Humanitarian HR Asia 2015

Kuala Lumpur, Malaysia
26–28 October 2015
Conference Report

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Conference Theme and Objectives

Theme:
Talent preparedness and humanitarian leadership in an evolving Asia.

Objectives:

- Explore and share ideas and experiences of talent preparedness in order to broaden our mindsets and options for preparing existing and emerging talents.
- Explore the uniqueness of humanitarian leadership in crisis and identify the characteristics and qualities that apply best in the Asian setting.
- Share current best practices, live learning, case studies and stories from within the humanitarian sector, as well as from other sectors.
- Network with other HR and humanitarian specialists from Asia with the intention to establish a strong Asia-based HR practitioners’ network.
- Share experience, challenge assumptions and inspire fresh thinking in the industry
- Gain operational ‘know-how’ and ‘how-to’ apply information and strategic approaches in the workplace.

Conference speakers:

- Dr Ahmad Faizal, President, MERCY Malaysia
- Sophie Perreard, Lecturer and Head of Teaching and Learning - Humanitarian Leadership Programme, Deakin University
- Sayeda Tahya Hossain, Chief People Officer, BRAC
- Nabeel Al-Azami, Head of HR/Global Talent Lead; Ritu Chadda, HR Manager; and Adnan Khan, Regional HR Manager – Asia, Islamic Relief Worldwide
- Michael Jenkins, Chief Executive, Roffey Park Institute
- Tarik Begic, Global Surge Manager, British Red Cross
- Rizal Kamaruzzaman, Executive Director, Tindakan Strategi
- Adi Walker, Principal Advisor, GIZ Pakistan and PhD Research Student, Oxford Brookes University
Day 1 – 26 October 2015

Welcome

The 2015 Humanitarian Human Resources (HHR) Asia conference saw over 50 HR and people management specialists from 13 countries including Australia, Bangladesh, Cambodia, Japan, Malaysia, Papua New Guinea, Philippines, Thailand, Turkey, United Kingdom, and United States, come together to discuss the challenges and solutions of talent preparedness and humanitarian leadership.

The 27th HHR conference was the first hosted by the CHS Alliance and the first held in Asia since 2007. The conference returned to the region because of a number of trends such as the growth of Asia as an economic powerhouse with highly skilled people – talent.

“In the past 10 years, 40% of the world’s disasters have happened in Asia. We’re all aware that although local staff are the first to respond in emergencies, the talent often isn’t getting the necessary support,” said Maduri Moutou (right), Senior People Capacity and Development Manager at the CHS Alliance.

Opening speakers

The three opening speakers then shared their perspectives on the conference theme.

Dr Ahmad Faizal Perdaus (left), President of Mercy Malaysia, highlighted a number of challenges and issues preventing humanitarian operations in Asia from being equipped with the right talent and right leadership. He began by saying that Asia Pacific is a heterogeneous not homogenous region; is one of the fastest growing regions economically and in terms of the sector; is experiencing increased social mobility; and has most of the world’s natural disasters and some of the worst impact of climate change.

Challenges:

- Increased demand for skilled workers and professionals
- Income disparity compared with other sectors
- Political interference
- Humanitarian funding is still largely emotionally driven
• Relatively low awareness of the humanitarian sector as a credible employer
• Varied availability of appropriate and suitable talent in the marketplace

Solutions:
• If big INGOs or UN agencies want to poach someone from another NGO they should pay a transfer fee like football clubs.
• Enhance staff retention while recognising that some staff movement and turnover is actually necessary.
• Balance the pull and push between being accountable and being too expensive.
• The moment new staff step into the sector, inform them that they have to be both a leader and a manager and start to prepare them for these roles.
• Integrate academic and humanitarian worlds in order to convince top students from the best universities to work in the humanitarian sector first. “In developed countries, the top people look for jobs in the humanitarian sector not just the corporate sector; maybe they are paid less but the trade-off is better job satisfaction.”

Sophie Perreard, Lecturer and Head of Teaching and Learning at the Humanitarian Leadership Programme, Deakin University, presented her research findings on what makes a good humanitarian leader from concept to reality. People want a leader who follows a process of consultation that engages them and makes them feel valued rather than someone who is strong, powerful or dominating. A good leader was identified as a likeable, open, strategic person, who can lead from the front as well as the back and empower his or her team.

“I was frustrated in the sector because I couldn’t see that we were preparing talent to take over from the current leaders and it was going outside the sector.”

