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LEAT - English

Head of office

Training

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Head of office



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Training programs

Lehrgang für Verwaltungsführung (The Public Administration Management Course)



The **Lehrgang für Verwaltungsführung (Public Administration Management Course)** is held every two years. Cross-departmental and interdisciplinary thinking is a prerequisite for leaders to successfully manage the growing and increasingly complex challenges within public administration. In this course, future senior executives enhance their skills to effectively handle cross-functional responsibilities.

Video: [Der Lehrgang für Verwaltungsführung](#) (in German)

Course content

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

Participants: 15-20 prospective managers from all Bavarian state ministries plus guests from other administrations, for example the state capital of Munich, the Franconian metropolis of Nuremberg, the Free State of Saxony or Saxony-Anhalt, the Protestant or Catholic Church as well as from a partner region.

Venue: Prinz-Carl-Palais, Munich

Duration: 10 months, Participants are released from service for the duration of the course.



Group photo of the 29th Public Administration Management Course

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 members are made up of participants from previous courses who now work in all areas of the state government. They contribute their personal and professional experience and help to keep the course content up to date.

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.

[PDF: Members of the advisory board \(in German\)](#)

Alumni – Former participants meet up

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:

- Security
- Nanotechnology
- New developments in brain research
- A new world economic order
- The power of the internet
- Brazil
- Extremism
- Creativity
- Changing identities
- City – Life?!
- Changing worlds of work
- Africa
- Loss of trust and alienation

Contact person:

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Public Administration Management Course

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European Excellence Programme

The Bavarian European Programme – intensive trainee program for assignments with a European and international focus

- 15-week block seminar
- 4-week internship abroad in Berlin, Brussels, Montréal, London or Prague
- 7 modules on Europe-specific topics
- Language training in English and French



Participants of the VII European Excellence Programme

The **European Excellence Programme** helps managers in public administration to become versatile European experts. It allows them to expand their specialist knowledge and their language skills.

Course content

- Specialist seminars focusing on Europe
- Informational trips to Brussels, Luxembourg/Strasbourg/Karlsruhe and Berlin,
- Skills in the foreign languages English and French
- Soft skills training
- 4-week internship in Berlin, London, Montréal, Prague or Brussels
- Personal development

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

Location: Prinz-Carl-Palais, Munich

Duration: 15 weeks as a block seminar



Group picture of the participants of the European Excellence Programme.

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:

- Manfred Weber, MEP, European Parliament
- Meghan Gregonis, former 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., former Consul General of the Republic of Austria
- Prof. Dr. Dr. h.c. mult. Hans-Werner Sinn, former President of the ifo Institute

Venue: Prinz Carl Palais, Munich

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

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TOP Management Program



Participants of the TOP Management Programme

In offering the **TOP Management Program**, 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, Hamburg and Brussels and one other international trip

Participants: 28 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



TOP Management Programme at the German Armed Forces Command and Staff College in Hamburg.



Participants from Bavaria and Baden-Württemberg at the Hallstein Seminar during a visit to NATO in Brussels.

Regular alumni meeting “Seeoner Begegnung”

Next date expected to be June 18/19, 2026



© Kloster Seeon

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Digital Governance Program



Participants of the Digital Governance Program

The part-time **Digital Governance Program** was specially designed for deputy heads of department at the highest Bavarian authorities. The in-service seminar series prepares participants to actively shape the digital transformation of the administration and take on management responsibility. At the same time, the program serves to build networks within the Bavarian administration and establish professional contacts beyond the state's borders.

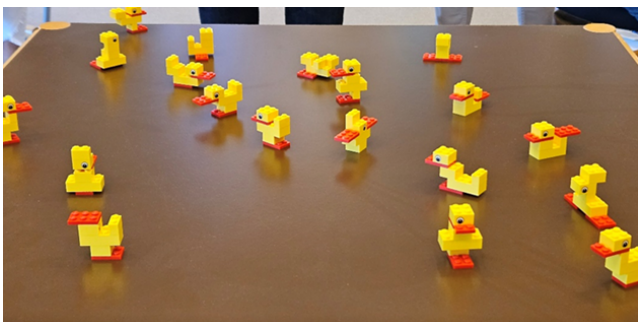
Course contents

- Specialist seminars on the topic of "Digitization of administration"
- Seminars on the further development of leadership skills, in particular on the topics of digital transformation, change management and employee motivation
- Insight into new and above all flexible working methods (New Work, Agile Management, ...)
- International fact finding mission

Participants: 20 to 25 deputy heads of department from all Bavarian ministries and the Bavarian State Chancellery

Venue: St. Quirin Training Centre, Tegernsee

Duration: four two-and-a-half-day seminars over a period of approximately one year



Contact Person:

Kristina Beck

Digital Governance Program

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International Seminar Hohenkammer

The International Seminar is organized every two years by the Bavarian State Chancellery in cooperation with the Consulate General of the United States of America and another host country. It presents renowned speakers and deals with current cross-border topics. The aim is to promote the international competence of the Bavarian ministerial administration. The work language therefore is English.



Schloss Hohenkammer. © Myrzik&Jarisch, München

So far, we have welcomed the following **host countries**:

- The **State of Israel**
„Innovation – New Work“
- The **Ukraine**
„Security Policy“
- The **Kingdom of Denmark**
„Greening the Transatlantic Economy: Balancing Growth with Fighting Climate Change“
- The **Republic of Slovenia**
“Safeguarding the Planet’s Water Supply!”

