

Workbook



CLOSING THE
Leadership Competency Gap

*Building humanitarian leaders with
character and capability*



Leadership Matters

Leadership is:

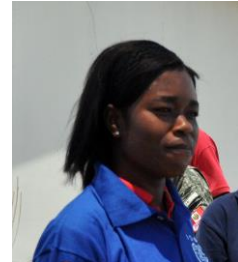
Have you met these leaders?



Lydia



Steve



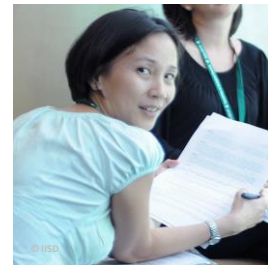
Kate



Peter



Faiz



Suzy

Why do leaders fail?



What is Poor Leadership Costing You?

1. What is Poor Leadership Costing You?

2. Where do you see these problems in your own organization?

3. What might it be costing you?

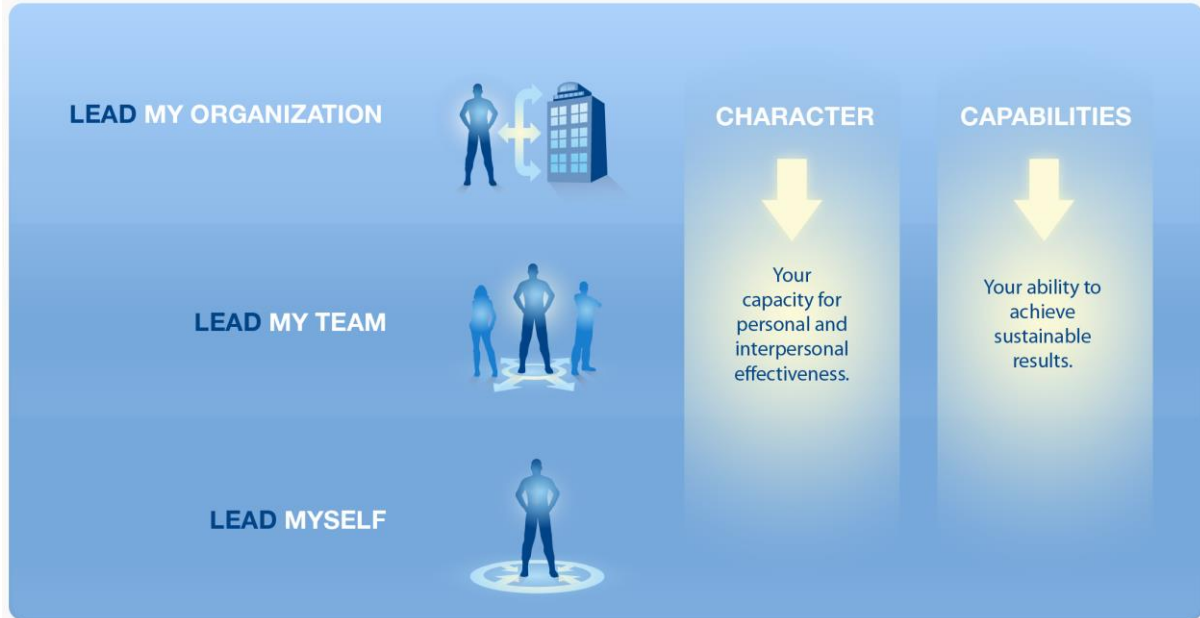
The Best Leader You Ever Worked With

What Made Him/Her Great?