Sophie also highlighted that when a leader needs to make unlikeable decisions, it’s important to involve people in the process and communicate with them along the way to ensure their support.

Challenges:
• Talent development is very focused on expatriates or senior-level national staff.
• There’s a major gap in emergency responses at the senior level.
• Very few humanitarians are prepared for a leadership role and they have to learn on the job which isn’t always possible.
• Going from being a manager to a leader is difficult as it involves going from management to strategy and involves communicating a vision to a team.
Solutions:

- Adaptation in the system. “For me people make the system and we need to develop these people to adapt the system.”
- Develop leadership at all levels; although expensive this is an investment all organisations should make in the humanitarians who will one day be in charge of responses.
- Implement applied leadership learning with a coaching element rather than one-off training that is forgotten on returning the work. It’s important to link theory to practice over a period of time.
- Leaders need to develop self-awareness of their leadership style.
- Enhance the leadership capacity of people already in the organisation locally and regionally who already understand the cultural context.

Sayedah Tahyaa Hossain, Chief People Officer, BRAC, shared her perspective on how HR can manage a crisis better.

“We are not thinking about whether we are equipped enough to address our future needs. Now it’s time that we as HR think beforehand so whenever there are disasters, we can move faster and we’re not looking for experienced people during a crisis.”

Challenges:

- Moving from philanthropic to sustainable organisations.
- Being able to afford the best talent with humanitarian salaries.
- Leaders are inclined to focus on current operations rather than thinking about whether the organisation is equipped to address its future needs.
- Getting the right talent and specialised talent is becoming more difficult.

Solutions:

- Move to a performance-driven culture that includes performance reviews and managing redundancies.
- Ensure leaders have both technical skills and management competencies.
- Draw from a broader talent pool, not just those already in the sector.
- Convince organisational decision-makers that leadership and management training is required so the organisation can meet future expectations.
- Better branding to attract the right people – talent need to know what we do and how communities benefit in order bring them into the sector.
- Learn from experts during disasters in order to develop national staff and cut down on expenses in the future.
- Collect data to justify spending on salaries and marketing.
Case study: Islamic Relief Worldwide

Participants then heard a compelling case study from Islamic Relief Worldwide (IRW) on its initiatives to improve talent preparedness from Nabeel Al-Azami, Head of HR/Global Talent Lead; Ritu Chadda (left), HR Manager; and Adnan Khan, Regional HR Manager – Asia.

Adnan began by saying that HR’s most valuable contribution to an organisation is putting the right people in the right place at the right time. Finding individuals with the right values is important as someone with the wrong values can be dangerous or risky to an organisation.

Nabeel highlighted the importance of using spiritual capital to unleash the power of your people: “When you inspire people, give them a ‘why’ of work, it can be more powerful than another salary increase”.

Talent preparedness initiatives:

- Staff demonstrate in appraisals how they believe their work has exemplified IRW’s values.
- HR acts as a business partner to the executive team to ensure everyone in the organisation is briefed on what the organisation is doing and reflects its ethics.
- HR joins humanitarian training and field responses so they know what happens outside their department.
- Around one third of HR staff come from different sections so they have first-hand knowledge of different parts of the organisation and staff recognise their credibility.
- Using HR analytics to anticipate the future and address where HR is falling short.
- Devote extra time to top talent and ensure you know the one thing that will push them to leave or stay.
- A global skills mapping exercise enabled the organisation to manage its Nepal earthquake response at the regional level for the first time by tapping into existing talent in India and Bangladesh.
- Additional feedback for internals when they miss out on a job given to an external candidate. Managers are encouraged to give them a development plan so they will be appointed in the future.

The team also shared an initiative that tackled increased rates of attrition, turnover, grievance complaints and absence that came about following rapid organisational growth. An analysis of data demonstrated that managers were struggling to manage people despite their technical skills. The organisation implemented a leadership programme for managers that included role plays, one-on-one coaching and an exam that needed to be passed. The programme reduced grievance complaints by 69% and increased the occurrence of performance reviews from 30% to 90%.
Day 1 Resources

- Presentation: Dr Ahmad Faizal Perdaus, Mercy Malaysia, Humanitarian preparedness & leadership in Asia Pacific: NGO perspective
- Presentation: Sayeda Tahya Hossain, BRAC, LIVE from the field - how crisis are being managed
- Presentation: Talent management at Islamic Relief Worldwide
- Blog: Day 1 highlights unique challenges of talent preparedness and humanitarian leadership in an evolving Asia
- Video: What are the current HR challenges in an evolving Asia?
Day 2 – 27 October 2015

Overview

Conference Convenor Uma Narayanan began by summarising the HR challenges discussed during day one of the conference.

