

Humanitarian HR Africa 2015



Nairobi, Kenya

8 June 2015

Conference Report

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Conference Overview

The 2015 Humanitarian HR conference took place at the Silver Springs Hotel, Nairobi, Kenya on 8 June. There were 52 participants from 36 organisations representing 14 countries. The theme was Strategic HR and the conference provided a unique space for HR professionals and line managers to reflect, learn from what others are doing, gain fresh insights and generate practical solutions to current HR and people management issues.

List of conference speakers

Inter Agency Working Group (IAWG)

- George Ngere

ES Coaching

- Susana Fernández Casla, Psychologist, Business Senior Coach and International Speaker

HIJRA

- Grace Lintari, Human Resource Manager

Living Goods

- Rebecca Peel, Director of Talent

Oxfam

- Anita Kattakuzhy, Regional Humanitarian Campaigns and Policy Advisor

People In Aid

- Maxine Clayton, East Africa Representative
- Emmanuelle Lacroix, HR Services Manager
- Jonathan Potter, Executive Director

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Welcome

Maxine Clayton, People In Aid's East Africa representative, welcomed participants to HHR Africa 2015 – the eighth HHR Africa event. George Ngere, from the Inter Agency Working Group (IAWG) joined Maxine in welcoming participants. Maxine outlined the agenda and gave participants a chance to get to know each other and share their hopes for the conference.

Opening Address

Strategic HR: Approaches in the sector – Jonathan Potter, People In Aid Executive Director

In his opening presentation, People In Aid's Executive Director, Jonathan Potter, gave a brief overview of previous HHRs and strategic themes covered:

- Importance of national staff
- Leadership and talent
- Duty of care
- Change
- Professionalisation
- Return on Investment (RoI) and metrics

Jonathan discussed the [CHS Alliance](#) – the new organisation formed following the merger between HAP and People In Aid. The work of the CHS Alliance is centred on the [Core Humanitarian Standard on Quality and Accountability \(CHS\)](#), but people management is still a key aspect of the organisation's work. Humanitarian HR events will still take place and the organisation will still have a representative based in East Africa.

He then went on to discuss the future for INGOs, and what this means for strategic HR.

Future for INGOs	Strategic Future of HR
<ul style="list-style-type: none"> • Organisations will become more dispersed and virtual • Workforce – will come from the community • Focus on knowledge and relationships, less on operational employees and money • Mission not brand • Catalyst not service delivery 	<ul style="list-style-type: none"> • Increased use of social media • Focus on agility • Big data • Relationships • <i>“Connecting HR activities to external stakeholder expectations” and “tracking and measuring the impact of HR”</i> are the two activities with the highest business impact but are the least well done • ‘Human’ rather than ‘resources’

Keynotes

Reimagining talent: designing for resilient and adaptive systems -

Rebecca Peel, Director of Talent, Living Goods

Rebecca discussed how important it was for HR departments to redesign and rethink their recruitment and talent management strategies in order to deal with the changing trends and challenges that organisations face. She outlined her experience at Living Goods that faced challenges such as rapid organisational growth, challenging hiring conditions and the need for quality staff to deliver projects not just now, but in the future.

Living Goods has a recruitment process that it runs usually once a quarter. The whole team is involved in the process, and a result of the process, the organisation has found quality candidates.

Redesign sourcing and selection

- When it recruits it gets a high number of applications, and often from people who may not be suitable. To deal with this it responds to applicants asking them a few specific questions such as why they want to work for Living Goods, and what their salary expectations are.
- Those that do not respond (most of the initial applicants) to these questions are taken out of the selection process.
- Those that do respond are invited to interview – this is usually around 50 people. At the interview candidates are given some tests (e.g. financial skills).
- Based on the results, the number of candidates is again reduced – usually to approximately 20 people.
- Following this there are group simulations and games, and finally the organisation has 1-1 interviews with a smaller number of candidates – usually 5 to 8 individuals.

Archetype profiling

Living Goods refined its profiling so they have archetypes for each profile. When new staff have been with the organisation for three to six months, they are measured against selection criteria and competencies. If they match them then the organisation knows it has selected the right people, if there is a big trend in the staff not matching the profile competencies then they know that the selection process needs to be redesigned. After nine to 12 months, staff are measured against the role profile. This can lead to redefining profiles and changes in the team's hypotheses testing. The system is adaptive and resilient. For example, there are wildcard archetypes because they know there are risks in stereotyping. If someone is hired based on a wildcard archetype and is successful then this archetype could be added to the profiles.

Rebecca's discussion got participants thinking of interesting, and disruptive, ways of recruiting.

The 3 Mistakes in HR - Susana Fernández Casla, Psychologist, Business Senior Coach and International Speaker

Susana joined us by Skype and highlighted what she has found are the three mistakes in HR:

"Hidden under each competency (behaviour) lives the motor (talent). The key is to find out the talent that has not yet been reflected in a competency."

1. Thinking competency and talent are the same

According to Susana, competency is about behaviours. It is the knowledge, skills and abilities that a person is able to demonstrate. Talent, on the other-hand, refers to a person's potential. For example, what someone feels that they are good at, what they love doing and what others consider relevant.

2. Expecting different results by using the same tools

We need to change the way we work and the tools we use if we want to see better or different results. She talked about the difference between competency-based management approaches which look at knowledge, attitudes, and behaviours, and talent-based management approaches which aim to innovate.

2. Being blind to the context

Organisations need to understand the context and adapt strategies accordingly. For example, a competency-based approach may be suitable for one set of challenges and a talent-based approach may be suitable for others. The table below outlines dimensions to compare both approaches.

Competency based		Talent based
Stability	- Context -	Instability
Staff needs planning	- Process -	Tolerance for uncertainty
Operational	- Scope -	Strategic
Training/mentoring	- Suggested methodologies -	Coaching / counselling / design thinking / facilitation
To ensure replication or knowledge	- Goal -	To innovate
The right person in the right job/position	- Leitmotiv -	Talents in the service of a common goal

Skills Session

Strategic HR: Implications and Opportunities for HR Professionals - Emmanuelle Lacroix, HR Services Manager, People In Aid

Emmanuelle started the session discussing strategic HR and its link to the CHS. By applying the CHS, people management will not be seen as only a HR issue, but something that is central to organisations' operations and programmes.

She then outlined some reasons for developing an HR strategy as well as issues to think about and include when developing your strategy.

Reasons to develop a HR strategy	Issues to consider
<ul style="list-style-type: none"> • Enabling the delivery of the corporate strategy • Clarifying or establishing the role of the HR function and the resources needed to fulfil that role • Clarifying HR's relationship with other parts of the organisation • Communicating what the HR function intends to deliver and how it intends to work 	<ul style="list-style-type: none"> • Organisation to understand the HR contribution • Getting buy-in • Alignment • Resourcing • Monitoring and evaluation • Agreement on what to include • Developing country programme strategies • Adapted and relevant

<ul style="list-style-type: none"> • Providing a basis for measuring the HR performance 	communication
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Impact of HR

Results Chains – Grace Lintari, Senior HR Manager, HIJRA

Grace outlined the experience of introducing a results chain tool at HIJRA Uganda to measure impact. This was developed with People In Aid and is currently being used by HIJRA to measure the impact of HR on the lives of beneficiaries.

Grace outlined some of the challenges HIJRA faced when first introducing the tool, and how these were dealt with. For example, the project started at a busy time of year when staff did not have sufficient time for the project. As well as this staff did not fully understand what was expected of them and how this project would impact their work. To deal with this HIJRA ensured there was regular communication and training with staff both in person and by phone or skype to clarify responsibilities and support needed from staff.

In terms of lessons learned, Grace mentioned the importance of having buy-in from senior management, involving staff in the process from the beginning and the inclusion of measureable key performance indicators (KPIs).

Innovative Resourcing Strategies

The afternoon saw participants break into three interactive group sessions to discuss innovative people resourcing strategies.

1. Learning from the HHR Europe Conference

Emmanuelle Lacroix led this session by looking at key learning from the Humanitarian HR Europe conference that took place in Antwerp, Belgium, 3-5 June 2015. The theme of HHR Europe was Innovative Resourcing: The talent challenge in a shifting humanitarian landscape.

Some key points from discussions:

- **Issue of innovation** - what is normal for one organisation may be innovative for another e.g. flexible working hours. It is important to think of the context your organisation works in and what is suitable there.
- **Recruitment and retention** - how to get the right talent into the business? It is important to think of talent within your organisation, as well as recruiting externally.
- **Beneficiaries** - Emmanuelle shared a case study from Retrak, an organisation working with street children, which involved street children in the process of interviewing candidates, which got participants thinking about how and/or if this kind of approach could work for their own organisations.

Emmanuelle shared some tools and videos from HHR Europe which can be found [here](#).

2. People Resourcing - Surge Capacity

This session was led by Jonathan Potter and discussions focused on areas of HR which agencies could collaborate on, particularly around surge capacity. There were some interesting examples of collaboration happening at programme level:

- One agency running a field hospital allowed other agencies' staff to be treated there rather than be evacuated;
- Training programmes were shared – for example costs were shared when a consultant was recruited;
- Participants had heard of agencies sharing employee lists and finding people on more than one payroll;
- Different organisational entities recruiting for technical gaps in the overall organisation's response capacity. Private sector partners sometimes loaning staff.

The discussion ended with some heart-felt thoughts about reference checking. It was agreed this was an important area for collaboration. Suggestions included:

- Not offering a job until references were received;
- Not accepting individuals suggested by the candidate but asking previous employers for the reference;
- Accepting that sometimes the candidate will be unfairly discriminated against in a reference;
- A professional body to guarantee references;
- Letting candidates for consortium jobs know that their names will be circulated to the consortium for reference.

3. Core Humanitarian Competencies Framework (CHCF)

In this session led by Maxine Clayton participants reviewed the CHCF, which was designed in 2011 by People In Aid and the CBHA (Consortium of British Humanitarian Agencies, now referred to as Start Network), as a tool for trainers and recruiters. The tool is in the process of being redesigned and feedback is being gathered on how to improve it.

After a brief overview of the framework, discussions took place on the need for increased attention on sharing the framework, especially in terms of consultation on the revisions and the final version.