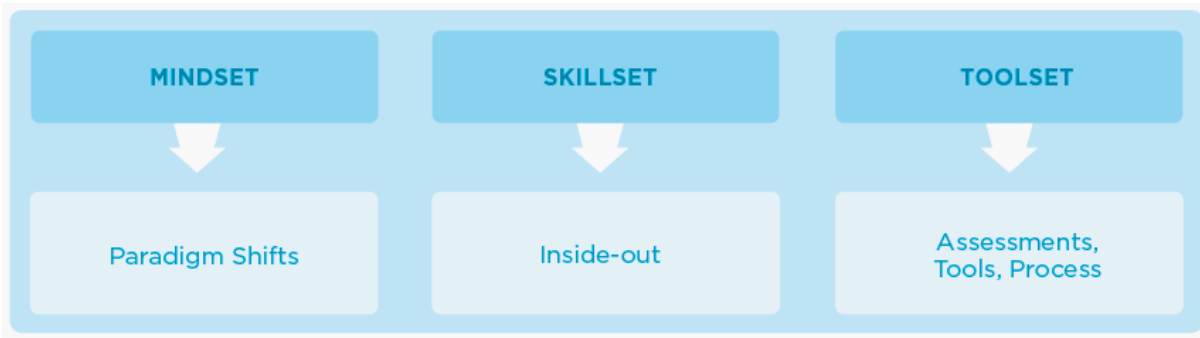
How to build Humanitarian Leaders

We help build humanitarian leaders at three levels and in two ways:



The best leaders are a near perfect balance of character and capability.

Leadership for Humanitarians' Unique Differentiators



Many of the qualities possessed by effective leaders are not unique to the humanitarian sector, what is unique is the context in which they are being applied: working with people in distress, taking decisions that will affect lives and livelihoods on the basis of incomplete and ambiguous information, often in a dangerous environment with a wide range of different actors some of whom may be hostile to the humanitarian endeavor, while under pressure to act rapidly.

– Leadership in Action: Leading Effectively in Humanitarian Operations – ALNAP –



Responsibility and Accountability

from: 7 Habits for Humanitarians

HABIT 1 LEAD MYSELF

COMPETENCIES

Character

- Adaptability
- Approachability*
- Building relationships
- Commitment to Continuous Learning
- Emotional Intelligence
- Ethics and Values*
- Integrity and Trust*
- Interpersonal Capabilities
- Listening*
- Negotiation
- Patience*
- Peer Relationships*

- Perseverance*
- Respect for and Seeking Diversity
- Responsibility and Accountability
- Self-Development*
- Self-Knowledge*
- Self-Mastery
- Self-Motivation/Taking Initiative
- Self-Renewal
- Stress Management
- Teamwork
- Understanding Others
- Work-Life Balance

Capabilities

- Creativity
- Decision Making
- Energy Management
- Personal Productivity
- Planning and Prioritization