• A good manager might not be a good leader.
• An imbalance of talent and leadership opportunities between genders and international, local and national staff.
• Ineffective tools and systems.
• Cultural barriers.

Opening speaker: Michael Jenkins, Chief Executive, Roffey Park Institute

Michael (below right) shared his perspectives on talent preparedness including the need to be strategic and create engagement and buy-in from staff.

“When it comes to being strategic we often think about the future but we should also think about the present and the past. We shouldn’t be so dismissive of things that didn’t work in the past because situations change.”

Tips for talent preparedness:

• Improve working relationships because these are what cause people to move from one organisation to another.
• Encourage conversations on a one-to-one basis.
• Provide people with experiences to be ready for their next role rather than formal leadership development training.
• Think about talent in terms of time horizons and have different strategies for short, mid and long-term.
• Focus more attention on the affects of stress in the workplace.
• Screen for compassion in interviews to gage the emotional intelligence of candidates.

Different leadership styles are also needed for different generations. Gen Y are looking for leaders they can trust who are driven and coach them, while Gen Z want leaders who are honest, listen, good at communicating and mentor them.
The conference then split into two streams focusing on talent preparedness and humanitarian leadership.

**Talent preparedness**

Michael Jenkins, Roffey Park Institute: Is talent preparedness at the heart of a humanitarian organisation’s success?

> "Organisations need to empower HR but not leave everything to HR. HR are the custodians of a talent preparedness plan rather than being solely relied on. Shared accountability for talent preparedness is important."

Roffey Park research highlights that 63% of employees are more motivated by meaningful and interesting work than autonomy and freedom at work (58%), good leadership (53%), enjoyment of job (48%) and financial perks and rewards (48%). Successful talent preparedness thus requires first motivating and engaging staff.

**Challenges:**

- Staff resilience levels are at low levels so we need to raise awareness around resilience and ensure staff are taking their leave.
- Good leaders often don’t make good managers.

**Solutions:**

- Communicating internally what an organisation is doing as well as its culture is very important.
- Continually test employability rather than having a one-year assessment. Introduce development action plans for talent preparedness so managers can follow up with employees on what they have achieved and what they want to achieve.
- Manage expectations at the point of hire.
Rizal Kamaruzzaman, Executive Director, Tindakan
Strategi: Talent management vs people management: Remain or Evolve? This is a constant HR headache!

Rizal emphasised the importance of focusing on people management for all staff rather than talent management of only a top percentage who have been earmarked as having potential. People prioritise engagement, empowerment and environment so it’s also important to look at workplace happiness indexes.

**Solutions**

- Ensure everyone in an organisation understands global trends.
- Make sure employees are happy and give them engaging and enjoyable work.
- Remember to prepare your own talent. “Are you ensuring that you are preparing yourself to become the CEO of your organisation?” he said.
- Create an environment where staff can challenge leaders to create a trust in leadership.

Tarik Begic, Global Surge Manager, British Red Cross, Mobilising Resources During Emergencies: How to ensure a functional surge capacity in your organisation?

“If you cannot provide sufficient capacity to a tool you are using, then it’s better not to use it.”

Tarik shared British Red Cross’ approach to ensuring resources can be mobilised in an emergency and gave examples of the Ebola and Nepal earthquake responses.

**Tips for preparing surge capacity:**

- Ensure the types of people on rosters reflect the organisation’s needs.
- Data collection and analysis. Quantify both needs and outputs to ensure you are using the right tools and approaches and have an evidence-based proposition for them.
- Audit your team’s equipment and determine gaps from previous experiences. The wrong equipment adversely affects staff satisfaction and retention.
- Take time to decide what is the most appropriate emergency response for your organisation; it might be staying out if your organisation isn’t experienced in dealing with that type of crisis.
- Look at what other organisations have failed to do as lessons learned often aren’t being used.
- Each team and department should have two operating modes – business as usual and emergency. Ensure you have pre-vetted people ready to be hired in case of an emergency.
Humanitarian leadership

Adi Walker (right), Principal Advisor, GIZ, and PhD research student, Oxford Brookes University: Characteristics and competences for effective leadership in the aid sector in Asia: what are they, and is something still missing?

Adi presented his doctoral research findings on the characteristics and competences needed for effective humanitarian leadership.

He has found that the characteristics of versatility and intuition are lacking in leadership materials on the sector. He also suggested professionalism needs to be redefined to include diversity.