- Participants from Save the Children International (SCI), World Vision and ActionAid mentioned that there is some work to be done within organisational alliances, ensuring that UK offices in the consortium are encouraged to work with their global teams on consultation, revision, buy-in and roll out of the tool. For example, Save the Children UK may have adopted the CHCF however there has been limited adoption within the wider alliance.
- SCI mentioned that they are currently working with the CHCF, developing an updated Competencies Framework (CF).
- Norwegian Church Aid mentioned that the framework was really useful and would like to have discussions back in the office on the potential uses.
- There were requests for the next revision to think about providing suggested tools, good practice or new/creative practice in the roll out.
- There were suggestions in making the CHCF lighter and easier to use, and to think through how it can be used in sudden onset emergencies. For example, thinking about the rapid recruitment in the Ebola crisis and South Sudan, a lighter competences framework was needed.

Other points raised:

- Think about applicability within development contexts;

- Work with agencies that have revised their own CF over the years since the development of the CHCF to see what they have taken out and/or included to build on this work;
- Have wide consultation within the revision which facilitates buy-in from agencies.

Advocacy Tactics and Tools

How can we use advocacy tactics and tools to 'win a seat at the table' - Anita Kattakuzhy, Regional Humanitarian Campaigns and Policy Advisor, Oxfam

Anita explained that there are multiple approaches to advocacy and you need to employ more than one if you want to be successful. She outlined the six principles of persuasion that are used in advocacy:

- 1. Authority** - People follow the lead of credible people and experts;
- 2. Reciprocity** - The idea that an obligation exists once something has been given;
- 3. Commitment** - If people commit, orally or in writing, to an idea or goal, they are more likely to honour that commitment because it has become congruent with their self-image;
- 4. Consensus** - People will look to the actions of others to determine their own;
- 5. Liking** - based on the idea that if you like and trust someone, you will trust his or her opinion and make a decision based on that;
- 6. Scarcity** - Based on the idea that if you have something that is scarce there is more demand for it. This principle is more useful for the corporate sector.

Anita then shared a useful tool to help plan advocacy work. She advised starting with the problem, identifying the power dynamics - who has power to influence change, what are key messages they need to know, how will you get messages to them and what is the best time to influence them.

Conference Evaluation, Announcements and Close

The day ended with reflections on what participants had learned with a reminder that People In Aid's work, including HHRs, will continue with the launch of the CHS Alliance.

Resources

- [The 3 Mistakes in HR](#) - Susana Fernández Casla, Psychologist, Business Senior Coach and International Speaker
- [Advocacy Approaches for HR Personnel](#) - Anita Kattakuzhy, Regional Humanitarian Campaigns and Policy Adviser, Oxfam
- [Developing an HR Strategy](#) - Em Lacroix, HR Services Manager, People In Aid
- [The Result Chain Experience](#) - Grace Lintari, HR Manager, HIJRA
- [Reimagining Talent](#) - Rebecca Peel, Director of Talent, Living Goods
- [Blog – Highlights from HHR Africa 2015](#)

Additional Resources

- [Developing a Human Resources Strategy](#)
- [Overview and resources from HHR Europe 2015](#)
- [Video interviews from HHR Europe 2015](#)

Conference presentations, blog posts, photos and videos can be found at the following link: <http://www.peopleinaid.org/hhrafrica2015>

You can also visit our Facebook and YouTube channels to see additional videos and photos:

- [Facebook](#)
- [Youtube](#)

People In Aid update

Since HHR Africa 2015 People In Aid has merged with HAP International to form the CHS Alliance. We are currently transitioning our brand and activities and have developed a new website. The People In Aid website will remain live with current resources until end of 2015, after which all resources will be found on our new website. For more information on the CHS Alliance visit www.chsalliance.org.



RE-IMAGINE TALENT

**DESIGNING FOR RESILIENT &
ADAPTIVE SYSTEMS**

REBECCA PEEL @REBECCAAPEEL

RPEEL@LIVINGGOODS.ORG



HR

HUMAN RESOURCES

HUMAN CAPITAL

TALENT

PEOPLE POTENTIAL

?

