Competency Guide



CLOSING THE Leadership Competency Gap

Building humanitarian leaders with character and competence

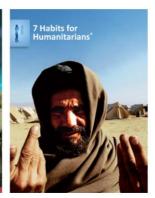


Why Leadership for Humanitarians?

1. We leverage the world's most significant leadership-development content









2. Our world-class content has several unique differentiators:

- Focusing sustainable solutions by changing habits and behavior
- Designed to be highly applicable
- Built around universal principles applicable in all cultures
- Inside-out development
- Ease of customization (to field and HQ staff, UN agencies and NGOs, sectors and operations)

3. Our concept makes it easy for you to use our material anytime, anywhere.

| Humanitarian Client | Leadership for | | |
|---------------------|--------------------------|----------------|------------------|
| Certification | Humanitarians Programmes | Open Workshops | Webinars |
| Coaching | Executive Retreat | Assessments | Blended Learning |



Our Unique Leadership Approach

Results are largely dependent on the organizational culture. And ultimately, your leaders create your culture. The most important leverage point you have for change is created by your leadership strength. The best leaders in the humanitarian sector have a near perfect balance of character and capability.

Leadership for Humanitarians help humanitarian organizations develop leaders at 3 different levels of the organization —Lead myself, Lead my team and Lead the organization. And at every level we focus on two essential areas — Character — my ability for personal and interpersonal effectiveness, and Capabilities — my ability to achieve sustainable results.

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



Humanitarian leaders who transform their lives, their teams and their organizations are those who not only do things differently but *see* things differently. Their transformation is from the inside-out. They focus not just on what they do, but who they are. They model the highest levels of personal and interpersonal effectiveness, and they achieve sustainable results time and time again. They are the leaders for the 21st century - those who can bring the strongest principles of effectiveness into an increasing complex humanitarian environment.

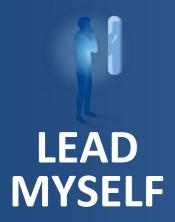
Leadership for Humanitarians' principle-based leadership development processes help you build both sustainable advantages; leaders at every level who model integrity, trustworthiness and personal effectiveness, and who are also able to apply frameworks and tools to engage others to achieve the most important goals of your organization.



CHARACTER CAPABILITIES Build Personal and Interpersonal Achieve Sustainable Results Effectiveness » Creating a Culture of Trust » Aligning Systems » Developing Vision and Values » Managing Complexity » Engaging Staff » Strategy Execution **LEAD THE** » Executive Self-awareness » Strategic Thinking and Planning » Meeting Planning **ORGANIZATION** » Principle-Centered leadership » Building Effective Teams* » Aligning Systems » Building Trust » Clarifying Purpose » Coaching Performance » Client Orientations* **LEAD** » Conflict Management* » Delegation* » Developing Direct reports* » Informing* **MY TEAM** » Managing and Measuring Work* » Developing Vision » Meeting Planning » Empowering Others » Having Difficult Conversations » Team Execution » Team Trust PAGE 14 **PAGE 16** » Adaptability » Creativity* » Approachability* » Decision Making » Building relationships » Energy Management **LEAD** » Commitment to Continuous Learning » Personal Productivity » Emotional Intelligence » Planning and Prioritization* **MYSELF** » 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 * Lominger competencies PAGE 6 **PAGE 12**



| LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND | |
|---|---|---|
| Executive Coaching Executive Leadership Retreats Organizational Roll-outs (Leadership, Execution, Effectiveness, Trust) Organizational Assessments | | |
| * 4 Leadership Imperatives for Humanitarians * Humanitarians Leading at the Speed of Trust * Leadership for Humanitarians Signature Programme | 4 HOUR WEBINARS » Inspire Trust Webinar Module » Clarify purpose Webinar Module » Align Systems Webinar Module » Unleash Talent Webinar Module | **PULL COURSE WEBINARS ** Humanitarians Leading at the Speed of Trust Webinar ** 4 Leadership Imperatives Webinar |
| » 7 Habits for Humanitarians » Leadership for Humanitarians Signature Programme | | |



