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## LEAT - English

**Head of office**

**Training**

**Experts**

**Partner**

**Contact**

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## Training programs

### Public Administration Management Course

*„The design of the Public Administration Management Course is a unique selling point for the Bavarian ministerial administration. A wide range of topics, an interdisciplinary approach and diversity in discussion with decision-makers from politics, administration, business, academia, culture and other areas of social life both at home and abroad help make this a truly unique one-year advanced training course. This groundbreaking training tool allows Bavarian public services to set standards.“*

Thomas Gloßner

*„The administration management course gives participants the opportunity to join a network of civil servants with a wide range of vocational qualifications and multifaceted tasks. These connections help me in dealing with complex tasks in my daily work as head teacher of a large high school. I was able to train my mental strategy during the course thanks to the group discussions on problems and solutions – using case examples from all areas of administration in Bavaria.“*

Brigitte Grams-Loibl



Thinking and working on an interdisciplinary basis as a manager in public administration. The **Public Administration Management Course** is part of the cross-departmental LEAT Advanced Training Programme. Cross-departmental and interdisciplinary thinking is an essential prerequisite for managers to deal with the growing and increasingly complex tasks in public administration. As part of the Public Administration Management Course, prospective managers learn the skills required to master interdisciplinary tasks.

### **Course content**

- Modern management methods and techniques tailored to the special requirements of public administration
- Personality development
- Specialist and cross-departmental teamwork, i.e. as part of projects or research
- Core political fields, e.g. the European Union, top research, environmental protection or education
- Intensive training in the foreign languages English, French or Italian
- Voluntary work in companies, social institutions and administrative bodies at home and abroad

**Participants:** 15-20 prospective managers from all Bavarian state ministries plus guests, for example from the state capital Munich or the state of Saxony.

**Venue:** Prinz-Carl-Palais, Munich

**Duration:** 10 months, Participants are released from service for the duration of the course. The course takes place every two years.

### **The advisory board ensures effective inter-generational discussion**

The advisory board of the Public Administration Management Course ensures constant discussion between the organisers and former participants of the course. The twelve members are made up of participants from previous courses who now work in all areas of the state government.

### **The advisory board:**

- Advises managing directors and course managers in their work.
- Provides ideas for how to develop the course, e.g. suggestions for the design and structure of the course content.
- Informs the managing directors and course managers about new developments in their specific management fields.
- Fosters discussion between participants of previous courses.
- Is always available to answer questions from course participants using their extensive experience – whether these relate to course content, careers or more personal issues.

The advisory board members offer their personal and professional experience as part of the programme, helping to ensure that the course content remains up to date.

The idea of a network is the focus of the Public Administration Management Course. In an effort to maintain and expand this network, all former participants meet once a year for a two-day seminar.

The alumni discuss personal experiences with top class speakers as well as the latest topics, such as:

- Nanotechnology
- New developments in brain research
- A new world economic order
- The regions India and China

#### **Contact person:**

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Public Administration Management Course

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#### **European Excellence Programme**

*„An academic clarification of European issues, practical insights into political fields from specialists and language courses in English and French round out the training on offer. The course therefore optimally prepares participants for future work within the European environment.“* Dr. Stephan Bobe

*„United in diversity“ – that is the motto of the European Union of 27 countries. The Union is incredible diverse, and not just in linguistic and cultural terms. The areas of politics debated on a European level are also diverse, as are the European institutions and mechanisms of European decision-making processes, both in theory and practice. The European Excellence Programme not only guarantees insights into this diversity in relation to the central fields of politics and mechanisms, it also offers high quality specialist keynote speeches in the fields of politics, culture and legal sciences. “* Kerstin Wollenschläger, M.A.



Boosting language and specialist knowledge on an extra-occupational basis. The **European Excellence Programme** is part of the cross-departmental LEAT Advanced Training Programme. The extra-occupational „European Excellence Programme“ allows managers in public administration to expand their language skills and specialist knowledge. This intensive training helps them to become versatile European experts.