ATTRACT



Talent

Human
Resources

Human
Capital

ENGAGE

People
Resources

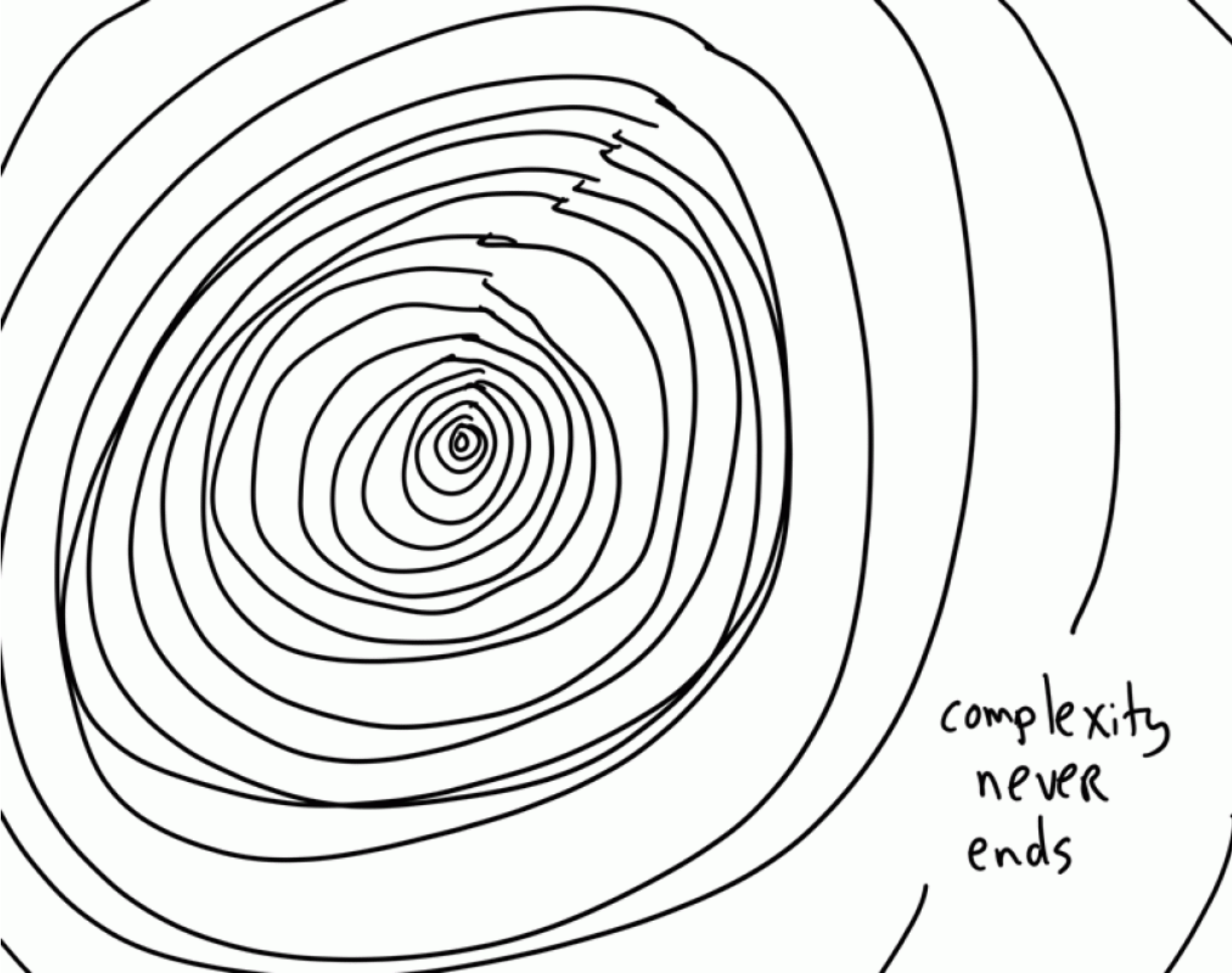
People
Potential

ENABLE



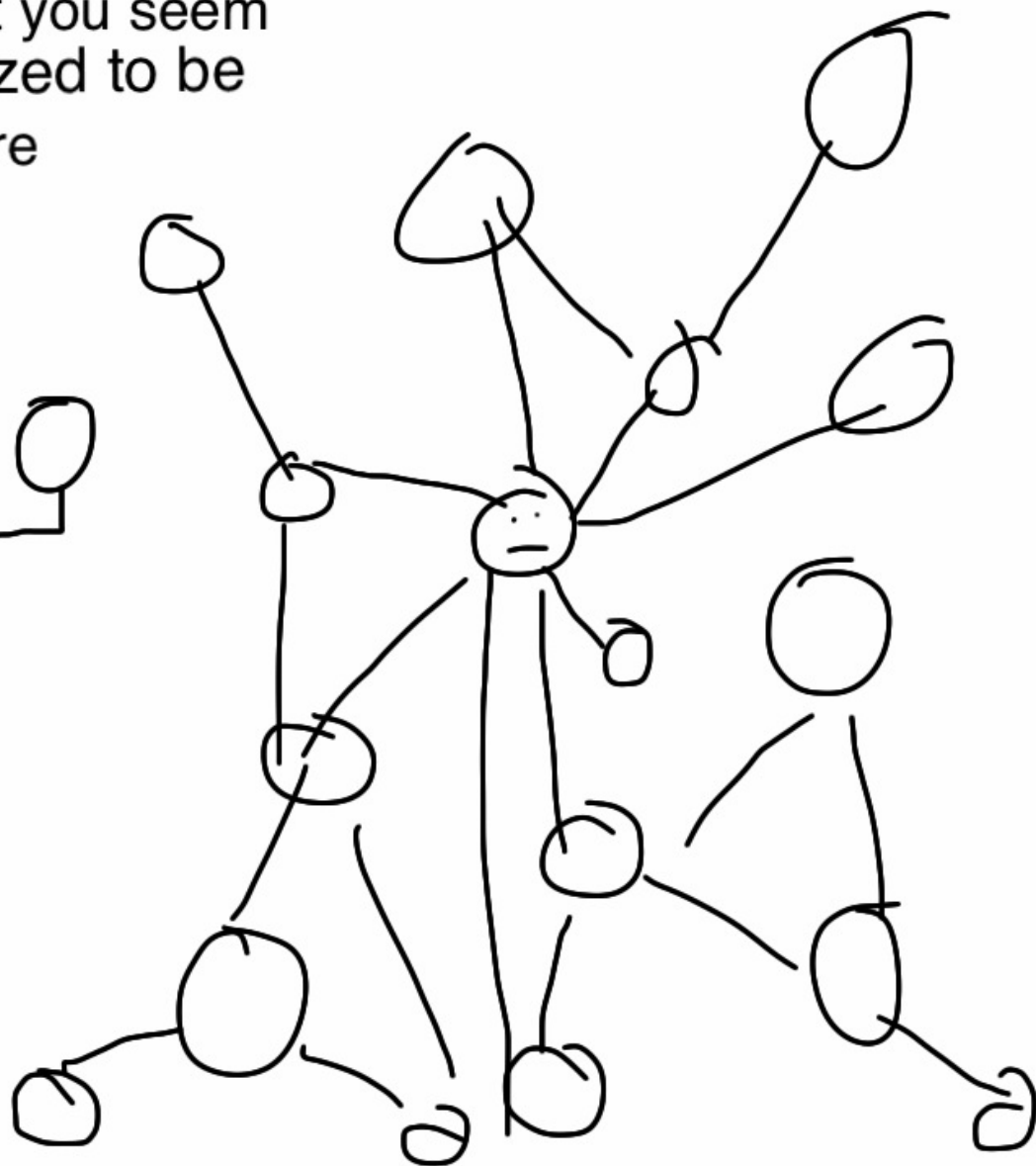
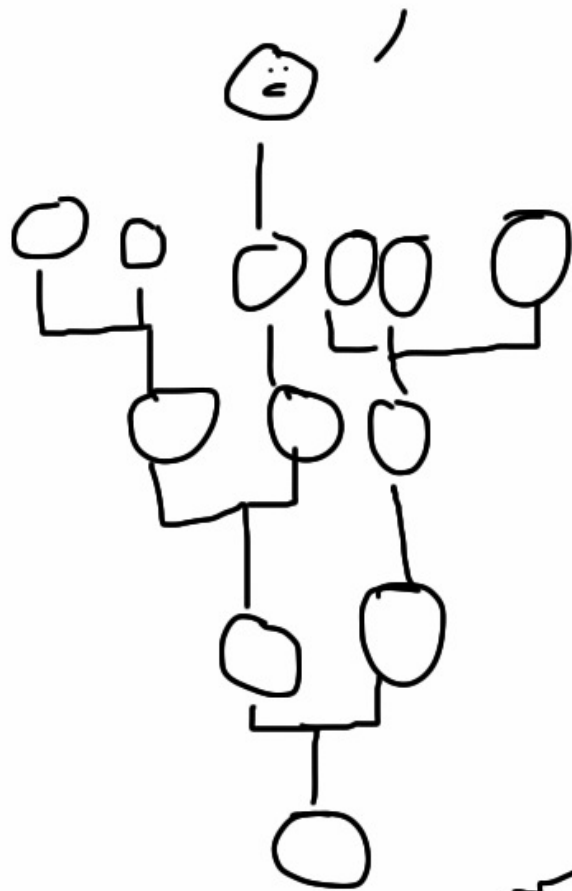
Talent management is ineffective at many organizations because it continues to be grounded in 20th century paradigms that are not aligned with today's business imperatives, and does not reflect a deep understanding of the complexity, diversity, and motivators of today's workforce.

- PWC Global Trends Report

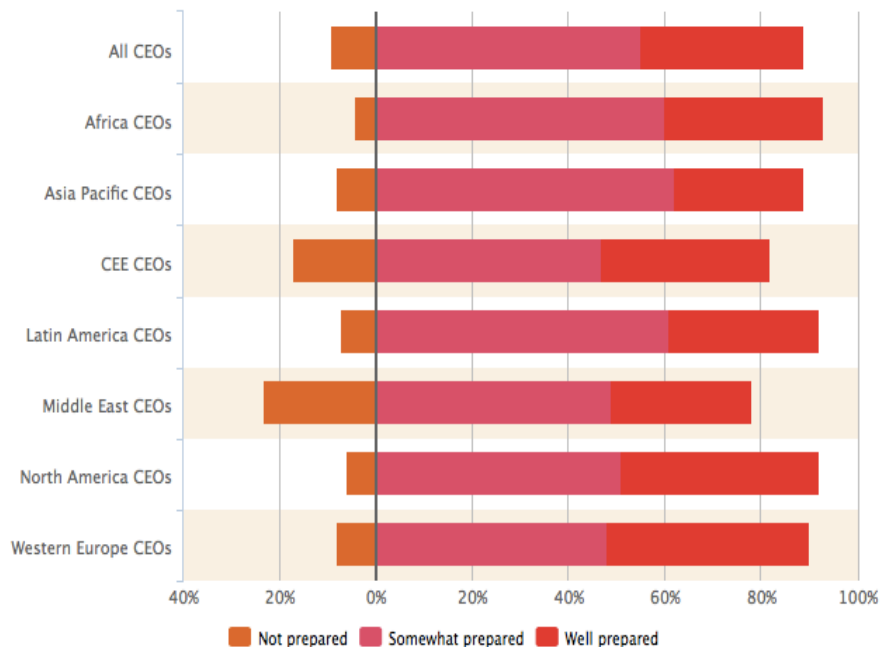


complexity
never
ends

Maybe it's just me, but you seem
a little too disorganized to be
the future



For CEOs making changes to capitalise on transformative global trends, to what degree is HR prepared to make these changes?



34%

of CEOs felt that HR was well-prepared to capitalise on transformational trends

CEOs feel that HR isn't ready for the task ahead. When asked how well-prepared the major functions in their business were to capitalise on transformational trends, only 34% felt that HR was well-prepared and 9% said it was not prepared at all.

93%

of CEOs say that they recognise the need to change their strategy for attracting and retaining talent

Action paralysis

CEOs see that there are serious talent management challenges ahead; 93% say that they recognise the need to change their strategy for attracting and retaining talent. But an enormous 61% haven't yet taken the first step. CEOs are well aware that something needs to be done, but are less sure of exactly what that is.

- Source: PwC 17th Annual Global CEO Survey



It's clear, that CEOs have little confidence that HR can cope with the changes ahead – it's up to HR professionals to prove them wrong.

- Source: PWC 17th Annual Global CEO Survey

RETHINK



RE-IMAGINE



- ✓ Living Goods **empowers Community Health Promoters** to deliver life-saving products and services to the doorsteps of the poor.
- ✓ Our community health program **reduces child mortality by 25%** for an annual cost of under \$2 per person.



Our Broad Product Mix Drives Impact and Sustainability



Maternal and Newborn Health

- Oral contraceptive, condoms
- Clean delivery kit
- Prenatal vitamins
- Baby caps



Childhood Diseases

- ACTs
- ORS/Zinc
- Amoxicillin
- RDTs for Malaria
- Deworming



Nutrition

- Fortified porridges
- Micronutrient powders
- Vitamins



Health Tools

- Solar lights
- Clean burning cook stoves
- Water filters
- Water treatment tabs

The more agents have to sell, the more income they earn, the more time they invest... and the greater impact they deliver.

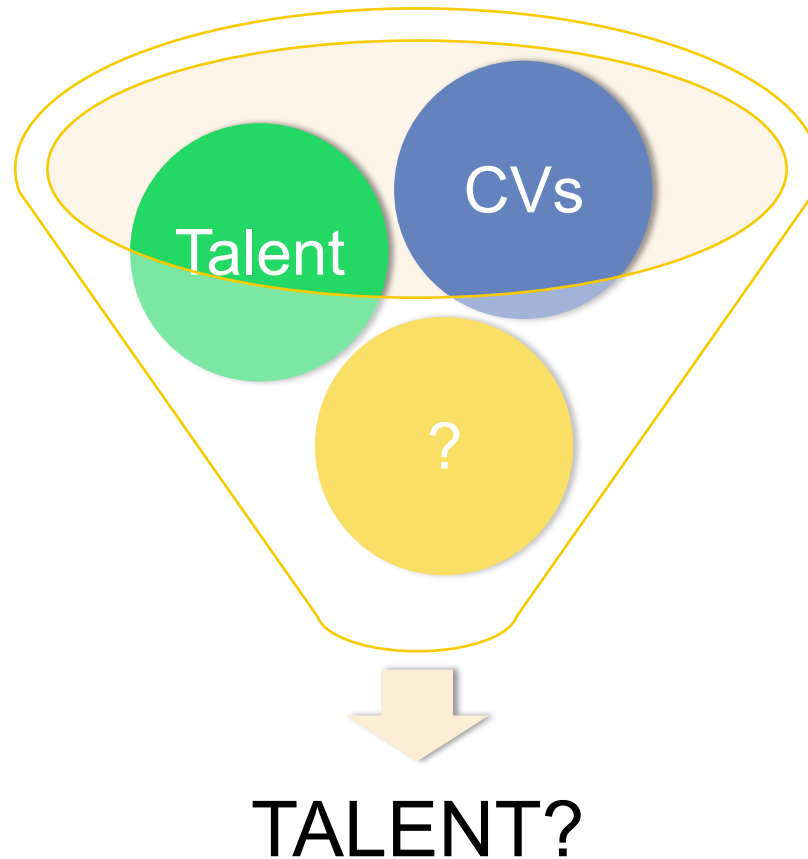
CHALLENGES

- **Rapid organizational grow**
- **Current management pipeline will not meet 1 – 3 year hiring needs**
- **The success of the LG model is heavily dependent on the quality of our people**
- **Diverse and complex workforce**
- **Challenging hiring conditions**



Looks like you're searching for a unicorn candidate.
Try easing up on your filters and keywords for better results.

REDESIGN SOURCING & SELECTION



ARCHETYPE PROFILING

- What?

- Why?

