups. The task for each group was to determine what good team leaders should do and what they shouldn't do. Each group prepared a poster and presented the results of their group work to the plenum.

**Results of group work on teambuilding**

**Group 1**

**Do's**

Good flow of communication  
Constructive criticism  
Set rules and follow  
Motivate those who speak less  
Respect all  
Set objectives  
Transparency  
Planning and methods (such as brainstorming)

**Don'ts**

Lack of all this

**Group 2**

**Do's**

Brainstorming  
Clear goals  
Team leader  
Tolerance, patience, support  
Chance for everyone to organize  
Attentive listening

**Don'ts**

Feel like an "ideal"  
Don't do everything yourself  
Don't compete

**Group 3**

**Do's**

Group involvement  
Communication  
Moderator / Neutral person  
Good catalyst  
To be tolerant  
To be able to compromise  
Take responsibility, execute  
Find common sense

**Don'ts**

Self-centred  
Deconstructive / Negative thinking  
Prejudice

#### **Group 4**

##### **Do's**

Know the team members  
Listening  
Sharing experiences  
Encourage everyone to participate  
Every idea is worth bringing up  
Motivate involvement  
Flexibility / Tolerance  
Compromising  
Respect

##### **Don'ts**

Individualism  
Being always right  
Inflexibility  
Dominant attitude  
Intolerance  
Interrupting people that have ideas

The presentations of each group were followed by an overall discussion. Two important questions that were brought up were if a group really needs a leader and what the difference is between a leader and a "PTPI chapter president". Concerning the first question, there were different opinions. Most participants agreed that a team needed a leader. However, some participants argued that in small groups it was possible to achieve results without a defined team leader if each team member had a clearly defined role or an obvious talent that made a discussion on the division of tasks unnecessary. The second question was resolved by clarifying that all PTPI chapter presidents were in fact leaders. However a chapter could have several leaders apart of the president since the presidents often delegate tasks and responsibilities to chapter members (for example the organization of a special project, the coordination of homestays, and the contact to local media and press etc.).

#### **Simulation games on teambuilding**

Participants were again divided in four groups. A task was assigned to two of the groups that they had to resolve. The two other groups were asked to observe the way the group members were cooperating and the roles that the different group members played in solving the task. A list of questions was given to the observer groups that they were asked to answer:

- Who came up with ideas?
- Who structured?
- Who integrated others?
- Who watched the time?
- Was there a group leader? How did he/she get the position?
- Who settled disagreements?

After the assigned tasks had been completed, observer and action group members got together for a short debriefing of the exercise. The debriefing was resumed after the lunch break.

12:30 – 13:30 Lunch

#### **13:30 – 15:00 Workshop on teambuilding – simulation game continues, debriefing of game**

##### **Simulation games on teambuilding**

A major result from the debriefing was that participants in the action group were not bothered by and hardly aware of the fact that they were observed. They were all very concentrated on solving the task in the assigned time. The observer groups stated that it was quite interesting to see the dynamics in a group. Most members of the observer group found it quite challenging to keep track of everything that happened in the group and keep in mind the assigned questions at the same time. After the debriefing of the first simulation game was completed, a second simulation game was started. This time, the former observer groups had a task to solve and the others watched them and had to answer the same questions as before. The task for the second exercise was different from the first.

The simulation game was again followed by a debriefing in which the members of each group shared their observations as team members and as observers of the group dynamics.

15:00 – 15:30 Coffee break

**15:30 – 17:00 Identification of the theory of group dynamics as conclusion of the workshop on teambuilding and workshop on values and leadership – setting priorities and identifying possible methods to enhance values in the practical work (individual and group work)**

#### **Theory of group dynamics to conclude the workshop on teambuilding**

To conclude the workshop on teambuilding, participants received handouts describing important roles within a team. From the list of roles, participants were asked to determine which of them best described their own role. Then they got together in pairs to discuss the different roles and their own experiences. The list of roles included:

- Company worker (described as conservative dutiful and predictable)
- Chairman (described as calm, self controlled and self-confident)
- Shaper (described as highly strung, outgoing and dynamic)
- Plant (described as individualistic, serious-minded and unorthodox)
- Resource investigator (described as extroverted, enthusiastic, curious and communicative)
- Monitor evaluator (described as sober, unemotional and prudent)
- Team worker (described as socially orientated, rather mild and sensitive)
- Completer / finisher (described as painstaking, orderly, anxious and conscientious)

#### **Workshop on values and leadership**

Participants received handouts listing and describing the following values: dignity, meaning, justice, orientation, autonomy, contact, development / variation / creativity, conflict regulation, recognition.

