

Youth in transition



December 2020

I06 - Pathway (chain responsibility)

DENMARK (UU Kolding)

Level: local/municipal

Management skills

Rationale:

Establishing a Municipal Youth Effort (In DK: KUI) including implementing a chain responsibility with and between all relevant educational institutions and other youth actors is a comprehensive organizational reform mission. The new organization and effort must encompass flexible and dynamic cross-professional and cross-sectoral collaborations with and around the NEET group. In the endeavor to organizational changes, management strives to plan effectively, set goals, and urge the professionals to work together. Such a change process involves first and foremost people and presupposes willingness and for all involved to experience meaningfulness and purpose.

Hence leadership in the Municipal Youth Effort calls for emotional intelligence. Managers are required to have self-knowledge and self-control, be socially aware, have empathic abilities and be able to read the context and deal with relationships. However, such collaborations are often difficult to implement in practice due to the following challenges:

- Managers' lack of focus on relationships as well as on knowledge of how to create collaborative relationships
- Managers' prioritization of and opportunities to participate in the often time-consuming tasks that the cross-professional and cross-sectoral managerial responsibility entails
- Built-in role conflicts in both being the manager of one's own hierarchical organization and of a cross-professional network. Leaders can experience being in a cross-pressure, where they have to deliver cross-professional cooperation on the one hand, but at the same time have perform in relation to their own unit

Youth in transition



Recommendation:

It is recommended that there is a stronger focus on the needed management skills dedicated the systemic work field of Municipal Youth Effort.

Management skills required:

- Systemic change management skills
- Communicational skills as a tool for building new organizational platforms via communication of tasks
- Ability to involve and engage the professionals – also external professionals – and to clearly and transparently assign responsibility

Current legislation:

["Bekendtgørelse af lov om kommunal indsats for unge under 25 år"](#)