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Schuman-Forum

The Schuman Forum is a three-day seminar with French as work language. It is intended to promote the French-Bavarian dialog on European policy issues, such as:

- “Europe of the regions – implementing European policy at territorial level”
- “Critical infrastructure – energy networks”
- “Local public transport”
- “Housing for all – a challenge for the state”

Events held on an annual basis:

- Bavarian State Chancellery, Prinz-Carl-Palais or St. Quirin Training Centre, Tegernsee
- IRA: Institut régional d’administration in Metz
- INSP: Institut national du service public in Strasbourg

- INSP: Institut national du service public in Paris

Participants: Leadership staff at the highest administrative authorities

Contact Person:

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Schuman-Forum

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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:

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The *Aktuelle Forum*

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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 mentees:**

- QE 4 for highest administrative authorities, QE 3 for subordinate authorities,
- at least 5 years of professional experience,
- Part-time employment or leave of absence for family reasons, e.g. caring for children or parents in need of care.

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.

Diane Grünberger

Mentoring programme

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Building Bridges

The Introductions Programme **Building Bridges** (Brücken bauen) 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
- HVB Unicredit,
- Bayerischer Rundfunk (Bavarian Broadcasting),
- Stadtwerke München (Munich City Utilities),
- Rohde & Schwarz GmbH,
- Linde GmbH.

Contact person:

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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



On the Pulse of Time – advanced training series for top Bavarian civil servants in special functions

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.

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:

- Dr. Peter-André Alt, President of the FU Berlin
- Günther Beckstein, former Bavarian Minister-President
- Regional bishop Heinrich Bedford-Strohm
- 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
- Heinz Buschkowsky, District Mayor Berlin-Neukölln
- Rudolf Erhard, Bayerischer Rundfunk
- Prof. Dr. Karsten Fischer, LMU Munich
- Dr. Peter Frank, Federal Public Prosecutor General
- Prof. Dr. Dieter Frey, LMU Munich
- Dietmar Gaiser, journalist
- 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
- Dieter Hanitzsch
- Prof. Dr. Christoph Herrmann, University of Passau
- Prof. Dr. Dr. Wolfgang A. Herrmann, President of TU Munich
- Alexander Huber, rock climber
- Prof. Dr. Bernd Huber, President of LMU Munich
- Dr. Peter M. Huber, Judge at the Federal Constitutional Court
- Wolfgang Ischinger, former Deputy Foreign Minister
- Dr. Paul Kirchhof, Heidelberg University
- Charlotte Knobloch, President of the Israelitische Kultusgemeinde München und Oberbayern
- Burkhard Körner, President of the Bavarian Office for the Protection of the Constitution
- Prof. Dr. Martin Korte, TU Braunschweig
- Prof. Dr. Ferdinand Kramer, Institute for Bavarian history, LMU Munich
- med. Claas Lahmann, Medical Center – University of Freiburg
- Dr. Harald Lesch, Institute for Astronomy and Astrophysics, University of Munich
- 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
- Prof. Dr. h.c. Rudolf Mellinghoff, President of the Federal Fiscal Court
- Prof. Dr. Elisabeth Merk, Stadtbaurätin Munich
- Milagros Caiña Carreiro-Andree, Member of the Board of Management of BMW AG
- Prof. Dr. phil. Johannes Müller SJ, Munich School of Philosophy
- Prof. Dr. Wolfgang Müller-Funk, University of Vienna
- Prof. Dr. Ursula Münch, Director of the Akademie für Politische Bildung
- Prof. Dr. Armin Nassehi, LMU Munich
- Prof. Dr. Manfred Niekisch, Former Director of Frankfurt Zoo
- Günther Oettinger, former European Commissioner for Budget and Human Resources
- Prof. Dr. Winfried Petry, Neutron Source Heinz Maier-Leibnitz, TU Munich
- Prof. Dr. Dr. Franz Josef Radermacher, Ulm University
- Dr. phil. Michael Reder, Munich School of Philosophy
- Jörg Schönenborn, Program director of public broadcaster WDR
- Prof. Dr. Udo Steiner, Former judge at the Federal Constitutional Court
- Edmund Stoiber, former Bavarian Minister-President
- Prof. Dr. Rudolf Streinz, LMU Munich
- Prof. Dr. Peter Strohschneider, LMU Munich
- Prof. Dr. Wilhelm Vossenkuhl, LMU Munich
- Prof. Dr. Andreas Voßkuhle, former President of the Federal Constitutional Court
- Theodor Waigel, former Federal Minister of Finance
- Prof. Dr. Wolfgang E. J. Weber, University of Augsburg
- Prof. Dr. Werner Weidenfeld, Director of the C. A. P.
- Prof. Dr. Hubert Weiger, Honorary Chairman BUND Naturschutz in Bayern e.V.
- Prof. Dr. Isabell Welpe, TU Munich

- Ulrich Wilhelm, Director of Bayerischer Rundfunk
- Prof. Dr. Carsten Wippermann, Catholic University of Applied Sciences Munich (KSH Munich)

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

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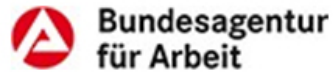
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Herzsägmühle –
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Theater München

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Wirtschaftsprüfer

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