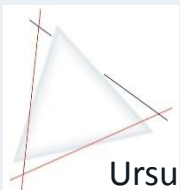




# Competencies in communication with political level

Public Sector Skills and Digitalization for PIM Results  
*Peer Learning Workshop – Vienna, December 3-5, 2025*



Ursula Rosenbichler, Austrian School of Government



**WORLD BANK GROUP**

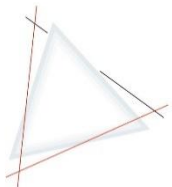
Top 1 Strategic Leadership Competencies

Top 2 Leadership in Public Investment Management

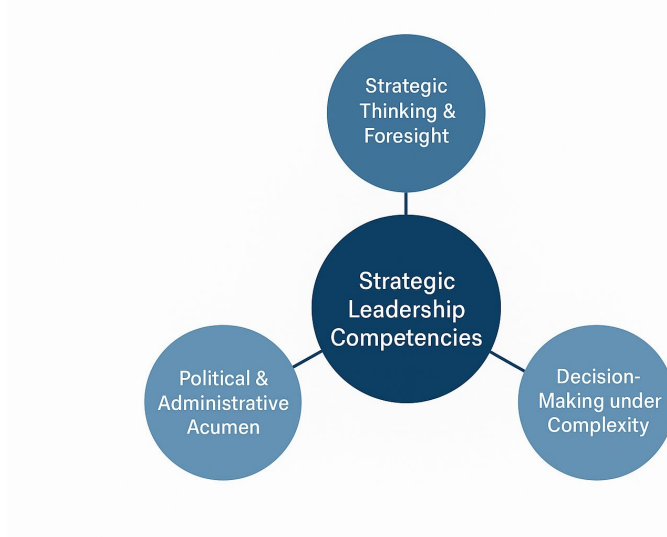
Top 3 Continuity and **Communication in the Policy Cycle**

Top 4 Leading and Being Led, the Political-Administrative Interface

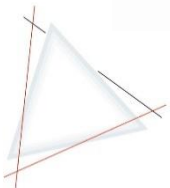
Top 5 Development-oriented Leadership



# Strategic Leadership Competencies



- **Strategic & Systems Competencies**
  - Strategic Thinking & Foresight
    - Systems Thinking
    - Innovation Orientation
- **Leadership & People Competencies**
  - Change Leadership
- Empowerment & Talent Development
  - Cultural & Diversity Competence
  - Resilience & Stress Management
- **Political & Operational Competencies**
  - Political & Administrative Acumen
  - Decision-Making Under Complexity
    - Stakeholder Management
  - Negotiation & Conflict Resolution
    - Integrity & Ethical Leadership
    - Communication Excellence



# Leadership in Public Investment Management

**Core Idea:** Leadership is central to effective public investment management

## Key Points:

### More than just technical tools:

Develop, nurture, and maintain decision-making quality  
Key principles: transparency, proportionality, sustainability

### Supportive instruments:

**Single Project Pipeline:** Prioritize projects strategically

**Due Diligence:** Assess risks and ensure responsible, evidence-based decisions

**Results & Impact Management:** Focus on actual outcomes

### Leadership role:

Continuously cultivate management culture  
Reinforce standards consistently, not just once

# Continuity and Communication in the Policy Cycle

**Core Idea:** Quality is an ongoing process

## **Key Points:**

### **Understanding the Policy Cycle:**

Agenda → Formulation → Decision → Implementation → Evaluation (Quality must be actively maintained at each stage)

### **Adaptability:**

Continuously review and adjust projects and decisions

### **Strategic communication:**

Ensure transparent information flow between policymakers, administrators, and stakeholders

Build trust, alignment, and support for strategic priorities

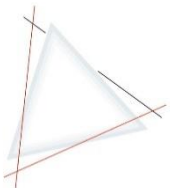


# Conclusion

## Effective public investment requires combining:

- Structured instruments
- Integration into the policy cycle
- Development-oriented leadership

**Goal:** Responsible, efficient, and sustainable use of public resources



# Leading and Being Led

## Challenges of Communication at the Political-Administrative Interface

**Balancing Roles:** Navigating between political priorities and administrative responsibilities.

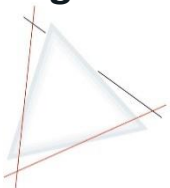
**Ambiguity & Change:** Handling conflicting demands, shifting priorities, and ongoing reforms.

**Communication & Alignment:** Clear, transparent lines; shared goals and expectations.

**Influence without Authority:** Leadership through persuasion, relationships, and empowerment.

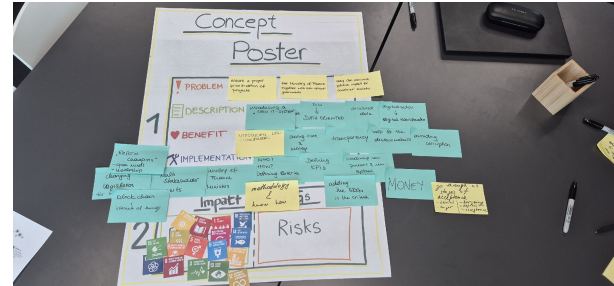
**Stakeholder & Power Dynamics:** Navigating informal channels and hidden power struggles.

**Legitimacy & Trust:** Combining political legitimacy with professional credibility.



# Development-oriented leadership

## 2 Highlights



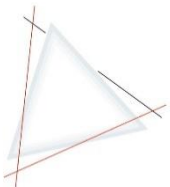
**Interface competence:** Navigating between politics and administration requires deep knowledge of both systems, their decision-making logics, and their limitations.

**“Letting yourself be led” as a conscious act:** Not everything can or should be controlled – delegating responsibility, recognizing expertise, and involving staff and peers helps manage system complexity.

# Development-oriented leadership

through knowledge and skills  
through reflection  
through professionalisation  
through collaboration

in practice and training



# Thanks for your attention!



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