Participants were asked to read the values and decide on three that they considered being most important for themselves personally. As a next step, the participants got together in pairs and tried to agree on three values that both partners considered being very important. As a final step, participants got together in groups of four and again tried to agree on the three most important values.

The exercise proved to be quite difficult since most participants set different priorities concerning the values. The more the values were discussed the more important they all seemed since an increasing number of good arguments were brought forward to support them.

As a conclusion of the exercise one can say, that the values a leader will focus on can change from one situation to another depending on the prevailing needs. It is very important, however, that the values of the leader correspond to the values of the group he or she is leading.

18:00 – 19:00 Dinner

19:30 Optional Evening Program: Night cap in “Dicke Wirtin” and city walk in the west of Berlin with Berlin chapter members

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### **Friday, October 20: Chapter Development - Successful Chapters**

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8:00 – 9:00 Breakfast

**9:00 – 10:30 Leadership workshop – motivation and listening**

**Method of nominating a time keeper**

First of all, a participant was nominated as “time-keeper”. The time keeper was asked to indicate when the energy level of the group was too low to continue. Whenever this should be the case, the workshops would be interrupted for an energizing exercise that was supposed to help participants recover their strengths and motivation. The time keeper helps the workshop leader to make sure that he or she has participants’ attention and doesn’t overwhelm them with information and tasks.

**Method to identify key skills and attributes of the ideal PTPI leader**

The leadership workshop started with a brainstorming session to identify the key skills and attributes of the ideal PTPI leader. Participants were asked to think about important skills and characteristics that the ideal PTPI leader should have. As a next step, they were asked to identify the most important skill or characteristic among their findings. Each participant read out loud what he or she considered the most important skill. The other participants were asked to clap their hands if they agreed that the skill was important or not to clap if they didn’t consider it to be important. Each skill and characteristic mentioned was written on the flipchart and rated according to the number of people clapping in agreement.

**Results of the brainstorming on characteristics of the ideal PTPI leader**

Considered to be important by the great majority:

- Charisma, ability to inspire
- Good organizer
- Good sense of humour
- Friendly
- Have vision and passion
- Transparent decisions
- Cooperative / good team worker
- Open-minded
- Dedication to / love for PTPI
- Kind, empathetic
- Reliable
- Ability to see the whole picture
- Practical
- Responsible
- Creative
- Resourceful
- Tolerant and respectful
- Flexible and adaptable
- Trouble shooter / Problem solver
- Be able to evaluate suggestions and information and transform them into positive action points
- Articulative and communicative
- Fair / just
- Punctual
- Attentive listener
- Carrying through the plans
- Having clear aims
- Self-critical and self-controlled
- Have know-how

Considered to be important by a minority:

- Strong health and mind
- Good appearance

Summary: The list of necessary skills and qualities for the ideal PTPI leader is quite long. It becomes evident that leading a PTPI chapter is quite a challenging task. This is one of the reasons why the leadership seminar has been developed. It helps PTPI leaders to further develop their skills, exchange experiences and ideas and, very important, get new inspiration and motivation. Participants were encouraged to share with PTPI staff and the members of the European Executive Committee their needs for training and support. These needs can be addressed during future leadership seminars and also during workshops at the European and Worldwide Conferences.

For the rest of the workshop, there was a special focus on motivation and listening skills.

**Personal Motivation**

Leaders need to be motivated themselves in order to be able to motivate others. For leaders of volunteer organizations motivation is therefore very important. Participants were asked to write down on a sheet of paper what gives them the most

pleasure/satisfaction in working with PTPI. On another sheet of paper, they were asked to write down everything that they are not satisfied with or that gives them displeasure.

### **Implications of Maslow's hierarchy of needs and Herzberg's motivating factors and dissatisfiers for motivating PTPI members**

The needs of lower order in Maslow's hierarchy of needs are usually dissatisfiers while the needs of higher order are usually satisfiers. PTPI leaders need to be able to provide satisfiers/motivating factors that will attract people to join their chapter and will assure that they continue to enjoy their membership. At the same time, PTPI leaders need to avoid the dissatisfiers to keep their members. Since not all members are satisfied or motivated by the same things and not all are bothered by the same things, the PTPI leader needs to get constant feedback from the members. During meetings there should be regularly the opportunity for members to share what they are unhappy with and action should be taken to eliminate the dissatisfiers as far as possible. At member outreach activities, it is very helpful to explicitly list the benefits of being a member ("motivating factors"). The more varied the list of benefits is, the more people will be attracted.

### **Listening**

A PTPI leader is dealing with volunteers and exchanging with other cultures. Good listening skills are therefore very important for PTPI leaders. The exercise on listening skills started with a brainstorming on what "active listening" means and how it is characterized.