Archetypes of a Branch Manager

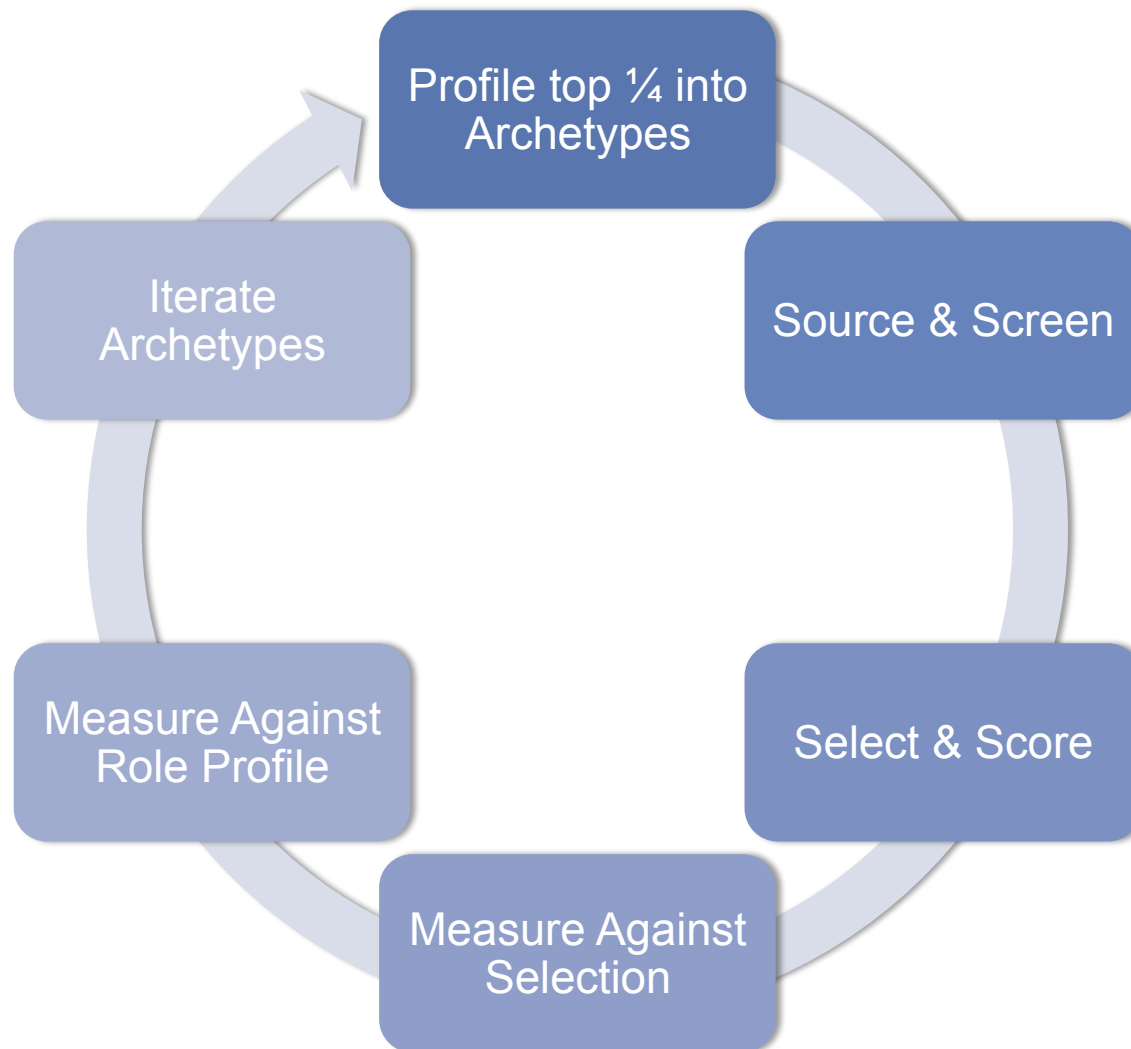
- How?

Young & Hungry: (*profile looks like*) 1-3 years out of undergrad in either Nursing or Business, they have completed national service or have experience in health or community organizations. They have volunteered or lead a club, team or initiative in school, their WMMY was interesting and they're cover letter was solid.

(*how they interview*) They show up early, with their CV printed dressed to impress, this candidate tests well on finance, they are sharp analytical and do well on cognitive testing. In the group activity they're keen to show the knowledge from their prep work but may lack self awareness as to where they fall short with limited work experience, the great candidates will seek out more experienced members in their team and leverage that experience to the benefit of the group. In final round interviews we need to watch this candidate's motivation and drive, they must stick around for the long term or the investment in their training won't pay off. If this candidate doesn't want to work at HQ in 3 -5 years. They're a no go.

(*hypothesis*) Strengths, this candidate is smart and easy to train as well as hungry for career growth and entrepreneurial. **Weaknesses**, this candidate doesn't have experience or a proven track record.

SMART SYSTEMS THAT BUILD THEMSELVES



ADAPTIVE & RESILIENT

- **Wildcard Archetypes**
- **Hypothesis Testing**
- **Floating Competencies**
- **Performance Management Feedback Loops**
- **Everybody Feeds the System**

Strategic HR – Implications & Opportunities for HR Professionals

HHR Africa – Nairobi 2015



Objective of this session

Stimulate you as HR Professionals to create and/or expand your strategic positioning for effective conversations with your CEO/ED/ Country Director

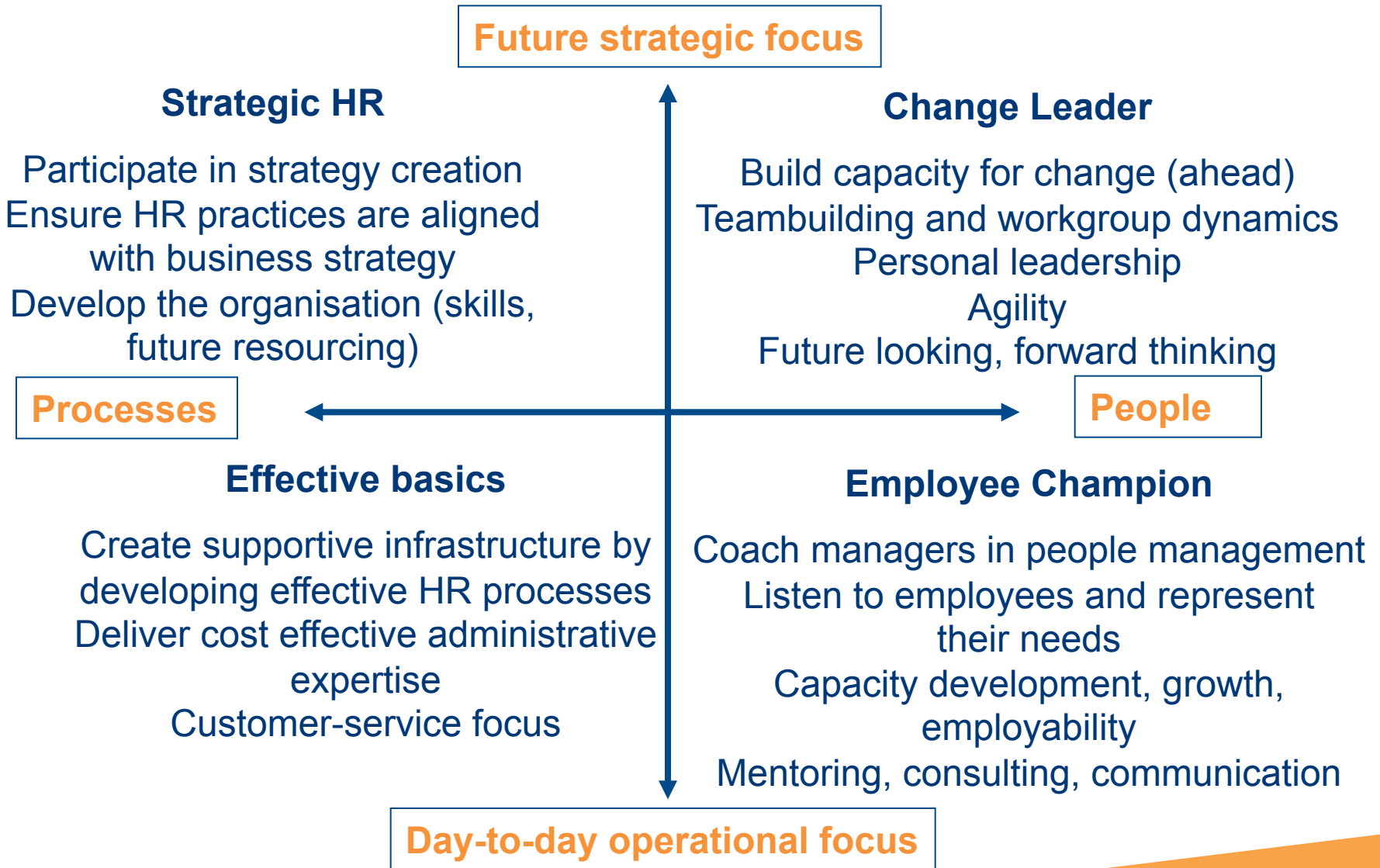
Strategic HR & the CHS

- Senior management and operational colleagues can no longer separate staff priorities from operational ones as they might have while the People In Aid Code was a separate document, too often seen as being owned by the HR function.
- The majority of tasks for organisations committing to the CHS are called 'Key Actions'. A Key Action is defined as 'what staff engaged in humanitarian action should do...'.- CEOs and senior staff reading this definition therefore need to be looking to their HR colleagues to check the organisation's capacity to fulfil the Key Actions.

HR Strategy...



HR's roles in the organisation



Some insights from our US colleagues

Overview: A Change Underway?

**FUTURE
INGO
Operations**



Quick check: where do you sit strategically speaking?

1. We have an HR strategy and are implementing it
2. We have an HR strategy but are not implementing it
3. We act strategically, but do not have a formally agreed strategy
4. We are thinking about having an HR strategy
5. I am the only person thinking about an HR strategy

Reasons for developing an HR strategy include:

- ✓ Enabling the delivery of the corporate strategy
- ✓ Clarifying or establishing the role of the HR function and the resources needed to fulfil that role
- ✓ Clarifying HR's relationship with other parts of the organisation
- ✓ Communicating what the HR function intends to deliver and how it intends to work
- ✓ Providing a basis for measuring the HR's performance

(see Developing a Human Resources Strategy page 11-13)

Issues to be addressed to successfully develop & implement the HR strategy:

- ✓ Organisation to understand the HR contribution
- ✓ Getting buy-in
- ✓ Alignment
- ✓ Resourcing
- ✓ Monitoring and evaluation
- ✓ Agreement on what to include (*next slide*)
- ✓ Developing country programme strategies
- ✓ Adapted and relevant communication

(see Developing a Human Resources Strategy page 14-15)

Some areas to include in the HR strategy

- ✓ What skills do our people need to deliver the organisational goals?
- ✓ Can we develop the skills of the people we have?
- ✓ If we need to attract...how and from where do we attract people? And how do we retain talent?
- ✓ How do we want to assess and measure the performance of our people?
- ✓ How do we want to reward them?
- ✓ How do we want to continue to develop them?

(see Developing a Human Resources Strategy page 15-16)

Group activity:

When developing your HR strategy...

- Workforce analytics and horizon scanning: how do you take your context (external and internal drivers) for change into consideration?
- How do you reflect these in your strategic planning to ensure successful implementation?