* *Lominger competencies*

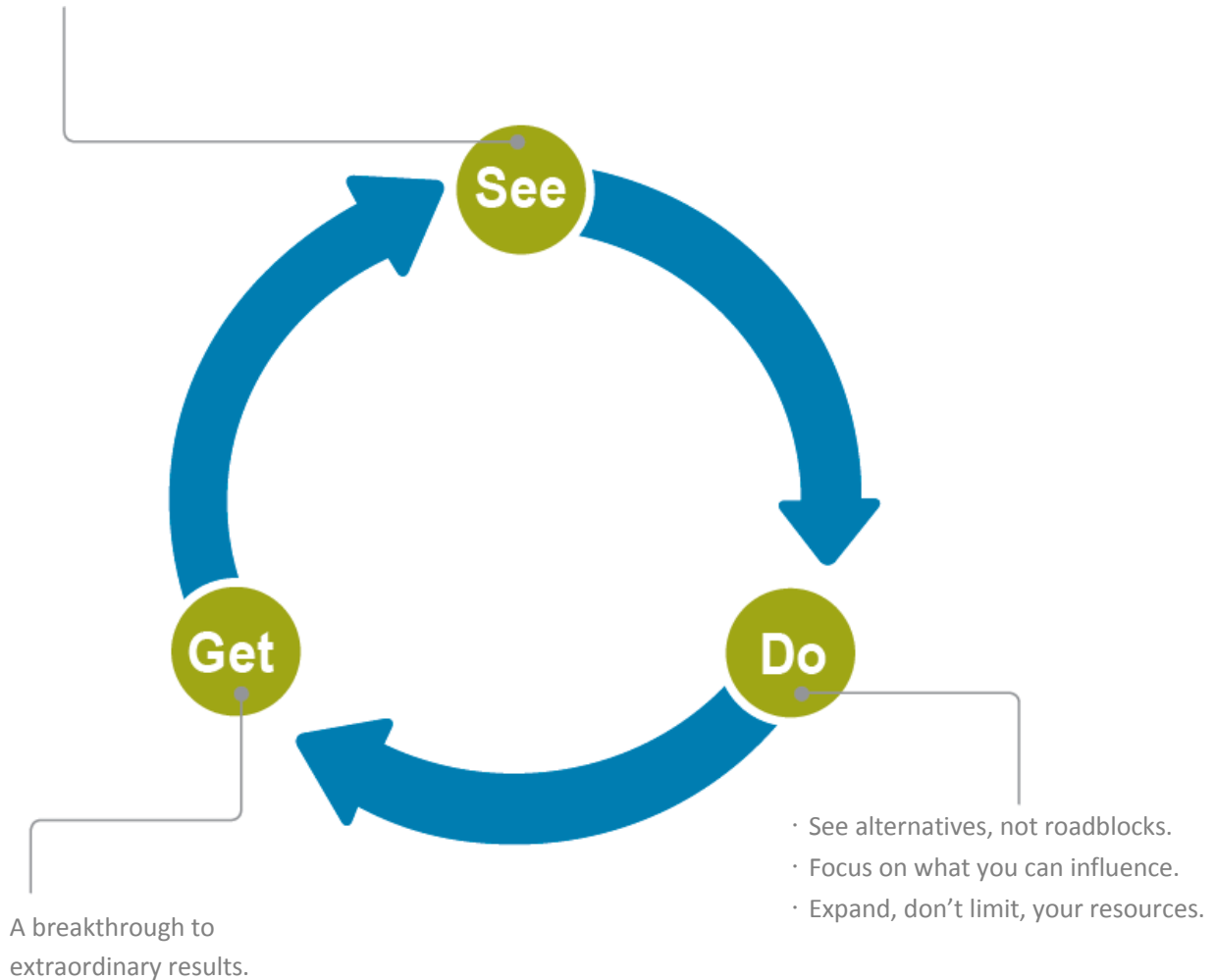


Habit 1: Be Proactive

How would similar mindset changes help you achieve your goals?

Ineffective paradigm: I am a product of the circumstances

Effective Paradigm: I am a product of my choices.

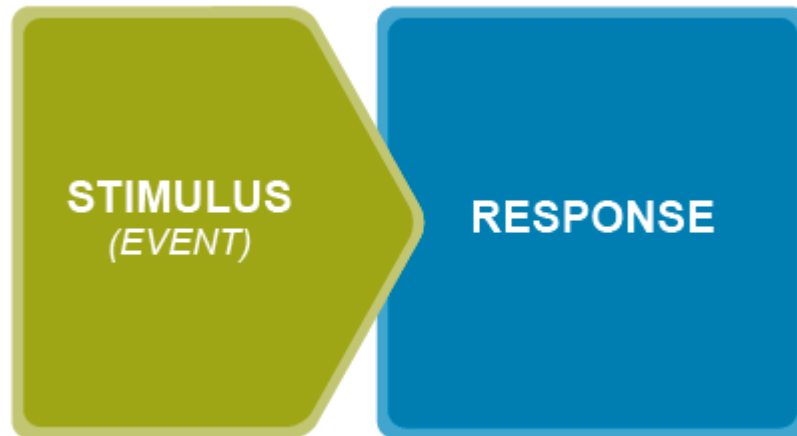


The latest science on neuroplasticity explains that what we think, do and pay attention to, changes the structure and function of our brains. This means we can change our brain with training.



Avoid Reactive Behavior and Language

Reactive humanitarians respond to stimuli without thinking or controlling their reactions. They react based on their moods in the heat of the moment.



Reactive humanitarians do and say the following:

REACTIVE BEHAVIOR

- Get angry and say things they regret.
- Whine and complain.
- Blame other people and things.
- Act like victims.
- Don't take accountability for their actions.

REACTIVE LANGUAGE

- They won't give us the resources
- They don't know what they're doing at HQ
- My hands are tied
- We have no alternatives
- I have to do it.

One of the most difficult things is not to change society but to change yourself.

