

Key Features of the Inter-Agency Standing Committee's Emergency Team Leadership Programme (ETLP)

(February 2018)

Since 2006, the IASC **Emergency Team Leadership Programme (ETLP)** has brought together participants from various United Nations' agencies and NGOs to enhance their ability to lead teams effectively in humanitarian emergency settings. At the request of the IASC, UNHCR serves as the programme's administrator and institutional home.

ETLP Overview

The course is unique in that it promotes interagency participation, enables greater self-awareness, and focuses on leadership, communication and interpersonal skills, rather than on emergency operations (e.g. emergency response, sectoral planning, logistics, staff security, etc.) or managerial skills. Each ETLP accommodates up to 20 participants and sessions are held twice yearly.

One of the concepts underpinning the ETLP is "emotional intelligence," also referred to as "EQ". Various studies indicate that emotional intelligence is highly correlated with leadership effectiveness. Thus, during the course, we will unpack this concept and its application to various dimensions of team leadership. For example, we will consider six different leadership styles, the impact each of these have on people's emotions, as well as their strengths and weaknesses in different situations. Other themes that we will explore include decision making in emergencies, team care and trust building, collaborative negotiation, leadership communication, cross-cultural aspects of leadership, and leadership feedback. All ETLP learning activities, discussions and presentations are contextualized to reflect humanitarian emergency environments, challenges, and scenarios.

Designed as a blended-learning programme, the ETLP consists of:

1. pre-workshop phase with self-assessments, peer feedback and relevant readings
2. week-long face-to-face residential workshop
3. post-workshop learning activity including remote contact with the facilitator.

Expected outcomes of the ETLP

- enhance self-awareness and leadership skills of those participating in the programme
- contribute to the expansion of a cadre of team leaders proficient in emergency leadership competencies
- strengthen the quality of leadership in humanitarian operations
- encourage knowledge exchange and networking among participants from different organizations

Target Audience

Participants in this course come from IASC and partner agencies dealing with humanitarian emergencies and disaster response. Since its inception, over 300 participants from various organizations have participated in the ETLP programme, including from: UNOCHA, UNICEF, UNDP, WFP, FAO, UNFPA, OHCHR, UNHCR, IOM, ICRC, IFRC, WHO, the IASC Secretariat, Oxfam UK, Mercy Corps, Care, CHF International, IRD, IRC, LWF, Danish Refugee Council, World Vision International, Caritas, the Refugee Consortium of Kenya, the Kenya Red Cross, United Iraq Medical Society, Harikar, Civil Development Organisation, Amel Association, Syria Relief, Syrian American Medical Society, SOS

Children's Villages Ukraine, Jordan Health Aid, Charitable Society for Social Welfare, HF Yemen the Jordan INGO Forum, and Bundesanstalt Technisches Hilfswerk (THW).

Participant profile and criteria

The desired profile for participating in this programme include individuals with emergency experience who are either currently in the field serving in a team leadership or team coordination role (e.g. at the UN P4-P5 level), or who might be deployed by their agency over the next 12 months as leaders of humanitarian response teams, heads of sub/field offices or cluster/sector coordinators.

Additional criteria for participation include individuals who:

- have a minimum of 5 years of field experience in humanitarian/emergency operations with responsibility (six months minimum) for leading staff and/or inter-agency groups;
- can commit the time required to do the pre-workshop learning activities (about 10 hours), attend the workshop (4.5 days) and complete a post-workshop activity (5-15 hours), and,
- exhibit the ability, potential and/or desire for leading, and possess a positive disposition towards humanitarian work, lifelong learning, and leading teams.

Additional information

For additional information about the programme, registration and logistics please contact Giulia Battistella at UNHCR's Global Learning Centre (GLC) via hgemtu@unhcr.org

For additional information about the ETLF course and agenda, please contact ETLF Facilitator Charles Dufresne at dufresne@interworksmadison.com

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