Tips and Reflections

Do

- get the operational side of HR right before attempting to move on to the strategic work
- create ownership within the organisation – particularly with management.
- understand the politics of the organisation (as part of the internal drivers)
- use a consultative process for developing the strategy.
- make clear the links between the organisation strategy and the HR strategy.
- communicate regularly about the purpose, process and progress on the Strategy, and adapt the message to your different stakeholder groups.
- be realistic about your ability to deliver and about the resource implications.
- identify and deliver your quick wins.

Tips and Reflections

Don't

- do it in isolation from the organisation or do it yourself.
- take total responsibility and ownership – it has to be a shared effort.
- set unrealistic objectives.
- just focus on the written output – the process is at least as important.
- forget to cost it.
- think of it as something separate or stand-alone – it has to be part of the whole organisation development plan.
- do it if you don't need to. (Some organisations have HR and organisation development as part of their organisation strategy. In this case the next step is to produce an HR implementation plan not a separate strategy.)
- be afraid to take risks and to move on from where you are.

HHR Africa 2015 – group work outputs

- **Drivers to consider**
 - Link between staff retention and donor funding/budget.
 - Technological advances and social media impacts (e.g. LinkedIn re. recruitment and selection activities).
 - Impacts of exchange and other economical factors on rewards practices.
 - Rising competition from non-sector actors and the donors engagements with them.
 - The pros and cons of consortia working (when chosen as opposed to imposed, skills required, etc.).
 - Willingness (or lack of) from staff to be mobile (locally, nationally, internationally).
 - Need to connect and exchange with other organisation to understand talent challenges in a given context or region – learn from each other.

HHR Africa 2015 – group work outputs

- **Tips**

- To get buy-in, it is essential to understand our external environment as well as the core business of your organisation to align and position HR as a strategic business partners .
- HR also must understand what is asked of the function to drive its strategy.
- Management capability essential to support and drive the implementation of the strategy hence the need for adequate management and leadership development.
- HR to support the vision of the organisation and influence the organisational culture in that sense (via competencies, etc.).
- HR tools to measure organisational impacts.
- Get involved in the key discussion of your organisation, not just the HR ones (proposals, budgets, etc.).
- People should be clearly stated in the organisational strategy and it is HR's responsibility to work strategically to enable this.
- Need to connect and exchange with other organisation to understand talent challenges in a given context or region – learn from each other, share and avoid duplication where possible.

HHR Africa 2015 – group work outputs

- **Tips – continued**

- Integrate HR strategy into country/global strategy.
- Use various forms of employment, for instance build networks for volunteers to help curb unemployment and build talent.
- Adopt fluidity in contracting arrangements and flexible work arrangements to adopt to the changing work environment and become a global actor – trust and accountability keys.
- Discuss trends at SMT levels.
- Have a people statement in the organisational strategy.
- HR strategy to complement the organisational strategy, not a separate document.

Useful videos

- Strategic HR – Perspectives from HHR Europe 2015 (<https://youtu.be/ZJH3Bz4tmZs>)
- Ian Ridley, World Vision (<https://youtu.be/6nhTu9Me0bA>)

Thank you!

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CASE STUDY

OUR EXPERIENCE WHILE
INTRODUCING **RESULT CHAINS**
AT HIJRA – UGANDA

THEME: *THE IMPACT OF HUMAN
RESOURCES IN PROGRAMMING*

We all in the NGO world work towards improving the lives of our beneficiaries, but we probably do not know the impact we (HR) have on beneficiaries. It's a challenge! As we place ourselves strategically in our organizations, we need to think on how to measure the impact of the investment of Human Resource at the programme level and for the communities we aim to assist.

It is for this reason that People In Aid is working in collaboration with HIJRA to develop a tool (RC) that would be used to measure the impact of the investment on Human Resources in programming. The objective of the Result Chains will enable us measure the contribution we make to our beneficiaries at the impact level.

Introduction of Result Chain

The concept of the RC was developed by PIA & shared with us.

This project gained support from the top management.

Identifying of key staff to lead the process.

Held several discussions between PIA & HIJRA linking HR & Program staff.

There were interactions and participations from key staff.

Trainings conducted to the team by PIA (Maxine) on how to use the RC.

Output – of the workshop

The concept/idea of RC introduced the focus on outcomes to develop indicators (KPI) at all stages/levels of the process/project.

Both program & support staff were able to distinguish between output, outcome, and impact (long term).

The tool enabled the team to clearly understand that outputs do not reflect the change we aim to see, as the results of utilizing goods and services (outcomes) do.

Both program & HR staff appreciated the importance of using the tool.

Challenges

Discussions started late last year 2014, when a program was almost coming to an end. That meant staff were busy with project closure.

Initially there were some fear & anxiety because staff were not very sure of their expectations (*i.e. would it increase workload to the already existing tools from different donors, duplication, funding of the project etc.*)

Overcoming challenges

Held frequent skype & telephone meetings; trainings by PIA; distribution of responsibilities; accessibility of PIA's representative for any clarification or support we needed.

Lessons learned

Exciting to link HR with programming;
Support & involvement of top management
right from start;
Involvement of key program staff at the
initial stage;
At every step/level there should be KPIs
that are measurable;
There should be monitoring & evaluation
When developing the tool, the overall
impact/result must guide the development
of key performance and impact indicators,
for each stage of the project.

Impact level

Measuring the impact would be done only at the impact level which we shall do (test) in November/December 2015.

There should be an evidence to link the outcome to impact on the programme quality and should have KPIs.

For example: What impact do we want to make at HIJRA: “*Community and people affected by crisis participate and receive relevant and appropriate sustainable livelihood and services in a timely manner*”.

Where are we now?

Currently developing a questionnaire (survey monkey) to enable staff and beneficiaries to provide feedback over the life of the programme!

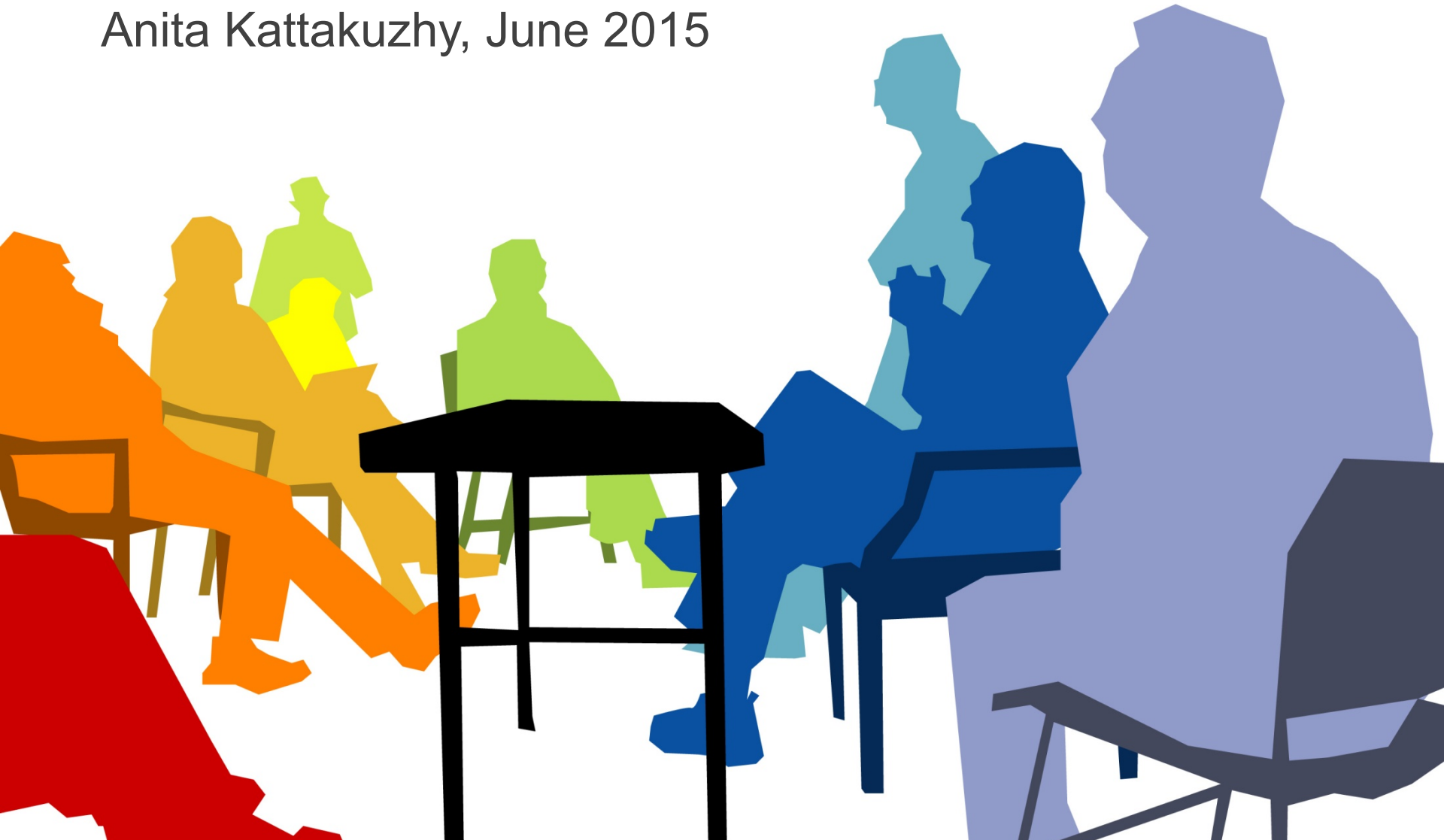
THANK YOU!

GRACE LINTARI
HIJRA

Winning a seat at the Table

Advocacy approaches for HR Personnel

Anita Kattakuzhy, June 2015



What is Advocacy?

- A **process** not an event
- Is fundamentally about **power**: understanding who has it, and how to influence their behaviour and decisions to bring about positive change
- **Everyone** can and should be 'doing' advocacy

Approaches to advocacy

- There is not one way to do advocacy.
- There is not even a best way to do advocacy.
- Your choice of approach might depend on the answers to some of the following questions:
 - Is the issue a technical one or is it politicised?
 - Is the debate polarised or is there a well supported middle ground?
 - Are there strong vested interests in a particular outcome, and how much influence do those vested interests have over the decision makers?