#### **Course content**



- Skills in the foreign languages English and French
- Soft skills training
- Specialist seminars focusing on Europe
- Informational trips to Berlin and Strasbourg
- Internship in Brussels

**Participants:** 10-15 project managers from all state ministries with at least three years career experience

**Location:** Prinz-Carl-Palais, Munich

**Duration:** 12 months with, six five-day modules and weekly language courses after working hours

### **The Europe Evening**

Twice a year, the Europe Evening offers participants the opportunity to discuss a range of topics relevant to Europe with other carefully selected experts. Previous speakers at the Europe Evening hosted in the Prinz Carl Palais include:

- Meghan Gregonis, Consul General of the United States of America
- Stefan Kornelius, Head of the Foreign Department at the *Süddeutsche Zeitung* newspaper
- Dr. Michael Diederich, Spokesman for the Management Board of HypoVereinsbank – UniCredit Bank AG, Country Chairman for Germany and Member of the Executive Management Committee of UniCredit
- Josef Saiger, B.A. M.A., Consul General of the Republic of Austria

**Venue:** Prinz Carl Palais, Munich

**Participants:** Alumni of the European Excellence Programme, as well as all departmental staff responsible for matters of European policy.

### **Contact person:**

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### **The Aktuelles Forum**

The Bavarian State Government offers the **Aktuelles Forum** (Current Forum) to staff at a middle-management level. The forum includes individual lectures, workshops and excursions.

### **Course contents:**

- Leadership and HR management
- Intercultural communication
- Insights from cutting-edge research
- Fact-finding missions to Bavaria's partner regions

### **Participants:**

- Leadership staff at the highest administrative authorities
- Permanent representatives for heads of subordinate authorities

**Venue:** St. Quirin Training Centre, Tegernsee

**Duration:** one- to three-day seminars

**Contact Person:**

Diane Grünberger

The *Aktuelle Forum*

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**TOP Management Programme**

*„A real breath of fresh air when it comes to new ideas in administration: Expert speakers put the latest scientific findings in context. Discussing these topics with partners representing business and administration provided fascinating insights into their (economic) reality.“* Susanne Frank

*„Participating in this event improved my understanding of the economic and social contexts that surround administration. It also sparked valuable ideas for making my own area of responsibility even more efficient.“* Dr. Helmut Wittmann



Participants of the IX TOP Management Programme

In offering the **TOP Management Programme**, the Bavarian State Government seeks to raise awareness of social, economic and political developments among its top public administration leadership staff. This is achieved through a range of seminars and fact-finding missions. Specifically, participants should build their leadership competence.

**Course contents**

- Current social, economic and political topics, covering — for example — demographics, social justice, climate change, modern media or biodiversity
- Leadership management
- Fact-finding missions to Berlin and Brussels and one other international trip

**Participants:** 25 heads of department from the highest administrative authorities as well as heads of subordinate authorities

**Venue:** St. Quirin Training Centre, Tegernsee

**Duration:** four two-and-a-half-day seminars over a period of one-and-a-half years

**Topics from the 2003 TOP Management Programme:**

## **I. TOP Management Programme (2003 to 2005)**

Seminar 1: Taxes and the state

Seminar 2: The role of the state in a globalised world

Seminar 3: Successful management — human resource Management

Seminar 4: Biotechnological progress and human dignity

Seminar 5: Marketing for public administration

Seminar 6: Summary of all previous topics

## **II. TOP Management Programme (2005 to 2007)**

Seminar 1: Germany — the country we live in

Seminar 2: Quo vadis welfare state?

Seminar 3: Europe — our future

Seminar 4: Management and leadership

Seminar 5: Education, research, science

Seminar 6: Crisis management and public Relations

## **III. TOP Management Programme (2007 to 2009)**

Seminar 1: Bayern aktuell (Bavaria currently)

Seminar 2: Communication and public relations

Seminar 3: Management and leadership

Seminar 4: Climate change: impact — intervention — consequences

Seminar 5: Social justice — what is it? ‚Hallstein Seminar‘ in Brussels on the subject of Europe

## **IV. TOP Management Programme (2009 to 2011)**

Seminar 1: Leading People

Seminar 2: The challenge of demographics

Seminar 3: The EU in conflict — the example of biodiversity

Seminar 4: On the value of science

Seminar 5: The power of words

Seminar 6: Human spirit as a raw material

## **V. TOP Management Programme (2011 to 2013)**

Seminar 1: Leadership and responsibility

Seminar 2: The megatrends of the 21st century

Seminar 3: Economy and society in Transition

Seminar 4: New media and communication

Seminar 5: Bioethics — we're able to do it, but should we?

## **VI. TOP Management Programme (2013 to 2015)**

Seminar 1: Leadership and responsibility

Seminar 2: Are we exploiting our earth? dangers — problems — solutions

Seminar 3: The social structure of Germany: current developments

Seminar 4: Modern communication: which direction should we be steering towards?