### **Results of the brainstorming on active listening**

- Make eye-contact
- Interpret what is being said
- Be interested in the subject and the speaker
- Don't interrupt the speaker
- Take time
- Give feedback
- Pay attention to body language
- Be focused
- Ask open questions to clarify
- Be sympathetic, fair
- Be empathetic

### **Exercise on active listening**

To practice active listening, participants were divided into groups of three. One group member was asked to talk about any subject that he or she found interesting, while the second group member was asked to listen actively. The third group member was observing the conversation and was asked to give feedback to the listener after the end of the exercise. After the first round, the group members took turns in order for each group member to be speaker, listener and observer at least once.

10:30 – 11:00 Coffee break

### **11:00 – 12:30 Motivating others: presentation of member outreach questionnaire results and roundtable discussion**

Prior to the seminar, 17 participants had completed a questionnaire that focused on the membership structure and the number of members in the different chapters, the motivating effects of different PTPI programs on the international level and on the chapter level as well as members' satisfaction with these programs and the services of PTPI (again on the international level and on the chapter level). The questionnaire also asked for new ideas concerning member outreach activities.

### **Questionnaire results in brief**

- The number of chapters has remained stable the last five years.
- 59% of the chapters have members in three or all four age groups (youth – YG – adults – seniors)
- One chapter had members only in one age group
- The most important reason for being member of PTPI is its ideology.
- Other not so important items are receiving awards and leadership positions.

- Some PTPI programs are important (conferences, homestay); some are not important (Peace Camp and Mission in Understanding).
- On *chapter level* items related to leadership are important.
- 93% of the presidents feel that their chapter is attractive to members
- The most vital thing to attract new and to keep existing members is the PTPI programs.
- The most important thing PTPI should do in order to attract members and expand the network is to support financially.

### **Energizing exercise**

To increase participants' energy level, an energizing exercise was conducted half through the presentation of the member outreach questionnaire results.

12:30 – 13:30 Lunch

### **13:30 – 15:00 SWOT Analysis of local chapters**

The SWOT Analysis is an effective way of clarifying the characteristics of a local chapter and of looking at the particular circumstances in the local environment.

- **STRENGTHS:** The things a chapter is good at doing.
- **WEAKNESSES:** The things a chapter is not so good at doing.
- **OPPORTUNITIES:** The possibilities offered by the local environment (in the community region or country) that represent a special advantage.
- **THREATS:** Local / regional / national conditions and circumstances that might have negative implications for the chapter.

Participants were given a handout with examples for topics and items that can appear on a SWOT Analysis. Each chapter representative was invited to evaluate his own chapter by listing strengths and weaknesses as well as opportunities and threats. Thereafter, they prepared materials in order to present the results of their analysis at the chapter fair. For each chapter, a poster was created listing its strengths, weaknesses, opportunities and threats. The posters were decorated with pictures, pamphlets and handouts brought by the different chapter representatives.

15:00 – 15:30 Coffee break

### **15:30 – 17:00 Chapter Fair presenting the results of the chapter analysis**

All posters with the results of the SWOT analyses for the different chapters were displayed on walls and pin boards in the large seminar room. Participants had the opportunity to read each others' analysis, exchange experiences and discuss details.

### **Summary of content of the chapter presentations**

#### **PTPI's Berlin, Germany Chapter**

##### **Strengths**

- We have active members and would like to have more
- We have members of all ages and would like to have more aged 35-65
- We have members with free time to dedicate to the chapter
- We respect each other and some of them are good friends
- Tasks are equally divided between 5-8 members
- I hope I am a dedicated and able leader
- The board works well together, treasurer is accurate
- We have regular meetings: always on the first Friday of each month
- We organize daytrips and longer trips to other Chapters in Europe, Christmas parties, cultural activities
- We have a meeting room and we also have our meeting in private homes
- In Berlin we have nearly all opportunities to be attractive for new members. Come and join us!

### **PTPI's Bern, Switzerland Chapter**

#### **Strengths**

- Active board
- Many host families
- Active members with different professional backgrounds.
- President has enough time and international board-experience.
- Finances are in good shape.
- Annual meeting / summer party
- Sister chapter: Roman

#### **Opportunities**

- Touristically attractive city and regions
- Good and reliable public transportation
- Good language skills

#### **Threats**

- People don't have enough time
- Members would rather be host family than going on a Homestay
- Prices are very high
- Young people have (too) many things to choose from... They're not waiting for PTPI