What capacity do you have to influence different

Principles of Persuasion

- 1. Authority**
- 2. Reciprocity**
- 3. Commitment**
- 4. Consensus**
5. Liking
6. Scarcity

Influence, by Robert Cialdini. 1984

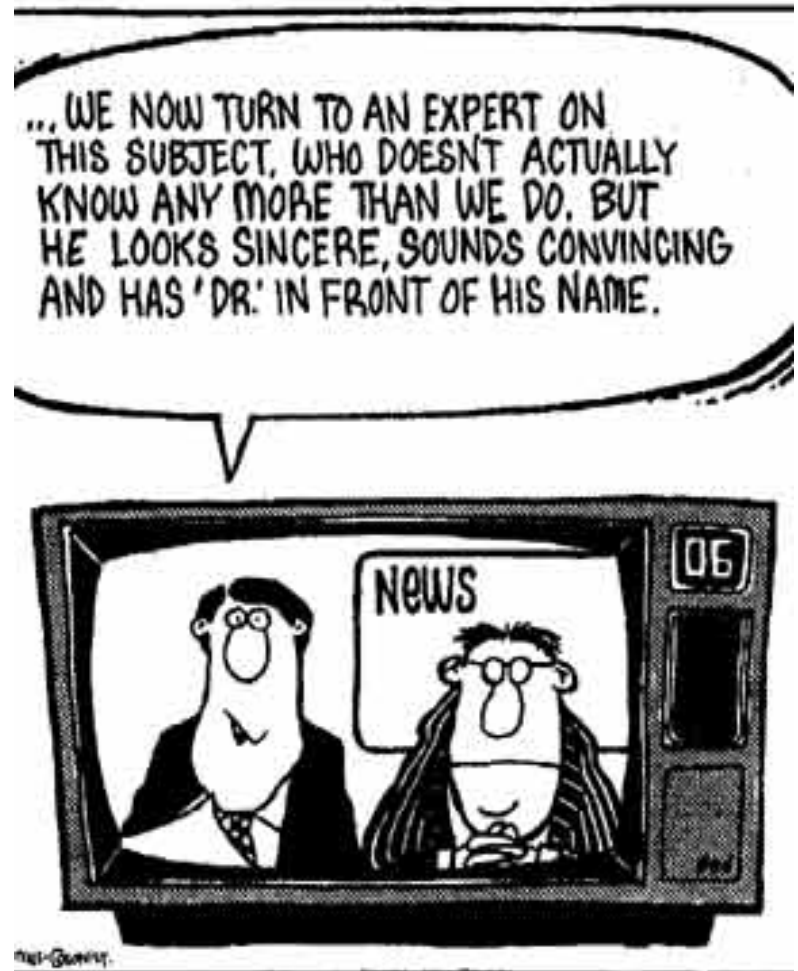
Authority

Based on:

- the idea that people follow the lead of credible knowledgeable experts

Tools and tactics:

- Research + communication
- Lobby (private + public)
- Representation
- Press and media work



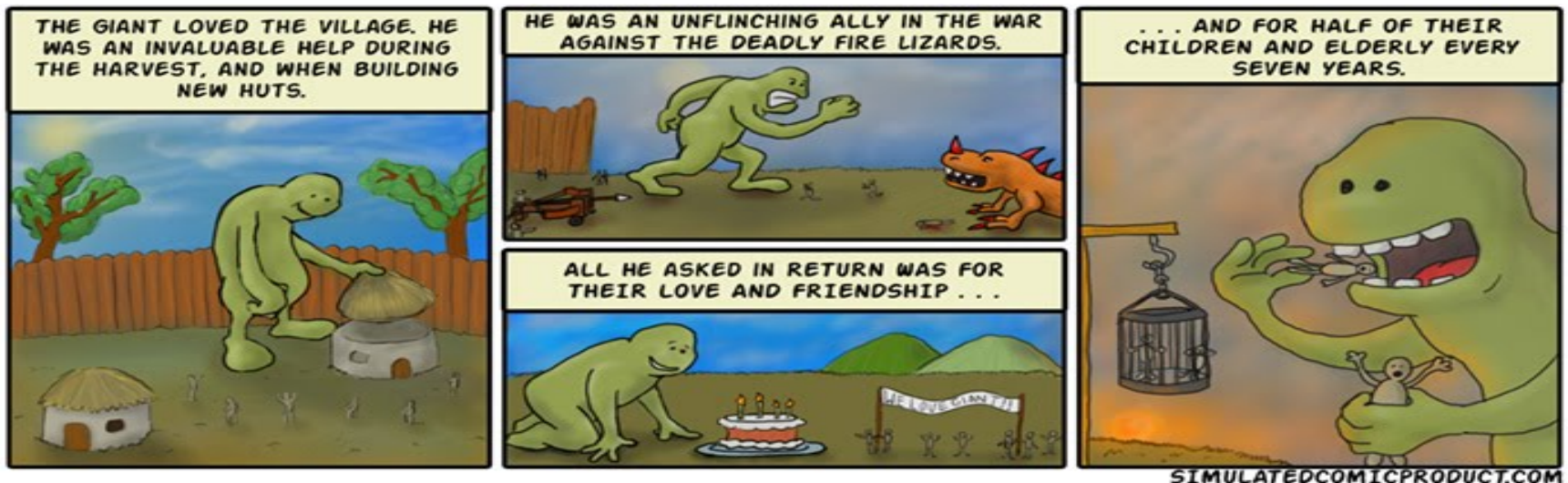
Reciprocity

Based on:

- the idea that an obligation exists once something has been given

Tools and tactics:

- 'Scorecarding' or public awards
- Co-branded projects eg research
- Public lobby



Commitment

Based on:

- the idea that If people commit, orally or in writing, to an idea or goal, they are more likely to honour that commitment because it has become congruent with their self-image

Tools and tactics:

- Articles or speech writing for political figures
- Drafting of legislation
- Public assemblies with political invitees

Consensus



Based on:

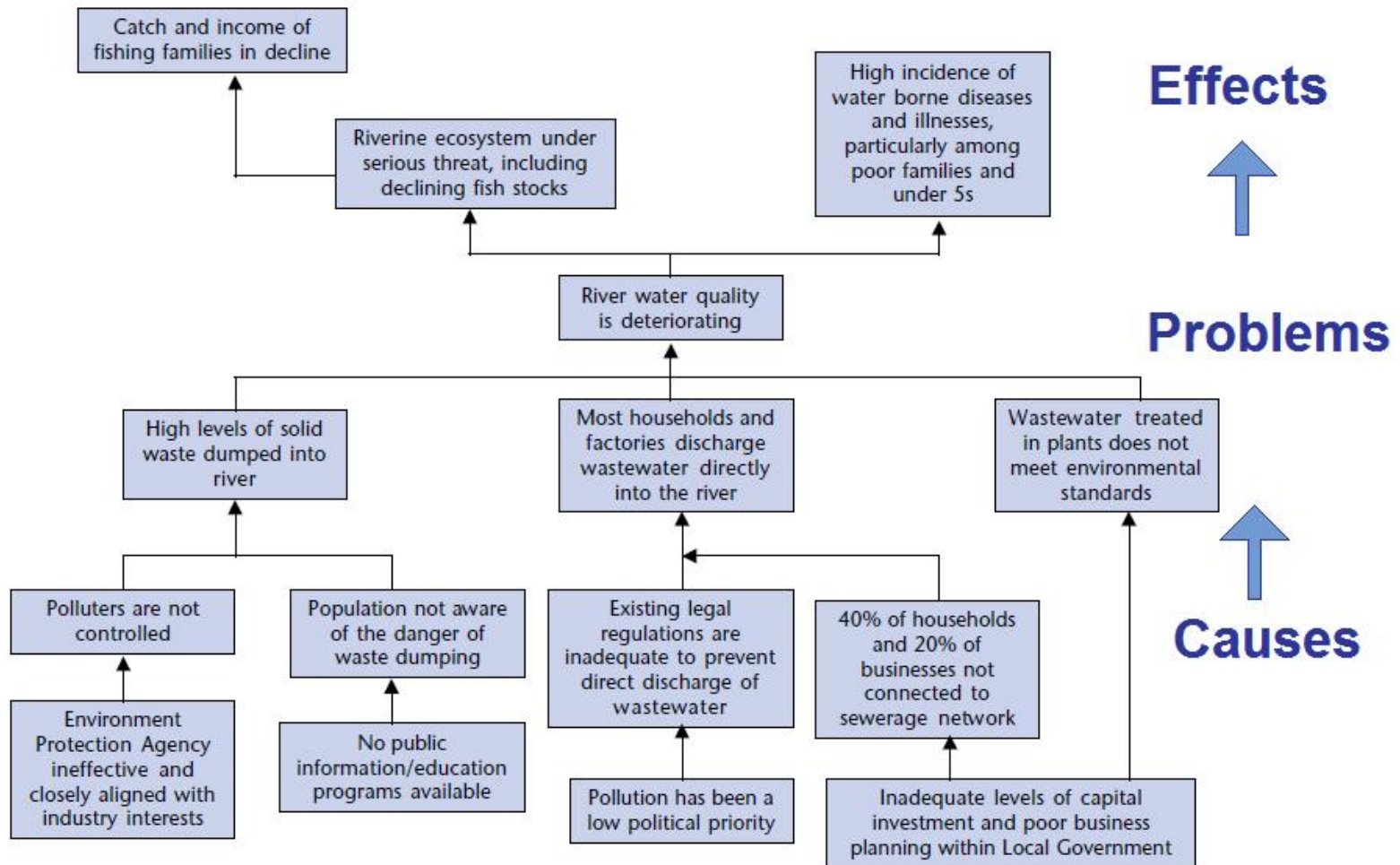
- the idea that people will look to the actions of others to determine their own

Tools and tactics:

- Petitions
- Community mobilisation
- Group lobby, 'Politicking'
- Representation