CHARACTER

Build Personal and Interpersonal Effectiveness

| COMPETENCY | LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND |
|--|--|---|
| ADAPTABILITY Can move quickly with change and adjust expectations and outcomes with minimal disruption. | 7 Habits for Humanitarians (Habits 1 and 4) Leadership for Humanitarians Signature Programme | |
| APPROACHABILITY* Builds rapport with others and is sensitive and patient with others differences. Is respected as one who listens. | Humanitarians Leading at the Speed of Trust (Self Trust and Relationship Trust) 7 Habits for Humanitarians (Habits 5-6) Leadership for Humanitarians Signature Programme | Humanitarians Leading at the Speed of Trust Webinar |
| BUILDING RELATIONSHIPS Builds effective, mutually beneficial relationships. | 7 Habits for Humanitarians Leadership for Humanitarians Signature Programme Humanitarians Leading at the Speed of Trust (Self and Relationship Trust) | Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |



| COMPETENCY | LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND |
|---|---|---|
| COMMITMENT TO CONTINUOUS LEARNING Sees the need for ongoing change in order to become better. Is an active learner, open to doing things in new and better ways and actively seeks feedback. | 7 Habits for Humanitarians (Habits 1, 5, and 7) Leadership for Humanitarians Signature Programme | |
| EMOTIONAL INTELLIGENCE Has high levels of self-awareness, self- mastery, and social awareness. Builds effective relationships. | 7 Habits for Humanitarians Leadership for Humanitarians Signature Programme Humanitarians Leading at the Speed of Trust (Self Trust and Relationship Trust) | Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |
| ETHICS AND VALUES* Acts in accordance with personal values in a way that benefits self and others. | Humanitarians Leading at the Speed of Trust 7 Habits for Humanitarian: (Foundational principles, Habits 1-3) Leadership for Humanitarians Signature Programme | Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |
| INTEGRITY & TRUST* Is seen as a direct, truthful and confident individual, who can admit mistakes and honestly represent self and others. | Humanitarians Leading at the Speed of Trust 7 Habits for Humanitarians Leadership for Humanitarians Signature Programme | Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |
| INTERPERSONAL CAPABILITIES Is able to relate well with others and effectively develop, sustain and nurture relationships. | 7 Habits for Humanitarians Leadership for Humanitarians Signature Programme Humanitarians Leading at the Speed of Trust | Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |



| COMPETENCY | LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND |
|---|--|---|
| LISTENING* Practices attentive and empathic listening. Actively seeks out the viewpoints of others. Seeks first to understand, then to be understood. | 7 Habits for Humanitarians (Habits 5) Leadership for Humanitarians Signature Programme | |
| NEGOTIATING* Can settle differences and arrive at mutually agreeable conclusions. Gains trust quickly. Can use diplomacy. | 7 Habits for Humanitarians (Habits 4-6) Leadership for Humanitarians Signature Programme | |
| PATIENCE* Is tolerant with people and processes. Listens and checks understanding before acting. Allows others sufficient time to catch up. | 7 Habits for Humanitarians (Habit 1, 4, and 5) Leadership for Humanitarians Signature Programme | |
| PEER RELATIONSHIPS* Is seen as a team player. Is cooperative and fosters collaboration. Can be candid with peers. | 7 Habits for Humanitarians (Habit 4-6) Leadership for Humanitarians Signature Programme Humanitarians Leading at the Speed of Trust (Relationship Trust) | Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |
| PERSEVERANCE* Pursues everything with energy, drive and a need to finish. Seldom gives up before finishing. Uses a variety of ways to get things done. | 7 Habits for Humanitarians (Foundational Principles and Habits 1, 3, and 6) Leadership for Humanitarians Signature Programme | |