Seminar 5: Quo vadis education?

## **VII. TOP Management Programme (2015 to 2017)**

- Seminar 1: Society in flux
- Seminar 2: The business of health
- Seminar 3: The bright new (digital) world
- Seminar 4: Leading under difficult circumstances

### **VIII. TOP Management Programme (2017 to 2019)**

- Seminar 1: Dealing with complexity
- Seminar 2: Security Policy
- Seminar 3: Are we becoming the museum of the world?
- Seminar 4: Leading under difficult circumstances

### **IX. TOP Management Programme (2019 to 2021)**

- Seminar 1: Digital Transformation
- Fact-finding mission to Berlin

#### **Contact person:**

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#### **Mentoring programme**



Logo Mentoring Programme

The **Familienpakt Bayern** (Bavarian Family Agreement), from the Bavarian State Government signals the improvements to come in balancing work and family life. Its aim is to adapt the world of work to changing life and family models. The **‘Career and Family’ mentoring programme** is designed to help participants build the goals from *Familienpakt* into their own professional lives. This should be in keeping with the modern age, tangible and effective.

The focus is on an open and honest exchange between an experienced leader (mentor) and a more inexperienced colleague (mentee) concerning their personal and professional development. A **mentee** benefits from their mentor’s experience, builds their network, consolidates their career direction, and expands competencies and core skills. A **mentor**, in turn, gains new insights into the living and working environments of the next generation. They also are afforded a rare opportunity to reflect on their own career and leadership behaviour, expand their social and communication skills and establish new ideas from qualified junior staff. The participating **authorities** have the chance to lay the groundwork for a family-friendly work environment, and to further support the professional development of their leadership staff.



## Participation requirements for mentors:

- Leadership role at a highest administrative authority or a subordinate authority
- Proven professional experience over many years
- Enjoys fostering young talent

## The mentoring year

### Kick-off event

Participants in the mentoring programme get to know each other and receive an initial introduction to the mentoring models and design.

### Conversations between mentee and mentor

Tandems meet every four to six weeks for individual one- to two-hour discussions. This lasts for a year.

### Supplementary programme:

- One to two workshops for mentees on topics such as career and life planning, time and self-management or networking as a success factor
- One to two workshops for mentors on topics such as counselling skills or new leadership styles
- Joint events for mentees and mentors, that include — for example — fireside chats with leading figures from all walks of life

### Wrap-up event

A final chance to share experiences and report on results at the end of the mentoring year.

## Building Bridges



Group of heads of Human Resources at Infineon Technologies AG.

The Introductions Programme **Building Bridges** is aimed at heads of human resources departments. At informal meetings, top civil servants can exchange ideas with human resource managers from non-governmental organisations and leading corporations. At the same time, these meetings also provide an opportunity for casual discussions with colleagues from other governmental areas. The agenda comprises current topics that include employee mobility, diversity and inclusion, Social Media, recruiting young talent, Human Resource developments and health management. The aim of the programme is to make new contacts and strengthen existing ones — or in other words — to **Build Bridges**.

So far, participants in this programme have visited the following companies:

- Allianz SE,

- Microsoft Germany GmbH,
- BMW,
- Knorr Bremse AG,
- Adidas Group Herzogenaurach,
- Infineon Technologies AG,
- Siemens AG,
- Wacker Chemie AG.

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The Introductions Programme: Building Bridges

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**On the Pulse of Time**

The seminar **On the Pulse of Time** (*Am Puls der Zeit*) is an advanced training series for top Bavarian civil servants in special functions. What's on offer targets civil servants who cannot participate in standard training sessions due to the special requirements demanded of their post. As a rule, they are rarely away from their post for more than a day and their training interests are very specific and differ significantly from the needs of standard heads of units or departments. These include in particular:

- Personal Advisors to the Ministers of State and Secretaries of State
- Heads of Office for the Ministers of State and Secretaries of State
- Heads of Office for the Director General
- Press Officers
- Parliamentary Liaison Officers

**Seminar content**

Participants receive insights and inspiration on current matters concerning science, business, culture and society in a concise one-day seminar. Additionally, everyday aspects of the post associated with demanding top leadership positions are covered. This is a highly specialised target group. So, naturally, the seminar offers participants the chance to benefit from the experience of others and build informal contacts. Changing seminar venues offer fresh perspectives into cultural, scientific and a variety of other institutions.



On the Pulse of Time — further education training series for top Bavarian civil servants in special functions.