Adi Walker: Nature vs Nurture, or Nature and Nature: and who decides?

“We need blended leadership training that mixes on and off the job experiences. It’s also important to individualise training to the strategic needs of the organisation and the individual themselves.”

Adi’s second workshop examined the relationship of nature and nurture to leadership. Workshop participants found that the most important leadership skill was self-awareness.

Challenges:

• Difficulties for national staff getting leadership roles.
• Training is usually evaluated by an individual’s supervisor rather than donors or beneficiaries.

Solutions:

• Individualise training to the strategic needs of the organisation and individuals themselves.
• HR needs to make a plan for employees six months before the end of their contract in order to link talent preparedness and leadership.
Nabeel Al-Azami, Head of HR/Global Talent
Lead, Islamic Relief Worldwide: Leadership & Ethics: Balancing Integrity & Influence.

The workshop examined whether the world is in a crisis of ethical leadership. Important leadership qualities discussed were: integrity, vision, spiritual intelligence, competence, courage, decisive, wise, gentle and appreciative, fair and just, servant leadership, and patience. Nabeel also emphasised that trust is an essential leadership quality. He suggested that HR should act as the conscience of the organisation and report to the organisation’s values rather than the CEO. “Always ask yourself: if this decision goes public, can I stand behind it?” he said.

Day 2 Resources

- Presentation: Michael Jenkins, Roffey Park Institute, Humanitarian talent preparedness in Asia Pacific
- Presentation: Michael Jenkins, Roffey Park Institute, Is talent preparedness at the heart of a humanitarian organisation’s success?
- Presentation: Rizal Kamaruzzaman, Tinda Strategic, Talent management vs people management: Remain or Evolve? This is a constant HR headache!
- Presentation: Tarik Begic, British Red Cross, Mobilising Resources During Emergencies: How to ensure a functional surge capacity in your organisation?
- Presentation: Adi Walker, GIZ/Oxford Brookes University, Characteristics and competences for effective leadership in the aid sector in Asia: what are they, and is something still missing?
- Presentation: Nabeel Al-Azami’s presentation, Leadership and Ethics: Balancing integrity and influence
- Blog: Case studies on improving talent preparedness and humanitarian leadership in Asia shared during HHR Asia Day 2 and 3
The final day of HHR Asia kicked off with an interactive yoga session from Vijayandran S. to demonstrate the importance of taking time for yourself at work. Simple activities such as deep breathing, stretching to open the chest, and holding heated palms against eyelids, can be done at the desk to relieve stress.

Case study: BRAC

“It was good that we coordinated this with the programme directors. Not only HR can do something like this, you need the leaders there too.”

Sayedah Tahya Hossain (right) shared a case study on talent management: changing BRAC’s paradigm.

Changes at BRAC:

- Detailed plan to evaluate where all the talent gaps are across organisation.
- Performance management system relates to SMART (specific, measurable, achievable, realistic, time-bound) system and evaluates all staff against the organisation’s four values.
- Organisation-wide salary structure and rating system.
- Incorporated the learning department into HR. Twenty-eight learning centres now facilitate programmes rather than being skills-based.
- Technical and leadership competency programmes including a leadership academy.
- E-learning platforms with some compulsory aspects and exams to be hired or promoted.
Create career paths with performance milestones for those identified as talent.
Changed from HR working at the direction of programmes as an operational support function to working in partnership with programmes as a business partner.
Five-year HR roadmap covering how HR will meet the organisation’s strategy.
Clear communication with those working on emergencies of how long they are expected to be in the role and what they will be doing.

**Action points and lessons learned**

The conference concluded with participants brainstorming action points and sharing lessons learned that they plan to take back to their organisations.

Karen Drapok (right), Country Programmes Support Manager, CARE Australia, Papua New Guinea: “One of the things I will take away is focusing on leadership and management and the difference between them. We’re proud of having a lot of people progress internally within our country office but the soft skills of managing people weren’t something they had.”

Shirley Frundt, Global HR Coordinator, the International Union Against Tuberculosis and Lung Disease: “Something that struck me about this conference is that HR needs to be more strategic, be business partners, and invest in branding. Initially I was surprised because this is the type of vocabulary you find in the private sector but we need to be accountable to our donors and make the humanitarian sector an employer of choice”.

Takehiro Hozumi, Programme Manager, Association for Aid and Relief, Japan: “What we have to appeal to the general public is our values. Leaders must be, more than anything, aware of what the values are in the organisation.”