| COMPETENCY | LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND |
|--|--|---|
| RESPECT FOR AND SEEKING DIVERSITY Is able to see and value differences and create synergy. Treats all people fairly, inclusively, equally and without discrimination. | 7 Habits for Humanitarians (Habits 1, 4, 5, and 6) Leadership for Humanitarians Signature Programme | |
| RESPONSIBILITY AND ACCOUNTABILITY Assumes personal accountability for choices, actions and outcomes. Can be trusted to carefully make and keep commitments and delivers according to agreement. | 7 Habits for Humanitarians: (Habit 1 and 4) Leadership for Humanitarians Signature Programme Humanitarians Leading at the Speed of Trust | Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |
| SELF-DEVELOPMENT* Is committed and works to continuously improve self. | 7 Habits for Humanitarians Leadership for Humanitarians Signature Programme Humanitarians Leading at the Speed of Trust | Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |
| SELF-KNOWLEDGE* Knows personal strengths, weaknesses, opportunities, limits. Seeks and acts upon feedback. Can discuss own shortcomings. | 7 Habits for Humanitarians Benchmark Leadership for Humanitarians Signature Programme Humanitarians Leading at the Speed of Trust (Self Trust) | Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |
| SELF-MASTERY Is able to govern own actions. Avoids reactive and destructive behaviors. Assumes personal responsibility for own behavior. | 7 Habits for Humanitarians Leadership for Humanitarians Signature Programme Humanitarians Leading at the Speed of Trust (Self Trust) | Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |



| COMPETENCY | LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND |
|---|---|---|
| SELF-MOTIVATION / TAKING INITIATIVE Is able to inspire and engage self in order to achieve results. Can follow an activity through to completion. Is able to avoid distractions and interruptions. | 7 Habits for Humanitarians (Habit 1-3) Leadership for Humanitarians Signature Programme | |
| SELF-RENEWAL Creates time and opportunities to rejuvenate. Avoids burnout and imbalance. | 7 Habits for Humanitarians (Habit 7) Leadership for Humanitarians Signature Programme | |
| STRESS MANAGEMENT Can identify own feelings of stress and self-regulate. Is able to stay calm under pressure and make good choices in times of stress. | 7 Habits for Humanitarians: (Habit 1 and 7) Leadership for Humanitarians Signature Programme | |
| TEAMWORK Works collaboratively with others. Can synergize, build on strengths of others and achieve goals with others. Is sought out by others as a good team player. | 7 Habits for Humanitarians (Habits 4-6) Leadership for Humanitarians Signature Programme Humanitarians Leading at the Speed of Trust (Relationship Trust) | Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |



| COMPETENCY | LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND |
|--|--|--------------------------------|
| UNDERSTANDING OTHERS* Understands why groups do what they do. Can pick up the sense of a group and appropriately adjust behavior to meet where the group is at. | 7 Habits for Humanitarians (Habits 4-6) Leadership for Humanitarians Signature Programme | |
| WORK-LIFE BALANCE* Understands the whole person paradigm and makes time and space for what matters most. | 7 Habits for Humanitarians: (Habits 2, 3, and 7) Leadership for Humanitarians Signature Programme | |



CAPABILITIES

Build Personal and Interpersonal Effectiveness

| COMPETENCY | LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND |
|--|--|--------------------------------|
| CREATIVITY Actively seeks to improve programmes by coming up with new and unique ideas that add value and persuades others to consider new ideas. | 7 Habits for Humanitarians (Habit 6) Leadership for Humanitarians Signature Programme | |
| DECISION MAKING Makes thoughtful decisions in a timely manner with a balance of courage and consideration | 7 Habits for Humanitarians (Habits 1-3) Leadership for Humanitarians Signature Programme | |
| ENERGY MANAGEMENT Is able to moderate and manage energy use to avoid burnout and maximize performance. | 7 Habits for Humanitarians (Habit 1 and 7) Leadership for Humanitarians Signature Programme | |



| COMPETENCY | LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND |
|---|--|--------------------------------|
| PERSONAL PRODUCTIVITY Can manage time effectively. Avoids distractions. Achieve most important priorities. Can say no to less important tasks. | 7 Habits for Humanitarians (Habits 1-3) Leadership for Humanitarians Signature Programme | |
| PLANNING AND PRIORITIZATION Develops clear goals, prioritizes, plans realistically, focus on priorities and ensure weekly monitoring. | 7 Habits for Humanitarians (Habit 1-3) 4 Leadership Imperatives for Humanitarians (Align Systems) Leadership for Humanitarians Signature Programme | Align Systems Webinar Module |