### **PTPI's Brussels, Belgium Chapter**

#### **Strengths**

- Memberships valid, could do with new young members
- Divers regular monthly meetings. Attendance variable.
- Reliable core of reg. board members always on duty (some stalwarts!)
- Receptive to new proposals
- Attempt to keep costs to the absolute minimum
- All activities consider ease of access, mobility, transportation, car pooling
- Very bonded: concern over health: got well-cards, phone messages, thank-you's, etc.
- Problem sharing - using personal contacts, etc.
- Immense goodwill – generosity of time and energy

#### **And...**

- La Brabançonne, steaks, frites, mayo, chocs

### **PTPI's Budapest, Hungary Chapter – in formation**

#### **Strengths**

- New chapter... new beginning
- Young members
- Motivated members with language skills and different professions
- The board has routine in working together
- Mainly cultural events (exhibits, concerts, ... big plans)
- We can use the tüzraktar

#### **Opportunities**

- Budapest is an interesting city in the Middle-European region
- Budapest is a capital (embassies, ministries)
- Hungary is small enough to stay in contact with other Hungarian chapters
- Hungary is full of young talents

#### **Threats**

- Almost no money reachable from the government
- Political and economical crisis in Hungary
- In Budapest it is hard and time-consuming to register an association
- The average income is very low and travelling is expensive



### **PTPI's Chester, United Kingdom Chapter**

#### **Strengths**

- All members English speaking
- We have a few experienced members who are trustees or on the board of directors
- We have an active music exchange programme run by a "music board". This includes a fundraising concert in spring with many local school bands and choirs.
- Also in summer: concerts in various venues around Chester which attract outside supporters.
- We have an annual winter lunch with a "silent auction" where we make more funds for our music student. This is often attended by the Lord Mayor (and even by Lars!)
- In Summer we have an annual "strawberries and wine-event"
- Every one is welcome to all events

#### **Opportunities**

- Chester is a popular destination
- The Lord Mayor is our president whilst our leader is our chairman
- Air travel is now cheaper

#### **Threats**

- Travel and costs of living is expensive.

### **PTPI's Hannover, Germany Chapter – in formation**

#### **Strengths**

- Young members with lots of ideas
- Older members with experience
- Few active members
- Very international oriented People
- Willing to meet new people around the globe
- Good language skills
- Good infrastructure
- Sightseeing

#### **Opportunities**

- One member with international contacts
- University nearby
- Different private/professional backgrounds
- Passionate web designer

#### **Threats**

- Some students may move away from Hannover
- Members have low budgets
- Amount of active members shrinks due to private/professional situation
- Other NGO activities

### **PTPI's Iasi, Romania Chapter**

#### **Strengths**

- Young members
- Enthusiasm
- Interested
- Free time
- Friendly and open atmosphere
- Experienced leader

#### **Opportunities**

- Nice region for Homestays
- Many NGO's to cooperate with
- Increasing level of awareness on social/cultural/international issues

### **Threats**

- Difficulty to attract new members
- Developing country: stressed/busy life

### **PTPI's Kiev (Kyvites), Ukraine Student Chapter**

#### **Strengths**

- Membership: many active members, fresh ideas, good motivation, many interested individuals.
- Team spirit and team work: we are friends (oriented to make friends), we respect each other, and tasks are equally divided according to individual skills/abilities/experiences.
- Leadership: Our president is a real leader with great charisma and the board works together, they have lots in common.
- Meetings: The meetings are very efficient, brainstorming are successful.
- Programs: We organize youth forums, student conferences, charity actions, take part in international projects. We organize and hold regular working Council Center to help chapters in finding partners for cooperation in ecological, cultural and exchange projects and programs.

#### **Opportunities**

- Our community/region is very touristy since we have many attractions.
- Our country is famous for its hospitality.
- Many people in our community have excellent language skills and are interested in other cultures.
- The local high school is looking for partners in other countries.

### **PTPI's Korça & Bilishti, Albania Chapter**

#### **Strengths**

- Most of us work together, we have regular meetings
- We really respect each other
- Our president is a very able person
- We can organize humanitarian activities
- We can present PTPI to friends and encourage the new membership
- All of us speak English

#### **Opportunities**

- Our region is very touristy and it's famous for its hospitality
- You can visit our town on foot
- All the tourist places are close to the town and reachable by car or by bus

#### **Threats**

- Sometimes in the winter it can be difficult because of the snow
- The average income is low
- Ours it's not the best infrastructure in the world

### **PTPI's Montpellier, France Chapter**

#### **Strengths**

- 65 members interested in international exchanges
- Membership fees
- The board works well together
- Friendly atmosphere

#### **Opportunities**

- Tourist place (sea)
- Language schools and universities
- Links with the tourist office
- Web Site

#### **Threats**

- Prices for accommodation, board and travel are high.