The conference closed with the Country Director of Islamic Relief Malaysia, Zairulshahfuddin Zainal Abidin, reminding participants to continue to add value to people wherever they are and whatever role they are in: “Please give and don’t expect anything in return. The most powerful knowledge in training is applied knowledge”.

**Day 3 Resources**

Presentation: Sayeda Tahya Hossain, BRAC, Talent management: changing BRAC’s paradigm
Additional resources

- Conference presentations, blog posts, photos and videos can be found at the following link: [www.chsalliance.org/hhr-asia](http://www.chsalliance.org/hhr-asia)
- You can also visit our Facebook and YouTube channels to see additional videos and photos
  - Facebook
  - YouTube
Characteristics and competences for effective leadership in the aid sector in Asia: what are they, and is something still missing?

Ad Walker
27 October 2015

Prezi
Characteristics and competences for effective leadership in the aid sector in Asia: what are they, and is something still missing?

Adi Walker
27 October 2015

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Agenda

- Brief introduction
- Overview of the frame conditions around effective leadership in the aid sector in South Asia
- Overview of the research and meta-level results
- Five main aspects for discussion
- Orientation for group activities
Frame conditions around effective leadership in the aid sector in South Asia

- **Leadership theories**: developed predominantly in and for the commercial sector and industry: what is the relevance for the aid sector in Asia?

- **South Asia** - home to over 50% of the world’s poor; region badly affected by natural disasters; geo-politically important for global stability: what is and should be the role of aid sector leaders?

- **'Effectiveness'** of aid sector leadership questioned over the past 15 years: what could we do better or differently?

- No ‘all-inclusive competency framework’ exists for the humanitarian and development aid sector: [how] can, or even should we compile and optimise a 'one size fits all' framework?

- Leadership occurs at all levels in aid organisations: new **leadership structures** have evolved but are dividends really materialising?

- **Professionalism** and the professionalisation of the sector: how do these impact on leadership effectiveness, and do we need sector or Asia-specific professionalism?
Overview of the research

'Successful leadership: a study of international humanitarian and development organisations in South Asia'

- Research epistemology: pragmatism
- Research strategy: mixed quantitative and qualitative approach
- Literature review: 847 articles, journals, books, reports, working papers, studies and research theses examined

- Research questions:
  - How could leadership be more successful in IHDOs in South Asia?
  - Which characteristics and competences are required for the leadership of IHDOs?
  - What other factors influence IHDO leadership?
  - How could professionalism be applied to result in more successful leadership in IHDOs?

- Meta-level results of quantitative survey:
  - 180 total responses
  - Leaders of 22 different nationalities
  - Respondents engaged with at least 109 different IHDOs
  - IHDOs originate from 26 different countries
Leadership characteristics (attributes, attitude and behaviour)
- Top 3: has integrity, is willing to learn from error, and is trustworthy
- Bottom 3: is charismatic, is straightforward, and is friendly

Leadership competences (skills, knowledge and experience)
- Top 3: deals with conflict, solves problems, and embraces, learns from and manages change
- Bottom 3: technical specialist skill, level of academic qualification, and years of experience

Leadership success - influencing factors
- Top 3: leader's competences and characteristics, leader's action-logic, and leader's culture
- Bottom 3: the teams size, commercial sector practices and standards, and individuals' needs

What do you say?
- Can/should there be a 'one size fits all aid sector' qualities and competency framework?
- Can/should there be a 'one size fits all Asian aid sector' qualities and competency framework?
Intuition
- what the literature says: mentioned twice in 847 documents examined
- what the leaders in South Asia say:

Versatility
- what the literature says: mentioned once in 847 documents examined
- what the leaders in South Asia say:

What do you say?
- do these attributes need more prominance and recognition?
- if so, how do we enable that, and then measure them?
The role of intuition in IHDO leadership in South Asia

- Intuition is necessary for successful leadership
- IHDO staff require their leaders to be intuitive
- The operational context demands that IHDO leaders use intuition
- IHDO’s main stakeholders require leaders to be intuitive
- IHDO’s policies provide an enabling environment for leaders to be intuitive
- Intuition is measured in IHDO leader’s performance appraisal as a leader
- Leaders often use intuition in making critical judgement calls and decisions

Legend:
- Totally agree
- Mostly agree
- Mostly disagree
- Totally disagree
- Rather not say
Intuition
- what the literature says: *mentioned twice in 847 documents examined*
- what the leaders in South Asia say:

Versatility
- what the literature says: *mentioned once in 847 documents examined*
- what the leaders in South Asia say:

What do you say?
- do these attributes need more prominence and recognition?
- if so, how do we enable that, and then measure them?
The role of versatility in IHDO leadership in South Asia

- Versatility is necessary for successful leadership
- IHDO leader’s roles require them to be versatile
- IHDO leader’s functions require them to be versatile
- IHDO leader’s tasks require them to be versatile
- The operational context demands that IHDO leader’s are versatile
- IHDO staff require their leaders to be versatile
- IHDO stakeholders require the leaders to be versatile
- IHDO policies and practices provide an enabling environment for their leaders to be versatile
- Versatility is measured in IHDO leader’s performance appraisals

- Totally agree
- Mostly agree
- Mostly disagree
- Totally disagree
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Intuition
- what the literature says: mentioned twice in 847 documents examined
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Versatility
- what the literature says: mentioned once in 847 documents examined
- what the leaders in South Asia say:

What do you say?
- do these attributes need more prominence and recognition?
- if so, how do we enable that, and then measure them?
Culture
- what the literature says:
- what the leaders in South Asia say:

What do you say?
- how does culture affect leadership effectiveness?
- what do leaders still need to learn and apply in their work?
Over **160 definitions** of culture exist (Kroeber and Kluckhohn, 1985)

**Four levels:** (1) the IHDO, (2) the leader, (3) the team, (4) the country of operations

- “The cultural diversity of employees found in [IHDO’s] presents a **substantial challenge** with respect to the design of the organisations and their leadership” (House et. al, 2004)

- “Selected cultural differences **strongly influence** important ways in which people think about leaders” (House et. al, 2004)

- “A culturally mixed workforce holds **competitive advantage**” (Kumar et. al, 2007)

- “Leadership is in effect contextual, embedded in the societal and organisational norms, values, and beliefs of the people being led” (Centre for Creative Leadership, 2012)
Culture

- what the literature says:
- what the leaders in South Asia say:

What do you say?

- how does culture affect leadership effectiveness?
- what do leaders still need to learn and apply in their work?
From 28 factors that influence successful leadership:

- The leader's own culture ranked 3rd
- The country of operation's culture ranked 5th
- The IHDO's culture ranked 11th
- The team's culture ranked 12th

But from 31 competences required for successful leadership:

- Inter-cultural competence ranked 18th
- Cross-cultural competence ranked 22nd
- Intra-cultural competence ranked 26th
Culture
  • what the literature says:
  • what the leaders in South Asia say:

What do you say?
  • how does culture affect leadership effectiveness?
  • what do leaders still need to learn and apply in their work?
Leadership roles, functions and tasks

- what the literature says:
- what the leaders in South Asia say:

What do you say?

- Leadership in the hands of many: what needs to change to make it more effective?
- How could this happen?
• Leadership teams are more effective; decisions are more effective when they include the views of experienced nationally-recruited staff

• Professional competency clusters serve as the main organizational arrangement for issues related to technical standards and specializations, networking, quality assurance, and mutual support

• Confusion and differing interpretations of the cluster approach persist. The lack of a consistent, clear conceptualisation of the cluster approach stems from deep-seated inconsistencies and lack of consensus

• Cluster meetings are rife with wishful thinking and the minimization of problems; collective accountability disguises an absence of individual agency accountability

• The speed of decision making did not change when the process was consultative or consensus based. The real decisions happen outside the cluster meetings

• With an effective individual at the helm the system-wide contribution has a much greater chance of working
Leadership roles, functions and tasks

- what the literature says:
- what the leaders in South Asia say:

What do you say?

- Leadership in the hands of many: what needs to change to make it more effective?
- How could this happen?
Where three leadership facets are seen as being most successful in South Asia

- Role (e.g. representation, figurehead)
- Function (e.g. providing a vision, giving strategic and organisational direction)
- Tasks (e.g. daily activities and undertakings)

- Solely with an individual leader
- Mostly with an individual leader
- Equally between an individual leader and leadership team
- Mostly with a leadership team
- Solely with a leadership team
Leadership roles, functions and tasks

- what the literature says:
- what the leaders in South Asia say:

What do you say?

- Leadership in the hands of many: what needs to change to make it more effective?
- How could this happen?
Professionalism
  • what the literature says:
  • what the leaders in South Asia say:

What do you say?
  • Re-shaping aid sector professionalism for Asia: what is needed, and how can we make this happen?
• **Responding professionally** to increasingly complex needs while retaining the humanitarian spirit that responds to unacceptable human suffering is a **major challenge** facing aid agencies.