CHARACTER

Build Personal and Interpersonal Effectiveness

| COMPETENCY | LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND |
|---|---|--|
| BUILDING EFFECTIVE TEAMS* Builds strong morale and engagement. Motivates teams to achieve goals. Fosters open dialogue and trust. | 4 Leadership Imperatives for Humanitarians Leadership for Humanitarians Signature Programme Humanitarians Leading at the Speed of Trust | 4 Leadership Imperatives Webinar Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module Unleash Talent Webinar Module |
| BUILDING TRUST Builds a team that is able to be extremely effective because of high trust relationships and build excellent partner-relations. | Humanitarians Leading at the Speed of Trust 4 Leadership Imperatives for Humanitarians (Inspire Trust) Leadership for Humanitarians Signature Programme | Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |
| COACHING PERFORMANCE Is able to engage team members in conversations to improve performance. Models the desired behavior. Gives helpful and specific feedback. | 4 Leadership Imperatives for Humanitarians (Unleash Talent) Leadership for Humanitarians Signature Programme 7 Habits for Humanitarians (Habit 5 and Feedback Facilitator) Humanitarians Leading at the Speed of Trust (Self and Relationship Trust, Trust Action Plan, Trust Cards) | Unleash Talent Webinar Module Humanitarians Leading at the Speed of Trust Webinar |



| COMPETENCY | LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND |
|---|--|---|
| CONFLICT MANAGEMENT* Is able to engage team members in conversations to improve performance. Models the desired behavior. Gives helpful and specific feedback. | 7 Habits for Humanitarians (Habits 4-6) Leadership for Humanitarians Signature Programme | |
| DEVELOPING DIRECT REPORTS* Is a people builder who encourages people to accept challenging and stretching tasks and assignments. | 4 Leadership Imperatives for Humanitarians (Unleash Talent) Leadership for Humanitarians Signature Programme Humanitarians Leading at the Speed of Trust (Extending Trust) | Unleash Talent Webinar Module Humanitarians Leading at the Speed of Trust Webinar |
| DEVELOPING DIVISIONS In a collaborative manner develops vision for a team, department or stakeholder-group that align to the organizational directions. | 7 Habits for Humanitarians (Habit 1-3) 4 Leadership Imperatives for Humanitarians (Align Systems) Leadership for Humanitarians Signature Programme | Align Systems Webinar |
| EMPOWERING OTHERS* Cares about the work/non-work lives of direct reports. Shows appropriate concern and consideration to appraise, involve and reward. | 4 Leadership Imperatives for Humanitarians (Unleash Talent) Leadership for Humanitarians Signature Programme | Unleash Talent Webinar Module |



HAVING DIFFICULT CONVERSATIONS

Cares about the work/non-work lives of direct reports. Shows appropriate concern and consideration to appraise, involve and reward.

- 7 Habits for Managers (Habit 5)
- Leading at the Speed of Trust (Self Trust and Relationship Trust)
- Humanitarians Leading at the Speed of Trust webinar
- Inspire Trust Webinar Module

TEAM TRUST

Builds a team that is able to be extremely effective because of high-trust relationships.

- Humanitarians Leading at the Speed of Trust
- 4 Leadership Imperatives for Humanitarians (Inspire Trust)
- Humanitarians Leading at the Speed of Trust webinar
- Inspire Trust Webinar Module