### **PTPI's Oroslavje, Croatia Student Chapter – in formation**

#### **Strengths**

- Very interested and highly motivated
- Open-minds, respectful and tolerant
- Could organize regular meetings (at school)
- Curious about new places
- Like making friends
- Good at languages and computers
- Imaginative
- Cooperative and used to team-work
- 20 members aged 14-18

#### **Opportunities**

- Open-minded and supportive principal
- Improve their language skills and learn about different cultures
- A hotel with a conference room in the vicinity
- Near the capital and a 2hours-drive from the sea – excellent sites
- Can offer Homestay – go on international visits
- Can apply for a grant from the MoE

#### **Threats**

- Students leave school and go to universities in bigger cities

### **PTPI's Pécs, Hungary Chapter**

#### **Strengths**

- Members with different professions
- Members with a lot of free time
- Friends and respect
- Dedicated leader
- Regular meetings
- New initiatives
- We have a sister chapter
- We always find a place for meetings

#### **Opportunities**

- Tourist region
- 2010: European Capital of Culture
- University town and a lot of high schools
- Many talented students
- Interest in other cultures
- Friendly people
- Need of different approaches to ordinary problems

#### **Threats**

- Few people can speak English
- We need to be registered
- Bad infrastructure
- Bad political situation
- Accelerated way of living: less interested in ways of spending free time creative

### **PTPI's Roman, Romania Chapter**

#### **2006**

- School and Classroom Program: Roman – New Jersey
- Attractive programs
- Language Ambassador Program: Summer 2006: Manuela Corti from Italy
- Alex at Human Rights seminar in Bulgaria
- English library: donation organized by Valeria Magistrelli from Milano Chapter
- YG cultural exchange with Bern Chapter: East meets West: Summer camp
- Gabi and Alex: participation at the Worldwide Conference in Sydney

- Roxana and Alex: Selected for the Global Youth Forum USA
- Meeting Veronica Kobel from Bern in Roman
- Meet Hannover Chapter members in Iasi and Roman
- Sorina + YG + Members

#### **Strengths**

- Since 1989!
- Large group of active members
- Good leadership
- Located in a small town
- We have our own office in the town hall
- We have a strong YG group
- We have a dedicated Sister Chapter: Bern Chapter
- Organize many attractive programs
- Officially registered NGO
- Homestay opportunities

#### **Opportunities**

- The Mayor is our member. We should more use his support.
- We have nice hotels and the town is a good start for trips to the famous painted monasteries.

#### **Threats**

- Low interest to visit Romania
- Our town is not touristy
- Low income and travelling difficulties

#### **PTPI's Sternberk, Czech Republic Chapter**

##### **Strengths**

- 21 members, most of them active
- We are friends, respect each other, and share the knowledge and experiences.
- We have at least 3 experienced and good leaders.
- We have regular meetings and we enjoy them.
- We have an attractive program ("Cylindr-, children's' day", summer exchanges, cultural events, travellers presentations, weekend activities).
- We've got support from EU Youth Program.
- We have our own meeting place.

##### **Opportunities**

- Our country is still very cheap for others.
- We have a lot of attractions to offer.
- We have good language skills.
- We are quite popular in our region.

##### **Threats**

- Average income is low.
- No job opportunities.
- Travelling is expensive.

#### **PTPI's Värmland, Sweden Chapter**

##### **Strengths**

- Public Relations: good use of PR (Send out Press releases), Newsletter, Web Site [www.ptpivarmland.org](http://www.ptpivarmland.org)
- Programs: cultural and social activities (Futernat'l Potluck, Swedish National Day Celebration), offer a wide variety of programs (MDP, Homestay, Artistic Ambassador Program, School and Classroom Program, YG). Note: It is important that our children/youth can be included or can take part in the program in some way
- Future ideas: Sports Ambassador (swimming, figure skating, soccer, athletics, physical/intellectual and neurological disabilities), Humanitarian activity program to help children in e.g. Asian countries.

- Members of 3 different age groups: 7 – 60 years of age.
- Good contacts on county government, several top community leaders, sports, business
- Leadership: Many of the board members are in different areas professions/interests. Some of the board members are friends (before the founding of the organization).
- President is and aims to stay very motivated and enthusiastic to initiate and to carry out a wide variety of programs.

**Important:** Many different types of members with different interest but with one thing in common: all projects and programs promote a common goal: *Peace through Understanding!*

#### **Opportunities**

- Good contacts on county government, several top community leaders, sports, business

#### **Threats**

- It's a very American organization

#### **PTPI's Vaslui, Romania Chapter**

##### **Strengths**

- We have members with enough free time to dedicate.
- We respect each other.
- We have regular meetings.
- We organize cultural, humanitarian and educational activities.
- All members have internet access.
- We can always use a room at school for meetings.