– Nelson Mandela, former President of South Africa



Practice Proactive Behavior and Language

Proactive humanitarians stop long enough—sometimes just half a second—to allow themselves to choose a response based on their values and principles.



Proactive humanitarians do and say the following:

PROACTIVE BEHAVIOR
<ul style="list-style-type: none"> · Remain calm. · Focus on solutions. · Take responsibility. · Take initiative to make things happen. · Think before acting.

PROACTIVE LANGUAGE
<ul style="list-style-type: none"> · I can. · I 'm sorry. · I choose. · Let's look at all of our options. · What <i>can</i> we do.

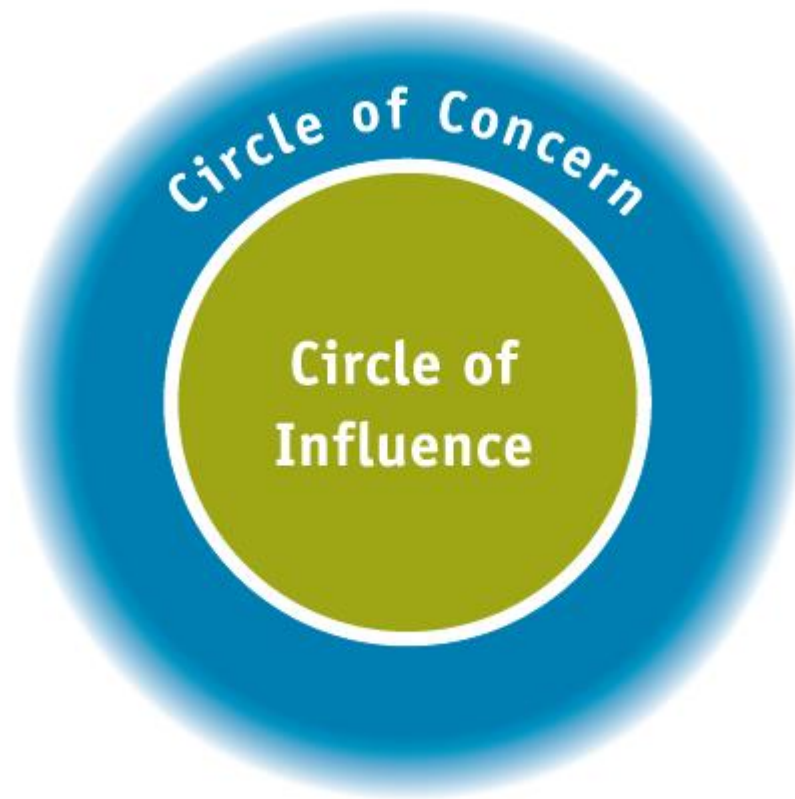


Habit 1: Be Proactive®

Focus on What You Can Influence

You can divide events and circumstances into two categories: things you can influence through choices (Circles of Influence) and things that may concern you but that you have little to no influence over (Circles of Concern).

Proactive humanitarians focus on what they can influence and don't worry about what they can't. In contrast, reactive people focus on their Circle of Concern, losing sight of those things they can truly influence.