• As [IHDOs] grow and become **more professional**, they also run the risk of **overwhelming bureaucracy and underwhelming leadership**.

• Whilst a certain amount of **non-professionalism** will probably lead to **bad decisions** being made and some money being wasted... **professionalising** at all costs will **undermine the very reasons aid is given** and probably result in even bigger problems.

• **Professionalism promises** newcomers and outsiders a way to enter into the larger community. It offers them at least a promise that with enough **hard work and determination**, they too can join a small group of **moral and intellectual leaders**.
Professionalism

- what the literature says:
- what the leaders in South Asia say:

What do you say?

- Re-shaping aid sector professionalism for Asia: what is needed, and how can we make this happen?
Professionalism and IHDO leadership in South Asia

- To be successful leaders must continuously work on their self-development
- Emotional intelligence is as important as technical intelligence for successful leadership
- Successful leadership is only possible with the display of appropriate behaviour
- Successful leaders distribute their time appropriately between looking up and outside their IHDO’s, and looking down and inside
- Professionalism itself needs to be adapted to the aid sector in South Asia to better support the needs of IHDO leaders
- Leaders cannot be successful without client-service orientation
- Established codes of conduct and ethics provide an enabling policy environment for successful leadership
- Self or peer review is the best way to monitor and measure successful leadership performance
- An altruistic attitude is essential for successful leadership
- Certified entry to the international aid sector would ensure more successful leadership
- To be successful leaders must be technical specialists
- Leaders can only be successful if they are qualified from an accredited academic institution
- Leaders cannot be successful unless they have a monopoly over and use a specialised body of knowledge
Professionalism

• what the literature says:
• what the leaders in South Asia say:

What do you say?

• Re-shaping aid sector professionalism for Asia: what is needed, and how can we make this happen?
Orientation for group activities

Please choose to be part of one of the following groups (approx. 5 persons per group)

1. **Leadership characteristics and competences**: should there be a ‘one-size fits all’ competency framework for the aid sector generally or for the Asia region specifically? If so, what should be included?

2. **Intuition and versatility**: how can leaders and their organisations make these attributes more prominent and acceptable, and how can we measure them?

3. **Leadership and culture**: how does [whose] culture affect the effectiveness of leaders, and what do leaders still need to learn about culture, and apply in their roles?

4. **Leadership roles, functions and tasks**: for leadership to be more effective in the hands of many, what needs to change, who needs to be engaged, and how?

5. **Leadership professionalism**: how can we re-shape professionalism so that it becomes more relevant and meaningful for effective leadership in the aid sector in Asia?

**The process**

- Identify a group moderator, documenter and speaker
- Use the pin-boards with cards or flip charts to capture your discussions
- 20 minutes of group discussions providing responses to the key questions (relevant hand-outs and questions on your tables)
- 20 minutes open-forum interviews of group speakers in plenary about their groups main discussion points and results
- Photo documentation of all work produced will be taken at the end by the conference personnel
Characteristics and competences for effective leadership in the aid sector in Asia: what are they, and is something still missing?

Adi Walker
27 October 2015

Contact:
adi.walker@brookes.ac.uk
adi.walker@gmail.com
Nature vs. Nurture, or Nature and Nurture: and who decides?

Adi Weiler
27 October 2015

Contact:
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adi.weller@gmail.com

Agenda:
- Brief introduction
- Overview of the business of Nature and Nurture in the context of the workplace
- What does research tell us?
- Discussion for group exercises
Nature vs. Nurture, or Nature and Nuture: and who decides?

Adi Walker
27 October 2015

Contact:
adi.walker@brookes.ac.uk
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Agenda

- Brief introduction
- Overview of the frame conditions around the nature and/or nurturing of aid sector personnel
- Four main aspects for discussion
- Orientation for group activities
Frame conditions around the nature and/or nurturing of aid sector personnel

- There are no clear numbers of aid workers currently existing; whilst numerous aid websites, forums and platforms present the demand, no single database exists that documents the available supply.

- Whilst the nature of leadership demands that it is happening at all levels of IHDOs, for many national personnel who could further be nurtured, these roles still remain elusive.

- The nature of HRM in the aid system is commonly based on projects or programmes timeframes: contracts end when the projects (funds) do. How the aid sector could nurture (retain) staff in its operating and economic contexts requires a rethink.

- It is more common to bring expertise in from outside the sector, due to the performance-driven more business-like nature of operations. Whether potential exists for further breeding or nurturing leadership competences in-house/in-sector, remains a question.