##### **Opportunities**

- Our country is famous for its hospitality.
- Many people in our community have excellent language skills and are interested in other cultures.
- The local high school is looking for partners in other countries.

##### **Threats**

- The average income is low and travelling is expensive.
- Our town is small and doesn't attract many tourists.
- Difficult to travel within the country (lack of infrastructure).
- Prices for accommodation, board and travel are very high.
- No university in our town so young people leave after high school.

#### **PTPI's Veszprém, Hungary Chapter**

We need a lot of advice! We are new chapter, not experienced. We are happy to receive any good ideas about the "whats" and "hows". I believe we can be attractive once we are on the right track.

##### **Strengths**

- Homestays
- Most of us are young
- Sights and attractions within reach. We are near a lake that offers good sport facilities as well.
- Most of us are teachers: Summer free!
- Enthusiastic, open, ...
- Internet connection
- In summer: Lot of open-air programs and festivals

##### **Opportunities**

- Infrastructure and public transport is not the best but quite ok
- Can rent bigger places for programs
- There's a university in our town

##### **Threats**

- Current political and economic problems, unrest in the cities, demonstrations

### **PTPI's Viljandi, Estonia Chapter**

#### **Strengths**

- We are all friends
- We have project ideas
- We are ready to host

#### **Opportunities**

- Living standard is rising (still)
- Friendly connections with parish head and county governor
- Music school and cultural academy are in our town

#### **Threats**

- People have other problems
- Not enough energy
- Not enough language skills
- Travelling is expensive

### **PTPI's Warsaw, Poland Chapter**

#### **Strengths**

- Members with wide range of different professions and interests
- Familiar with foreign languages
- Enthusiastic and "can-do-attitude"
- Responsibilities due do experience and features
- Good net workers and connections to local media
- Main of us are friends
- We have fun
- Our board has an international experience

#### **Opportunities**

- Great number of cultural events in our city
- People in Poland are famous for their hospitality
- Public transport is comfortable and cheap
- Young and middle aged people speak foreign languages
- Great nature and sports activities
- There are different organisations and companies we might approach for fundraising

#### **Threats**

- We cannot register as an association (too expensive)
- The average income is low and travelling is expensive
- People have a variety of other attractions
- Adults are too busy (rat race in Warsaw)

#### **Debriefing after Chapter Fair**

The Chapter Fair was followed by a short debriefing in order to evaluate the usefulness of the exercise and the way the chapters were presented. Some participants felt that they didn't have enough time to read all posters and talk to all chapter representatives during the chapter fair. They suggested that a sequence of oral presentations (maybe supported by pictures and PowerPoint presentations) would have been more informative. Other participants considered the chapter fair an interesting alternative to the traditional oral chapter presentations. They remarked that oral presentations were difficult to compare as style and content varied tremendously between the different presentations. They considered the SWOT-Format a good way to make presentations comparable without hindering creativity in the way the results were presented.

18:00 – 19:00 Dinner

19:30 Optional Evening Program: City Walk with Berlin chapter members

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## **Saturday, October 21: Chapter Development – Strategic Planning and Action**

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8:00 – 9:00 Breakfast

**9:00 – 10:30 Workshop on Strategic Planning - Goals and priorities taking into consideration the results of the SWOT Analysis (Group work)**

### **Defining Strategic Planning**

The workshop started with a short brainstorming on the definition of strategic planning. According to the participants, strategic planning includes:

- Developing a plan to reach a goal and take different steps in order to reach it
- Make a time frame
- Identify human resources
- Financing
- Evaluation after the projects

Official definitions for strategic planning reveal that strategic planning depends on the context in which it is done (NGOs, businesses, governmental organizations). For the purposes of PTPI chapters, the following definition was determined to be most useful:

“Strategic planning is the process of determining an organization's long-term goals and then identifying the best approach for achieving those goals.”

Important premise for Strategic Planning: “Think outside the box!” If there is no obvious solution to a problem, looking in another context can be helpful. Strategic planning always requires creativity and unconventional thinking.

### **Strategic planning for PTPI chapters – step by step**

- Keep in mind the context of your chapter (strengths, weaknesses, opportunities, threats) and identify the most urgent needs
- Determine priorities
- Formulate goals (general)
- Find concrete objectives (objectives should be specific and operational)
- Develop an action plan (who does what when and where in your chapter)

### **Method to form groups for developing strategic plans**

The chapter representatives were asked to think about the needs and priorities of their chapters taking into consideration the results of the SWOT Analysis. They were encouraged to choose among the list of priorities the most important priority for their chapter for the coming year and write it on a note card. The note cards were collected and similar priorities were clustered together on a pin board. According to the results of this process, three groups were formed with the following priorities:

1. Fundraising
2. Recruit new (young) members
3. Programs and exchanges

### **Tasks for the group work on strategic planning**

During the group work, each chapter representative was asked to develop a strategic plan for his or her chapter. However, in order to get new ideas and support, participants were encouraged to work together in solving this task within the groups. By exchanging ideas and experiences, participants could inspire each other and find solutions to common problems.