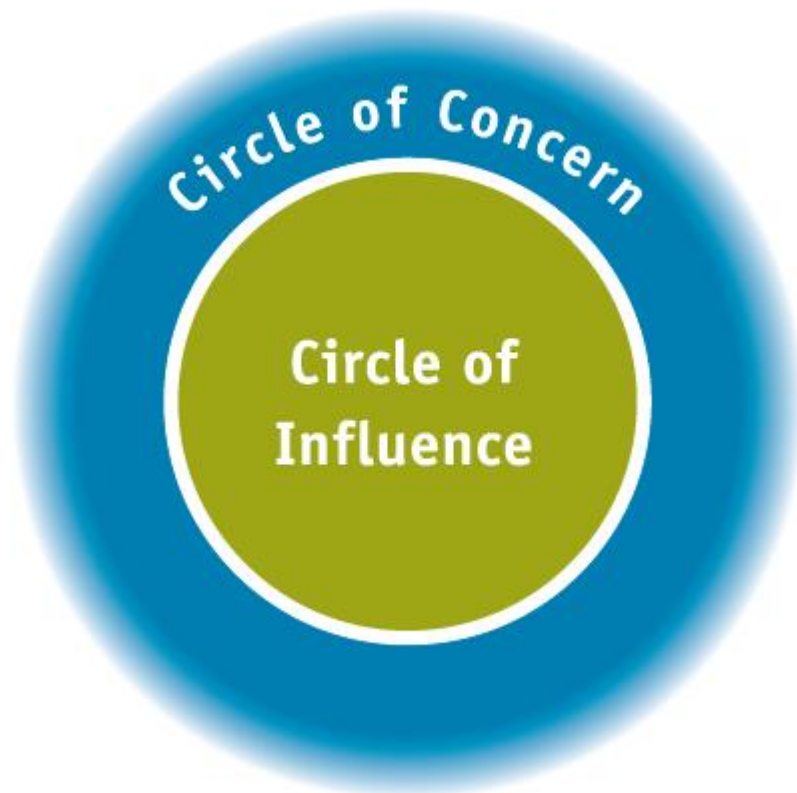
Staff often believe they have less influence than they have, and do not always adequately question their assumptions about what can and what cannot be done. They become trapped in a negative mindset which prevents them seeing creative ways change could be brought about.

– Fabrizio Hochschild, In and Above Conflict, A Study on Leadership in the United Nations, 2011



Think about a challenge you face at work or in your personal life. In the circles below, write things about your challenge that fall within your Circle of Influence and your Circle of Concern.

Current Challenge: _____





Teamwork

from: 4 Leadership Imperatives for Humanitarians

FOUNDATION

LEAD THE TEAM

COMPETENCIES

Character

- Building Effective Teams*
- Building Trust
- Coaching Performance
- Conflict Management*
- Developing Direct Reports*
- Developing Vision
- Empowering Others
- Having Difficult Conversations
- Team Trust

Capabilities

- Aligning Systems
- Clarifying Purpose
- Client Orientations*
- Delegation*
- Informing*
- Managing and Measuring Work*
- Team Execution

* *Lominger competencies*



Whole-Person Paradigm

The Whole-Person Paradigm recognizes that human beings are not things that must be motivated and controlled. Instead, people are four-dimensional—body, heart, mind, and spirit.



The authority you really have, is the authority to exercise your ability to convince....you have to demonstrate you can bring added value. This is what makes the difference in building a consensus that brings aid workers together.

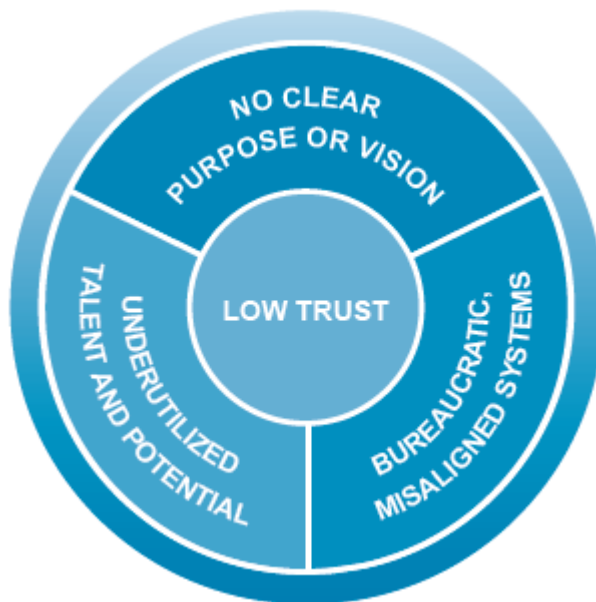
— Ross Mountain — former RC/HC in DRC



Foundations

Four Chronic Problems and Their Solutions

The 4 Leadership Imperatives for Humanitarians solve chronic organizational and team problems.