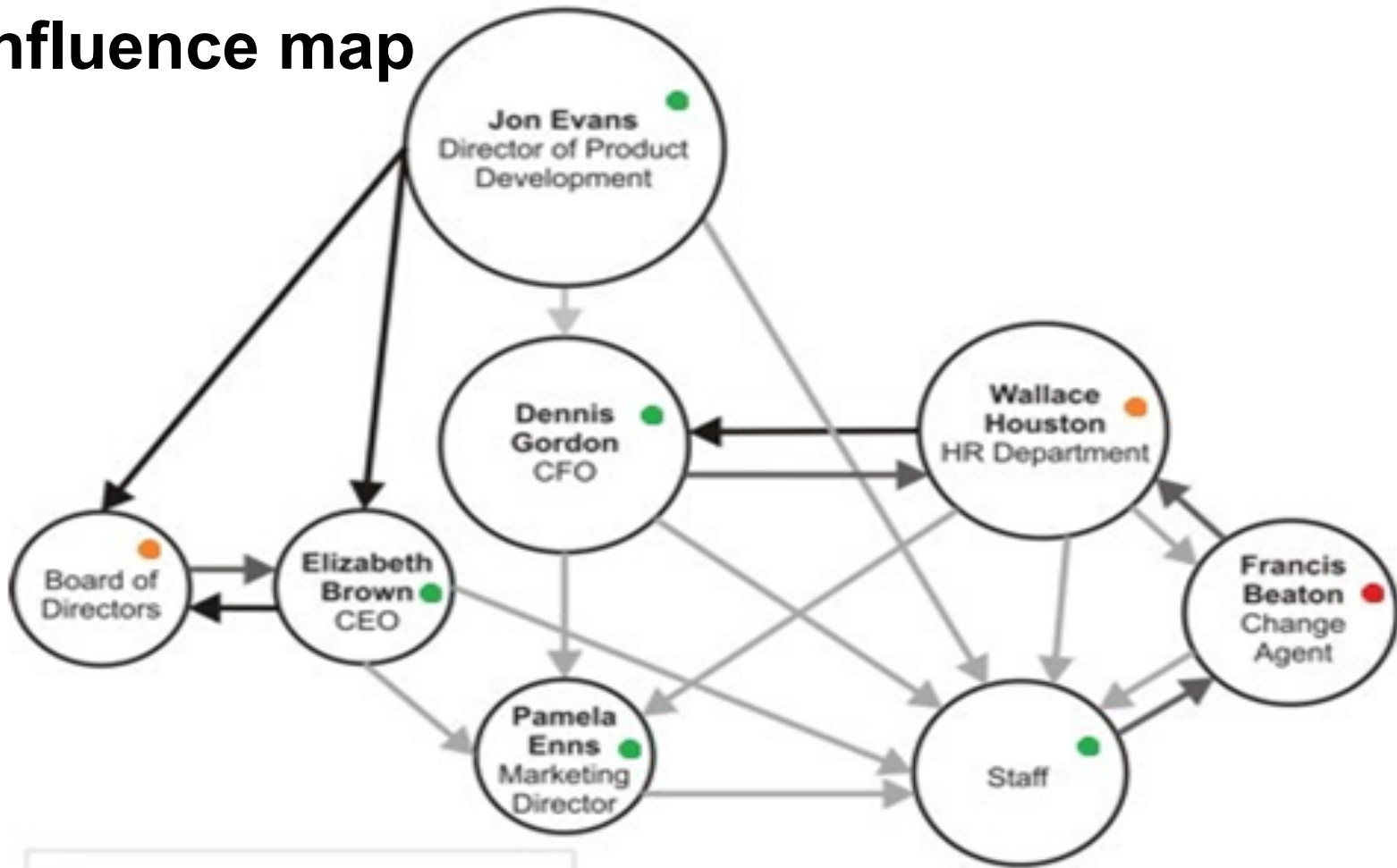
Advocacy planning 1

Problem Tree



Advocacy planning 2

Influence map



Key
Circle size = Overall influence
Line direction = Effect of influence
Line width = Strength of influence

Advocacy planning 3

Action Plans

SMART objective	Priority target	Current position	Desired position (in support of objective)	Influencing approach (tools and tactics)	Team/allies/ champions to engage
What do you want to see happen?	Who are you trying to influence?	Where does the target stand now?	Where should the target stand after your action?	<ul style="list-style-type: none">• What are key messages they need to know to make the change?• How will you get the messages to the target?• When is the best time to influence the target?	<ul style="list-style-type: none">• Who will be developing the materials?• Who will be directly engaging with the target?• Who can help you?

Small group work

- Spend a few minutes at you table identifying one issue that has come up in today's discussion or in your organisation that would need advocacy.
- Use the action plan in your group to plan the work

Further Reading

A New Weave of Power, People and Politics: The Action Guide for Advocacy and Citizen Participation

- Written by Lisa Vene Klasen with Valerie Miller, published by World Neighbours, Oklahoma USA.

Advocacy for Social Justice: A global action and reflection guide

- Written by Oxfam America and the Advocacy Institute, published by the Kumarian Press (USA), distributed in the UK by Oxfam Publications

Influence – The Psychology of Persuasion

- Robert B Cialdini

The Good Campaigns Guide – Campaigning for Impact

- By Tess Kingham & Jim Coe, published by NCVO Publications, London

The Tipping Point

- Malcolm Gladwell, published by Abacus

Yes! 50 secrets from the science of persuasion

- Goldstein, Martin & Cialdini, published by Profile Books



3 Big Mistakes in HR

...that I also made and
what I learnt

SUSANA F. CASLA

Psychologist & Senior Coach
Director of ESCOACHING



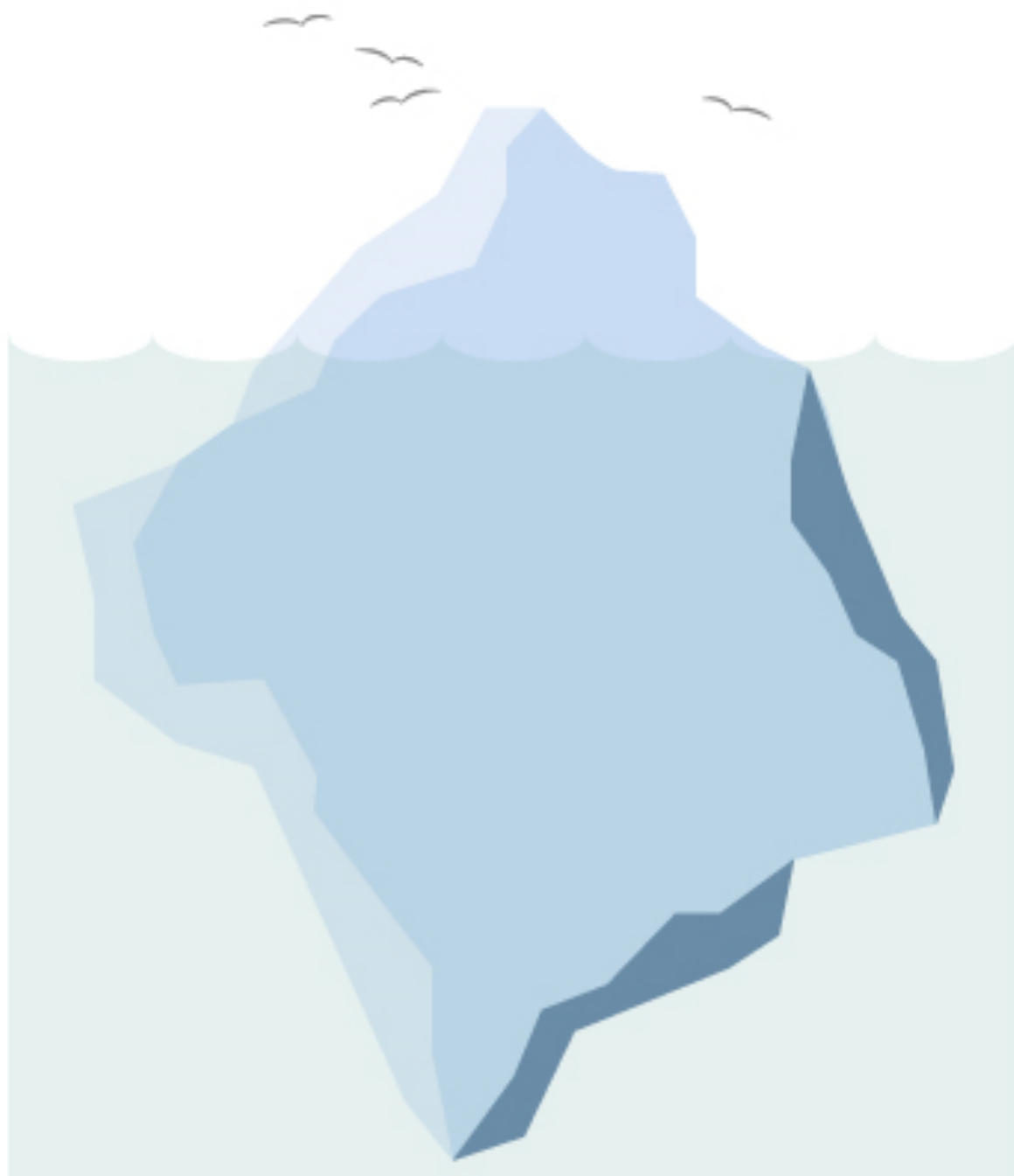




#1 MISTAKE

COMPETENCY and TALENT is the same





THE CHALLENGE

Hidden under each Competency -behaviour- lives the motor -Talent-.

The key is to find out the talent that has not yet been reflected in a competency.

Susana F. Casla

#2 MISTAKE



Expect different
results by using the
same tools

COMPETENCY-BASED MANAGEMENT



"The right person in the right position"

Knowledge
Attitudes
Behaviours...

that should be demonstrated

MEASURES



Do these questions resonate with you?

