

## **About the Administrative Masterclasses**

Good quality youth work requires a qualified staff. And the managers of the circus schools are in a very important position. They have to take care and are responsible for the process of the qualification of their personnel. So we developed a structure of the masterclass where we followed the principles of life long learning in Europe. We tried to enable the participants to disseminate the outcomes in own training courses or masterclasses in their own circuses and in the national umbrella organizations.

This was not an easy task, reflecting on the eight key competences of life long learning. In terms of competence the outcome had to be more than just a few pedagogical or organizational skills, methods of animation and facilitation techniques. Therefore we exchanged best practice to achieve competence in the main key competences.

Professionalizing means to be in possession of high developed individual competences alone and in interaction. To be successful requires role distance, empathy and tolerance of ambiguity. These are main meta cognitive and meta emotional skills for being able to function professionally in European youth work. Another important focus was on the ability to adopt intercultural discourse. Especially for the admin personnel there are needs to design for the labour market qualification standards and activities to qualify trainers. This all should be seen in the political context. Within the European youth circus there is a lot of youth exchanges done and the task was to see how we can encourage the intercultural dialogue, enable growth and social integration.

### **The week was about: What I do, why I do it, and How I do it**

For it we used a big variety of methods and touched helpful topics. The participants should gain optimal advantage from their learning and transfer the outcome to their work and daily lives.

The structure of the masterclass weeks were designed as facilitated week, where inputs were given not only by the coordinator and the facilitator but by the participants also. The first two masterclasses with the topic "Governance" and "Human resources" were attended by managers and teachers and the last one with the topic "Daily operational practise" were also attended by administrative staff.

But the structure was always the same and can easily be repeated at the regional and local level. Just take care for a facilitator and coordinator, who are able to give the inputs and master the methods.

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local level. Just take care for a facilitator and coordinator, who are able to give the inputs and master the methods. The following model has been followed by Steven, Wolfgang and Katja for the three administrative Masterclasses in Hannover (Governance), Amersfoort (Human Relations) and Hay-on-Wye (Daily Operational Administration). All masterclasses were five days and with a 6 hours program each day. For the masterclasses we structured our meetings as follows:

### **First day – morning**

General introduction: icebreakers, getting to know each other's name and background, expectations, needs and expertise we can share, group agreements, objectives of the Masterclass, hand signs, etc. The objectives were: Training, Information and Skill Sharing, Helping to Create a Resource Center, Networking, etc. We applied Collective Learning through Problem Posing and for this to happen we create a Safe Learning Group where Learning from each other is maximized.

### **First day – afternoon**

We went a bit deeper on some general topics, for instance by using the spectogram (discussion exercise with two axes drawn on floor – every axe shows an answer for one of the two questions asked – e.g. "I totally Agree"- "I totally Disagree", with all possible space between the two extreme answers).

By the end of day one, we formed BUDDY GROUPS (pairs), that come together every evening to check on each others learning process, feelings, observations, struggles, etc. We presented the first draft of our 'emergent week-agenda', based on the study of all the information NEEDS and OFFERS of the participants. These Needs and Offers are put on different post-it notes the day before. These were addressed during the remainder of the week.

**During the week** participants were asked to kickstart certain themes where they have some experience in, and they can propose energizers or other exercises. We make sure every participant has the chance to present her/his local circus project for 5-15 minutes.

NOTE We ended every day by a FINAL ROUND, where participants can share one of their highlights of the day.

### **Wrap up**

At the end of the last day, the participants sat down for evaluation, writing down their remarks on five different big topic-papers.

NOTE Next to the working agenda we took care of an interesting social agenda (tour into the town, et cetera), as well as an artistic performance if possible.