Four Chronic Organizational Team Problems

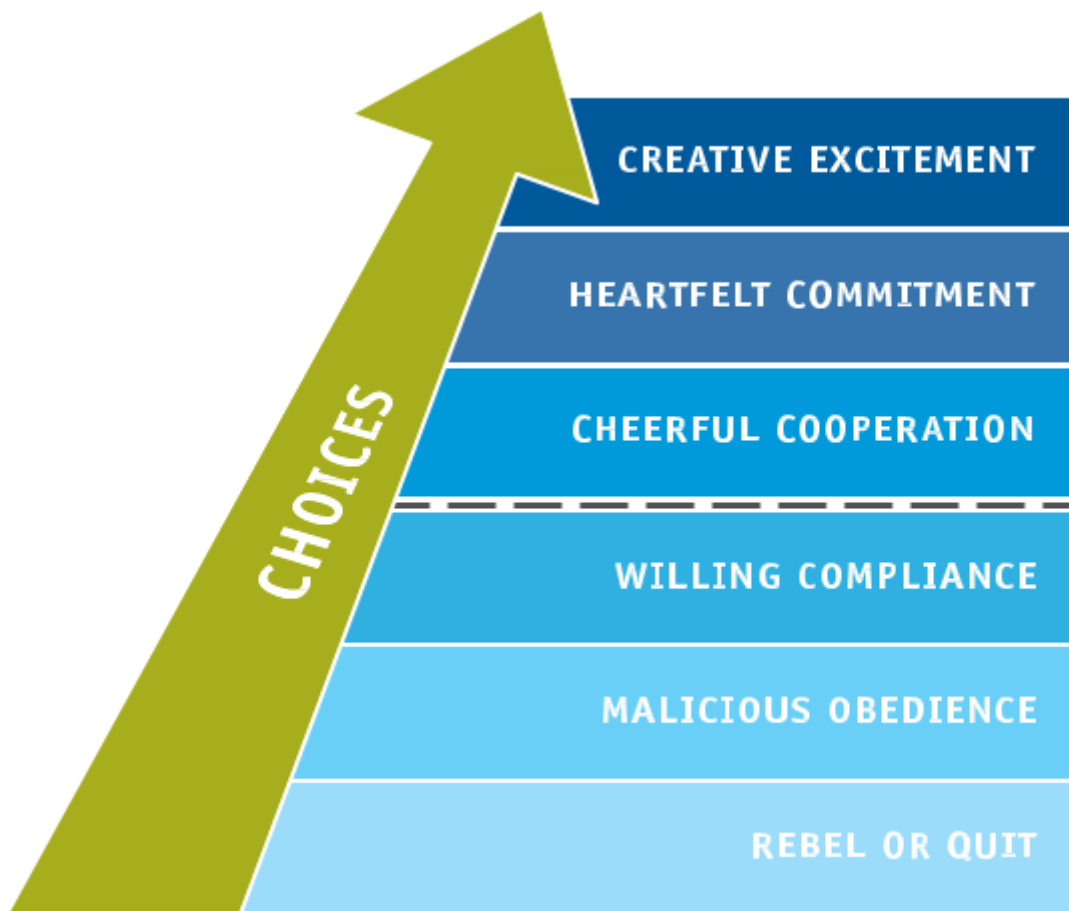


The 4 Leadership Imperatives for Humanitarians



Levels of Engagement

When people are treated as whole people, they volunteer their highest efforts and energies. When people are treated as things, they withhold their full commitment.





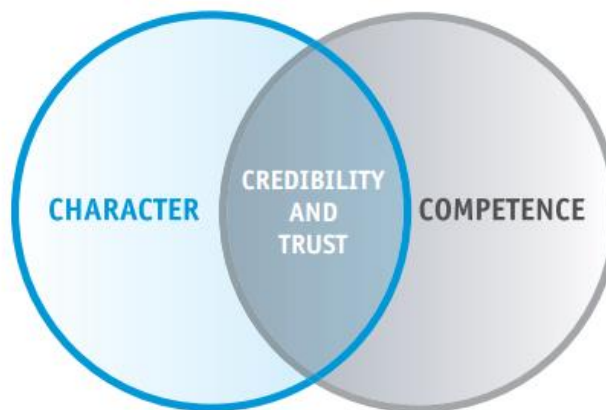
The Speed of Trust

  
High Trust = High Speed + Low Cost

  
Low Trust = Low Speed + High Cost

Character and Competences

CHARACTER AND COMPETENCE = CREDIBILITY AND TRUST



“I have found that once confrontational relationships have been transformed into friendships, camaraderie and alliances... instead of fearing interaction we look forward to it, seeking each other's council, guidance and mutual support.”