CAPABILITIES

Build Personal and Interpersonal Effectiveness

| COMPETENCY | LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND |
|---|---|--|
| ALIGNING SYSTEMS Can create, improve, and align systems that empower staffs, improve operations, increase productivity with clients and make it easier to achieve results. | Leadership for Humanitarians Signature Programme (Clarify Purpose) | Align Systems Webinar Module |
| CLARIFYING PURPOSE Engages a team around a meaning full purpose. Enables team members to focus and execute on the team's most important priorities. | 4 Leadership Imperatives for Humanitarians: (Clarify Purpose) Leadership for Humanitarians Signature Programme | Clarify Purpose Webinar Module |
| CLIENT ORIENTATION Establish credibility as a trusted partner who genuinely tries to understand the clients' needs and deliver as agreed. | 4 Leadership Imperatives for Humanitarians (Clarify Purpose) Leadership for Humanitarians Signature Programme Humanitarians Leading at the Speed of Trust (Relation- ship and Smart Trust) | Clarify Purpose Webinar Module Humanitarians Leading at the Speed of Trust Webinar |
| DELEGATION* Broadly shares responsibility and accountability. Trusts people to perform. Let's direct reports and others finish their own work. | Humanitarians Leading at the Speed of Trust (Self and Relationship Trust) 4 Leadership Imperatives for Humanitarians (Unleash Talent) Leadership for Humanitarians Signature Programme | Unleash Talent Webinar Module Humanitarians Leading at the Speed of Trust Webinar Inspire Trust Webinar Module |



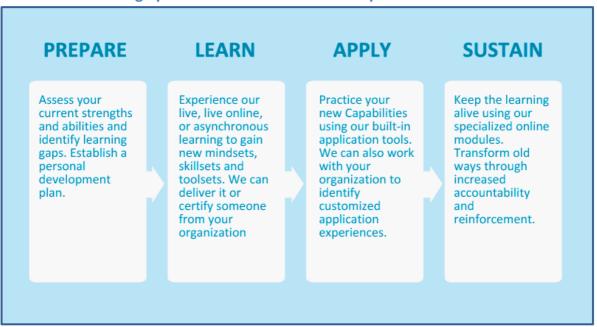
| COMPETENCY | LIVE SOLUTIONS | VIRTUAL SOLUTIONS ON DEMAND |
|---|--|--|
| INFORMING* Provides information people need to know to do their jobs. Is timely with information so others can make accurate decisions. | 4 Leadership Imperatives for Humanitarians (Clarify Purpose, Align Systems) Leadership for Humanitarians Signature Programme | Clarify Purpose Webinar Module Align Systems Webinar Module |
| MANAGING AND MEASURING WORK* Sets clear objectives and measures. Monitors progress and results. Rewards and recognizes achievement. | 7 Habits for Humanitarians (Habit 4) 4 Leadership Imperatives for Humanitarians (Unleash Talent, Align Systems) Leadership for Humanitarians Signature Programme | Unleash Talent Webinar Module Align Systems Webinar Module |
| MEETING PLANNING Successfully plans, conducts and participate in meetings. Knows when to hold a meeting and when to attend a meeting or delegate the participation. Understands the cost and benefits of meetings. | 7 Habits for Humanitarians (Habit 2) Leadership for Humanitarians Signature Programme (Meeting Planning) | |
| TEAM EXECUTION Can engage a team to execute the most important goals and strategies of an organization. Can engage the team to execute through to completion. | 4 Leadership Imperatives for Humanitarians (Align Systems) | Align Systems Webinar Module |



Transform behavior through a proven process.

Sometimes you simply need a training program. Other times you want a more substantial process. At Leadership for Humanitarians, we can work with you to design the best implementation process for any of our solutions that help turn learning into habits and desire into discipline.

Our behavior-change process includes four distinct phases:



Develop Effectiveness Capabilities.

A typical learning process to develop more effective staff who can deliver results and engage people might look like this:





Customization Options – Leadership by Design

We can customize our content so that it exactly meets the needs of your humanitarian organization.

Customization can be done in various ways.

| LEVEL 1 | Adding organizational logos, mission, vision, and values, and slight modifications to timing and prioritization |
|---------|---|
| LEVEL 2 | We can modify exercises, case studies, videos, participants manual etc according to the particular challenges and need of a humanitarian organization, sector, cluster, operation, country team or the like |

Contact us.

If you want to know more about how Leadership for Humanitarians can assist you, please contact us at info@leadershipforhumanitarians.org

Be the Change.

Lead the Change.

Master the Change.

Master the Art of Relationships.

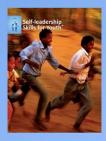
Invest in the best ROI there is.













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