**Topics since 2015:**

- ‚New agenda, new actors, new actions — Europe on the move‘  
on 30 April 2015 at the Protestant Academy of Tutzing
- Seminar ‚Social Media‘  
on 29 October 2015 at the Bütten Papermill in Gmund
- ‚Salutogenesis and resilience‘  
on 27 October 2016 in the Schloss der Klinik Höhenried
- ‚Between protest and acceptance — on the importance of communication in major state projects‘  
on 27 April 2017 at the Allianz Arena
- ‚Brexit — causes and consequences‘  
on 16 November 2017 at the Messe München GmbH
- ‚The resonance concept — leading effectively in complexity‘  
on 19 July 2018 at the Veranstaltungsforum Fürstenfeld
- ‚The modern world of work: leading without hierarchy?‘  
on 28 March 2019 at Schloss Hohenkammer
- Virtual seminar ‚Crisis communication‘  
on 26 November 2020

### **Contact person:**

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On the Pulse of Time

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## **Experts**

The Bavarian State Government offers participants in the LEAT Advanced Training Programme proximity to best-in-class experts and partners. These individuals represent business, social institutions and administration and deliver seminars to an exceptional professional standard.

### **Experts in alphabetical order\***

\*Experts have spoken as part of LEAT Advanced Training up to now:

- Reinhold Bocklet, Former Minister of State
- Andreas Bönnte, Bayerischer Rundfunk
- Prof. Dr. med. Gian Domenico Borasio, LMU University Hospital Munich
- Prof. Dr. Michael Bordt SJ, Munich School of Philosophy
- Prof. Dr. Dr. h. c. Siegfried Broß, Judge at the Federal Constitutional Court
- Rudolf Erhard, Bayerischer Rundfunk
- Prof. Dr. Dieter Frey, LMU Munich
- Regional bishop Dr. Johannes Friedrich
- Sigmund Gottlieb, Bayerischer Rundfunk
- Prof. Dr. Edgar Grande, LMU Munich
- Prof. Dr. Hartmut Graßl, Former director of the Max-Planck-Institute for Meteorology Hamburg
- Prof. Dr. Waltraud Hakenberg, Registrar of the European Union Civil Service Tribunal
- Prof. Dr. Christoph Herrmann, University of Passau
- Prof. Dr. Dr. Wolfgang A. Herrmann, President of TU Munich
- Prof. Dr. Bernd Huber, President of LMU Munich
- Dr. Rudolf Kerschreiter, LMU Munich
- Prof. Dr. Martin Korte, TU Braunschweig

- Prof. Dr. Ferdinand Kramer, Institute for Bavarian history, LMU Munich
- Prof. Dr. Karl-Rudolf Korte, University of Duisburg-Essen
- Former minister of state Prof. Ursula Männle
- Prof. Dr. Dr. h. c. Christoph Marksches, President of HU Berlin
- Dr. Reinhard Marx, Archbishop of Munich and Freising
- Ekkehard Mayr-Bülow, Bayerischer Rundfunk
- Prof. Dr. Liqiu Meng, Vice-president of TU Munich
- Prof. Dr. Wolfgang Müller-Funk, University of Vienna
- Prof. Dr. Armin Nassehi, LMU Munich
- Prof. Dr. Manfred Niekisch, Former Director of Frankfurt Zoo
- Prof. Dr. Dr. h. c. Elisabeth Noelle, Managing director of the Allensbach Institute for Public Opinion Research (†)
- Prof. Dr. Peter M. Huber, Judge at the Federal Constitutional Court
- Prof. Dr. Winfried Petry, Neutron Source Heinz Maier-Leibnitz, TU Munich
- Prof. Dr. Dr. Franz Josef Radermacher, Ulm University
- Prof. Dr. h. c. Lothar Späth, Former minister-president
- Prof. Dr. Udo Steiner, Former judge at the Federal Constitutional Court
- Christa Stewens, MdL, Former minister of state
- Prof. Dr. Rudolf Streinz, LMU Munich
- Prof. Dr. Peter Strohschneider, LMU Munich
- Prof. Dr. Wolfgang E. J. Weber, University of Augsburg
- Prof. Dr. Werner Weidenfeld, Director of the C. A. P.
- Ulrich Wilhelm, Director of Bayerischer Rundfunk

\*The functions or roles stated refer to the speakers' positions at the time of their invitation.

## Partner



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Benjamin Schimmel

Schörghuber Stiftung & Co.

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