Chris Laughlin, Protection Cluster Coordinator with UNHCR for the KP/FATA region of Pakistan



PART TWO		
I don't really care that much about people, except those closest to me. It's hard for me to think about concerns outside of my own challenges in life.	1 2 3 4 5	I genuinely care about other people and am deeply concerned about the well-being of others.
I don't think a lot about why I do what I do. I've rarely, if ever, tried to do deep interior work to improve my motives.	1 2 3 4 5	I am consciously aware of my motives and I refine them to make sure I'm doing the right things for the right reasons.
In my dealings with others, I usually focus on getting what I want.	1 2 3 4 5	I actively seek solutions that provide a "win" for everyone involved.
Based on my behavior, most people wouldn't necessarily think I had their best interest in mind.	1 2 3 4 5	Other people can clearly tell by the things I do that I really do have their best interest in mind.
Deep down, I believe that if someone else gets something—resources, opportunities, credit—it means I don't.	1 2 3 4 5	I sincerely believe that there is more than enough of everything to go around.
Part Two Score:		



PART THREE

<p>I feel like I'm not really utilizing my talents in my current job.</p>	<p>1 2 3 4 5</p>	<p>There is a high match between my talents and opportunities in the work I'm doing.</p>
<p>I have not gained the knowledge or fully developed the skills I need to be really effective at work.</p>	<p>1 2 3 4 5</p>	<p>I have acquired the knowledge and mastered the skills required for my job.</p>
<p>I seldom take time to improve my knowledge and skills at work or in any other area of my life.</p>	<p>1 2 3 4 5</p>	<p>I relentlessly update and increase my knowledge and skills in all the important areas of my life.</p>
<p>I'm not really sure what my strengths are; I'm more focused on trying to improve my areas of weakness.</p>	<p>1 2 3 4 5</p>	<p>I've identified my strengths, and my greatest focus is on using them effectively.</p>
<p>At this point, I really don't know much about how to build trust.</p>	<p>1 2 3 4 5</p>	<p>I know how to effectively establish, grow, extend, and restore trust, and I consciously work to make it happen.</p>
<p>Part Three Score:</p>		



PART FOUR

I don't have a very good track record. My resume certainly won't knock anyone's socks off.	1 2 3 4 5	My track record clearly gives others the confidence that I will achieve the desired results.
I focus my efforts on doing what I've been told to do.	1 2 3 4 5	I focus my efforts on delivering results, not activities.
When it comes to communicating my track record, either I don't say anything (I don't want to brag) or I say too much and turn people off.	1 2 3 4 5	I appropriately communicate my track record to others in a way that inspires confidence.
I often fail to finish what I start.	1 2 3 4 5	With rare exception, if I start something, I finish it.
I don't worry as much about how I get results—just that I get them.	1 2 3 4 5	I consistently get results in ways that inspire trust.

Part Four Score:

Part One (Integrity): _____

Part Two (Intent): _____

Part Three (Capabilities): _____

Part Four (Results): _____

TOTAL: _____ /100



Growing Trust



Executive Level Customization



At Leadership for Humanitarians, any of our individual or team solutions can be customized for senior leader and executive level engagements. We offer:

- Executive Coaching
- Executive Leadership Retreats
- Organizational roll-outs
- Organizational Assessments

LEAD THE ORGANIZATION

COMPETENCIES

Character

- Creating a Culture of Trust
- Developing Vision and Values
- Engaging Staff
- Executive Self-Awareness
- Meeting Planning
- Principle-Centered Leadership

Capabilities

- Aligning Systems
- Managing Complexity
- Strategy Execution
- Strategic Thinking and Planning