Keeping in mind the results of the SWOT analysis, especially the weaknesses that were determined for the different chapters, participants were encouraged to make a list of their chapters' needs. As a next step they were asked to formulate priorities and list them in their order of importance. According the identified priorities, they were invited to formulate general goals. Once this process was completed, participants had the opportunity to share their findings and discuss possible ways to achieve the goals. As a next step, they were supposed to formulate concrete objectives to achieve the goals and brainstorm on possible projects and activities. For those projects and activities, they were then asked to develop an action plan.

Depending on the differences between the chapters represented in one working group, a presentation of the results of the strategic planning session could be prepared either for all together or highlighting the differences between the chapters.

10:30 – 11:00 Coffee break

**11:00 – 12:30 Workshop on Strategic Planning continues: Brainstorm on actions and activities to achieve the goals according to the identified priorities, draft of implementation plans for the different chapters (Group work)**

The group work was carried on and the groups prepared a presentation of the goals, priorities and activities found. They also included concrete suggestions for an action plan into their presentations.

12:30 – 13:30 Lunch

**13:30 – 15:00 Presentation of group work results to the plenum – Round Table Discussion on similarities and differences as well as possibilities for joint action**

**Ideas for strategic planning as presented by the different groups**

**Group 1: Fundraising**

1. Weaknesses

- Lack of time for many members
- Not enough active members
- Difficulties in finding where to get money to finance projects

2. Priorities / Action plan (for successful fundraising)

- Gather/research information on the internet
- Contact the cultural department on the municipalities, county, regional and state level
- Compile a list of all organizations, foundations, ...
- Write project proposals
- Send them off
- During the waiting period: contact each organization
- Have a back-up plan
- Search for sponsors

3. Goals

- Get the funding
- Carry out the program/projects

Along the way:

- Make a time plan and stick to it
- Delegate
- Double-check
- Think positive!



## **Group 2: Recruit new (young) members**

Time frame: January – May 2007

Methods:

- Contacting schools: students, parents, teachers
- Contacting other (youth) organizations and clubs
- Organize events (invite a celebrity) and contests
- (For example: in Romania: English contest: write an essay about “peace” – in that way, you can reach the target group). Organize weekly meetings in English.
- Establish exchanges: pen pals, summer camp, Homestays (“safe way to travel”), Language Ambassadors (attract members and others to learn English).

Funding:

- Sister chapters
- Matching grants
- Youth activities
- Silent auction

Advertising / Media:

- Web Site: give information
- Newsletter
- local newspaper / TV / radio

Get ideas from young people, what would attract them

## **Group 3: Programs**

Action plan:

- Gather the information, resources of your chapter members’ skills and abilities, brainstorm
- Look for grant opportunities of different programs and organizations, ask for consultancy (other chapters, ...)
- Develop a program / schedule for exchange
- Delegate tasks and responsibilities
- Keep in mind: deadlines, clear focus of the program’s aims
- Quality check and monitoring of the activities
- Evaluation and communication of the results

Ideas for programs:

- Social and cultural events
- Teacher exchange
- Dialogue of cultures (peacemaker)
- Young leaders
- Sharing European values
- Breaking nations stereotypes
- Building comfortable world for the kids
- Artistic-, painting-, musician exchange
- Ecological programs
- Charity programs for handicapped kids/people

## **Feedback, questions and overall discussion**

After each presentation, there was the possibility to ask questions and get feedback. An additional comment to fundraising was made to draw the attention to the fact that it was also possible to approach private companies for fundraising purposes. PTPI’s Värmland

Chapter presented a list of organizations and foundations that they had created that could be approached for fundraising. Participants agreed that this was a useful approach to identify possible donors for their projects and programs.

An additional explanation concerning the recruitment of young members was made by PTPI's Roman Chapter. In that chapter, participation in the language Ambassador Program was used as a member outreach activity by offering the language classes to members and non-members alike. This strategy for recruiting new chapter members was quite successful in Roman.