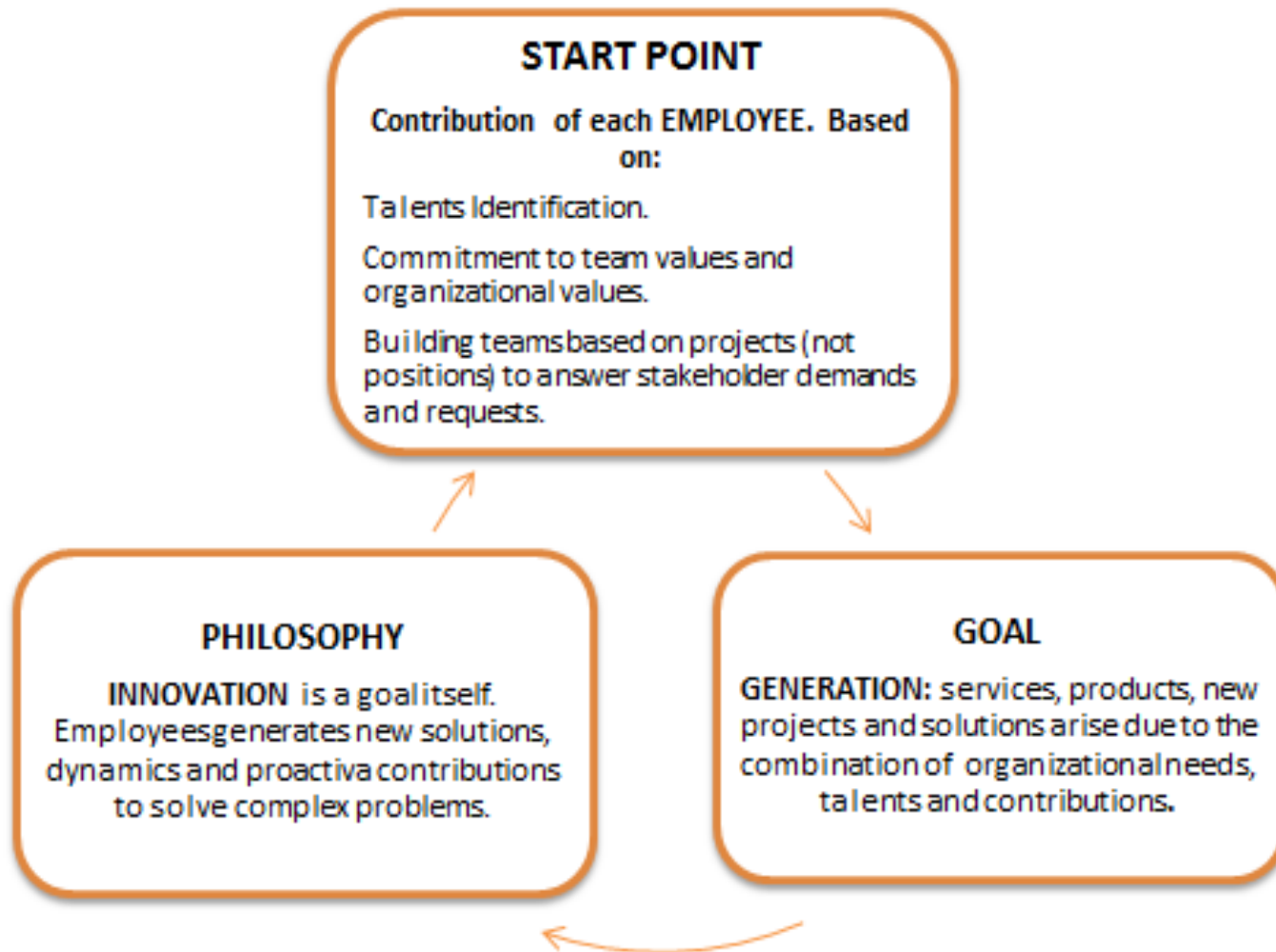
“How can I get more from the employees (and not only what the JobDesc says that it has to be done)?”

During an interview... “What are you willing to contribute to the team?”

“I feel that I am good at... and I could do it. But honestly, it is not my role!”

“To what extent are we able to innovate and give an added value to the sector?”

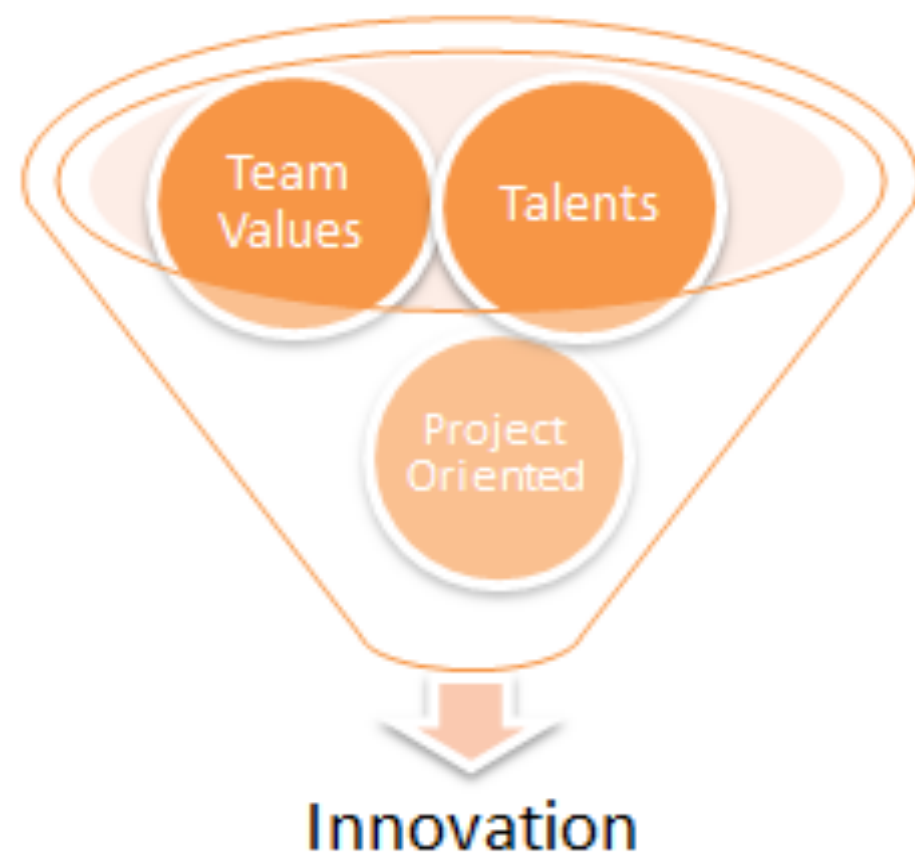
TALENT-BASED MANAGEMENT



Let me share with you my
10 Levels Model
to explore talents and
bring them to the surface

10 Levels Model

1. Identifying logic and **structure** of thoughts, beliefs or preconceived ideas that you have about yourself;
2. the scope of **what you think that you can do**;
3. the scope of **what you think that it can be achieved**; (minimum, target and mindblower)
4. the level of **understanding, commitment and alignment with goals** (at organizational, team and individual level)
5. the contribution to the team that **you are willing to do**;
6. your **self-esteem and self-confidence**;
7. the **values** which help you to deal with complex or unfamiliar situations;
8. the way you manage your **emotions** to ensure bringing your talents to the surface
9. your **motivation: what inspires your actions**
10. Your individual and career goals. **Your desired next step.**



Coaching "One to One"

Team Coaching

Design Thinking Methodology

Creativity Tools

"Talent Gaming": the use of
serious game methodology

Indoor activities/spaces to relax,
device disconnected⁴

Space design - Adequacy

Virtual Spaces to connect

#3 MISTAKE

BEING BLIND TO THE CONTEXT

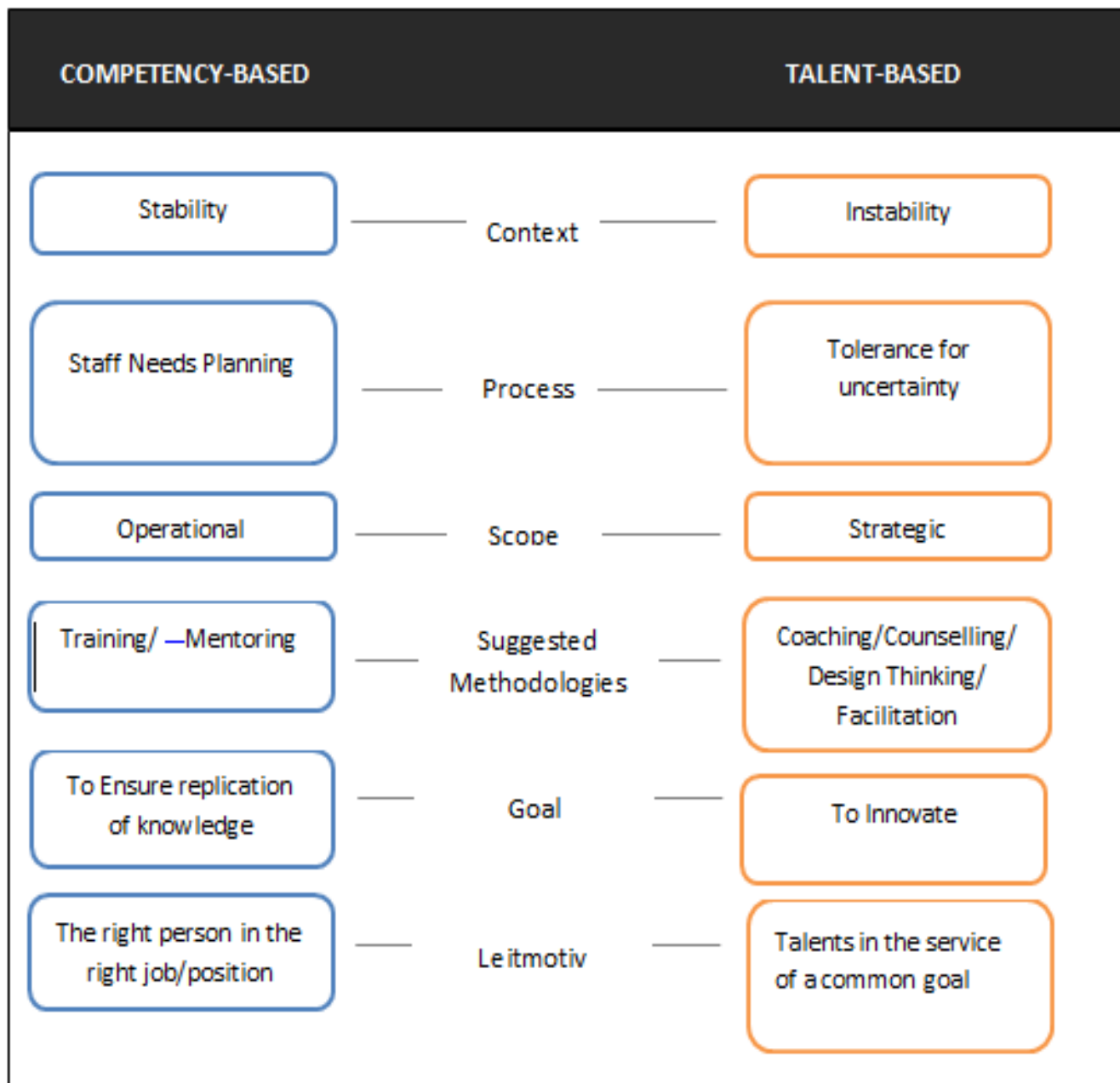


Fig. 1 Dimensions to compare both approaches

Traveling is learning.
Kenyan Proverb

A horizontal string of eight colorful paper flags is displayed against a white background. Each flag is a different color and has a single letter written on it in a black, hand-drawn font. The flags are held in place by small wooden clothespins. The sequence of letters from left to right is T, H, A, N, K, Y, O, U.

THANK YOU

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