	CHARACTER <i>Build Personal and Interpersonal Effectiveness</i>	CAPABILITIES <i>Achieve Sustainable Results</i>
<p>LEAD THE ORGANIZATION</p> <p>↑</p>	<ul style="list-style-type: none"> » Creating a Culture of Trust » Developing Vision and Values » Engaging Staff » Meeting Planning » Executive Self-awareness » Principle-Centered leadership 	<ul style="list-style-type: none"> » Aligning Systems » Managing Complexity » Strategy Execution » Strategic Thinking and Planning
<p>LEAD MY TEAM</p> <p>↑</p>	<ul style="list-style-type: none"> » Building Effective Teams* » Building Trust » Coaching performance » Conflict Management* » Developing Direct reports* » Developing Vision » Empowering Others » Having Difficult Conversations » Team Trust 	<ul style="list-style-type: none"> » Aligning Systems » Clarifying Purpose » Client Orientations* » Delegation* » Informing* » Managing and Measuring Work* » Meeting Planning » Team Execution
	PAGE 14	PAGE 16
<p>LEAD MYSELF</p> <p>↑</p>	<ul style="list-style-type: none"> » Adaptability » Approachability* » Building relationships » Commitment to Continuous Learning » Emotional Intelligence » Ethics and Values* » Integrity and Trust* » Interpersonal Capabilities » Listening* » Negotiation » Patience* » Peer Relationships* » Perseverance* » Respect for and Seeking Diversity » Responsibility and Accountability » Self-Development* » Self-Knowledge* » Self-Mastery » Self-Motivation/Taking Initiative » Self-Renewal » Stress Management » Teamwork » Understanding Others » Work-Life Balance <p>* Lominger competencies</p>	<ul style="list-style-type: none"> » Creativity* » Decision Making » Energy Management » Personal Productivity » Planning and Prioritization*
	PAGE 6	PAGE 12



LIVE SOLUTIONS	VIRTUAL SOLUTIONS ON DEMAND	
<ul style="list-style-type: none"> » Executive Coaching » Executive Leadership Retreats » Organizational Roll-outs (Leadership, Execution, Effectiveness, Trust) » Organizational Assessments 		
<ul style="list-style-type: none"> » 4 Leadership Imperatives for Humanitarians » Humanitarians Leading at the Speed of Trust » Leadership for Humanitarians Signature Programme 	<p>4 HOUR WEBINARS</p> <ul style="list-style-type: none"> » Inspire Trust Webinar Module » Clarify purpose Webinar Module » Align Systems Webinar Module » Unleash Talent Webinar Module 	<p>FULL COURSE WEBINARS</p> <ul style="list-style-type: none"> » Humanitarians Leading at the Speed of Trust Webinar » 4 Leadership Imperatives Webinar
<ul style="list-style-type: none"> » 7 Habits for Humanitarians » Leadership for Humanitarians Signature Programme 		



We get what we want, or what we don't refuse. We accept the fact we will always have poor people around us, and that poverty is part of human destiny. This is precisely why we continue to have poor people around us. If we firmly believe that poverty is unacceptable to us, and that it should not belong to a civilized society, we would have built appropriate institutions and policies to create a poverty-free world.

We wanted to go to the moon, so we went there. We achieve what we want to achieve. If we are not achieving something, it is because we have not put our minds to it.

We create what we want. What we want and how we get to it depends on our mindsets. It is extremely difficult to change mindsets once they are formed. We create the world in accordance with our mindset. We need to invent ways to change our perspective continually and reconfigure our mindset quickly as new knowledge emerges. We can reconfigure our world if we can reconfigure our mindset.

– Muhammad Yunus – Creating a World Without Poverty

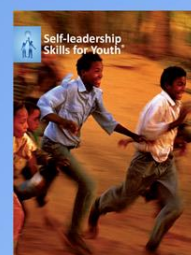
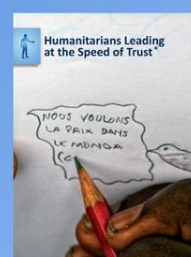
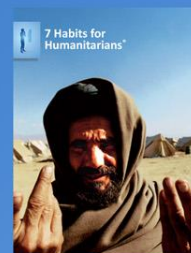
Be the Change.

Lead the Change.

Master the Change.

Master the
Art of Relationships.

Invest in the
best ROI there is.



Leadership for Humanitarians
Giving you the power to transform.

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