A few participants remarked after the presentation of the programs and exchanges group that they had started discussions on the possibilities of organizing joint projects, but that they would need to give themselves some more time for developing this plan in detail. The idea of organizing international summer camps as a joint project of several chapters received positive feedback, especially from chapters with a majority of younger members. It was remarked that PTPI's Sternberk Chapter, PTPI's Bern Chapter and PTP Estonia had experiences with organizing summer camps. One participant from Eastern Europe encouraged the other Eastern European chapters not to forget about the possibility to organize east-east exchanges, as east-west exchanges required considerably more fundraising efforts.

After all presentations were completed, there was an overall discussion. Some chapter representatives explained in more detail the most successful programs that they had organized. A critical remark concerned the fact that there are a number of PTPI programs in which not all members can participate. There was overall agreement that the group work had brought new ideas and inspiration to all participants that they were eager to share with the fellow chapter members at home.

15:00 – 15:30 Coffee break

#### **15:30 – 17:00 Feedback Round and Evaluation of the Seminar**

##### **Method of oral evaluation: weather report**

Four posters featuring a tropical island were positioned in different corners of the room. Each island had a different topic: chapter development island, methods island, atmosphere island, motivation island. Each participant received sets of cards indicating specific weather conditions (sunny, partly cloudy, cloudy, rainy, thunder storm). Participants were asked to evaluate the different aspects of the seminar indicated on the different posters with their cards. Every participant was invited to explain briefly (one or two sentences) why he or she has chosen a particular card.

##### **Results of oral evaluation**

- Chapter development – overall evaluation: excellent
- Methods – overall evaluation: good
  - Some critical comments concerning methods:
    - More energizers
    - I don't like energizers.
    - The exercise on values and leadership was not very clear.
    - The instructions of the outside trainer were not always clear.
    - The timing was too tight.
    - Let's get more outside experts.
    - Why outside experts? We have enough competences among members.
- Atmosphere – overall evaluation: excellent
- Motivation – overall evaluation: excellent

### **Oral feedback round**

To make sure that all issues can be commented on, a final general feedback round was held. Following additional feedback was given:

- Chapter Fair: very good and spontaneous, better than PowerPoint presentations, yet not able to see and speak to everybody.
- “We need more examples of what other chapters are doing”
- Location Johannesstift: very good

### **Written evaluation**

All participants completed an evaluation questionnaire. The results are available in a separate document.

After 17:00 Check out at hotel “Christophorus Haus”. The participants staying some additional days in Berlin met with their host families or traveled to their hotels.

20:00 Participants staying in Berlin met with the members of PTPI’s Berlin Chapter and enjoyed dinner in the restaurant “Sophiencorner” in Berlin Mitte.

On Sunday morning, the participants still staying in Berlin and members of PTPI’s Berlin Chapter had brunch in the restaurant “Cancun” at Potsdamer Platz.

### **Follow up to the seminar**

Participants will discuss their strategic plans with their fellow chapter members in order to further develop the ideas and implement programs and projects.

Participants are encouraged to carry out activities in partnership with other chapters as far as possible.

PTPI’s European Office will assist chapters with their future plans.

## Seminar Participants

	<b>Participants</b>	<b>Chapter</b>	<b>Country</b>
1.	Olda Çiço	Korça & Bilishti	Albania
2.	Cynthia Lewis	Brussels	Belgium
3.	Marina Krsnik	Oroslavje - in formation	Croatia
4.	Helena Metelkova	Sternberk	Czech Republic
5.	Heather Exell	Chester	England
6.	Sirje Kessa	Viljandi	Estonia
7.	Muriel Tabet	Montpellier	France
8.	Aleksander Tierling	Hannover – in formation	Germany
9.	Hannelore Büchler	Berlin	Germany
10.	Borbála Ottó	Veszprém	Hungary
11.	Christoph Kovacs	Budapest in formation	Hungary
12.	Gergely Kiss	Pécs	Hungary
13.	Monika Królak	Warsaw	Poland
14.	Bogdan Tamba	Iasi	Romania
15.	Elena Ramona Cojocaru	Vaslui	Romania
16.	Sorina Danciu	Roman	Romania
17.	Antoinette Mc Intyre-Andersson	Värmland	Sweden
18.	Rolf Dahlberg	Värmland	Sweden
19.	Cornelia Siegenthaler	Bern	Switzerland
20.	Ulrich Krebs	Bern	Switzerland
21.	Ganna Chuiko	Kievites – Kiev SC	Ukraine
22.	Valentina Dzyabenko	Kyvites	Ukraine
23.	Vasyl Ukhman	Galych	Ukraine
	<b>Staff</b>	<b>City</b>	<b>Country</b>
24.	Lars Poignant	Berlin	Germany
25.	Verena Denk	Berlin	Germany
26.	Helen Beckers	Berlin	Germany
	<b>Trainer</b>		
27.	Gabriele Buschmann	Berlin	Germany