- Continuous professional development - diverse in scope and scale - is used by numerous IHDOs. Yet consequent leadership effectiveness can only be known if it is analysed. Who is involved in measuring leadership performance is handled differently by different IHDOs.
National personnel

- Case study of 19 IHDOs in Sri Lanka:
- What the literature says:

What do you say?
- What needs to change within individual IHDOs and the aid sector, so national personnel have improved access to professional development, and can take on more leadership roles?
Importance placed by 19 IHDOs on capacity building of their National Personnel in Sri Lanka (2010)

- Expanding national personnel capacities to take over broader responsibilities
- Increasing national personnel opportunities for promotion to take over more senior positions
- Providing national personnel the skills and knowledge development to carry out tasks allocated
- Enhancing national personnel competences to more efficiently and effectively carry out allocated tasks
- Enhancing national personnel capacities to take over different roles and responsibilities
- Increasing opportunities for national personnel to take over leadership roles in the organisation
- Increasing opportunities for national personnel to transfer skill-sets and knowledge outside the organisation
- Increasing opportunity and potential for national personnel to establish their own organisations
- Providing national personnel incentives as part of a remuneration package

Legend:
- High importance
- Medium importance
- Low importance
- No importance
National personnel

- Case study of 19 IHDOs in Sri Lanka:
- What the literature says:

What do you say?
- What needs to change within individual IHDOs and the aid sector, so national personnel have improved access to professional development, and can take on more leadership roles?
Northern aid agencies may pay lip service to the importance of other traditions of humanitarianism, but **non-western voices** **seldom get a serious hearing**

Southern leaders presented their own limited capacity to take leadership; own limited information about their experience and expertise; limited participation in programme development, and limited capacity to articulate needs

**National staff face substantial barriers** to reaching senior leadership positions. This includes **discriminatory assumptions and prejudice** about their experience and abilities; **little tolerance exists...**

donors and recipient governments prefer to use foreign experts: **this is a systemic problem**

...government leaders and other **local dignitaries are more likely to do business with expatriates:**  – they just open doors more easily

The international humanitarian system appears to be **neglecting the opportunity to capitalise on the wide range of potential leaders**, where drawing on diverse cultural identities can be a real asset to leadership

**Nationally recruited staff face structural and attitudinal barriers** in moving into international leadership positions

Many **barriers are faced specifically by national personnel** in South Asia due to **travel restrictions because of their identity**: IHDOs do not always consider the personal development of national staff seriously

Widespread **brushing aside of able local staff** by poorly prepared internationals and dominance of English as a “lingua franca”, led to **inequities, cultural offence** and waste
National personnel

• Case study of 19 IHDOs in Sri Lanka:

• What the literature says:

What do you say?

• What needs to change within individual IHDOs and the aid sector, so national personnel have improved access to professional development, and can take on more leadership roles?
Human Resource Management Systems

...the nature of most HR practices in the literature are geared towards 'retention' of staff...

...but the nature of the aid sector is that staff contracts close when funding and/or projects are completed.

What do you say?
- is there a way to break away from the nature of IHDOs losing their staff at the end of project lifetimes, where staff are retained (nurtured) to optimise their experience and expertise, and increase benefits to their organisation and/or the sector?
- what must donors be convinced of (and how) to make funding available to IHDOs for this purpose?
Human Resources

- Promote
- Recruit
- Train
- Evaluate
human resources planning

- recruiting
- hiring
- compensation
- benefits
- training
- evaluation
Cost to Value of an Employee

- Economic Value to the Organization
- Time

- New Hire
- Onboarding
- Training
- New Assignment
- Employee Engagement, Recognition, Development, Great Management
- Discretionary Effort from High Engagement

- "Return Zone" The organization is benefitting from you
- "Investment Zone" The organization is investing in you
Human Resource Management Systems

... the nature of most HR practices in the literature are geared towards 'retention' of staff...

...but the nature of the aid sector is that staff contracts close when funding and/or projects are completed.

What do you say?
- is there a way to break away from the nature of IHDOs losing their staff at the end of project lifetimes, where staff are retained (nurtured) to optimise their experience and expertise, and increase benefits to their organisation and/or the sector?
- what must donors be convinced of (and how) to make funding available to IHDOs for this purpose?
'Imported' or 'home-grown'? 

- What the literature says: 

- What IHDO leaders in South Asia say: 

  26% of 132 leaders state their IHDOs develop and nurture their own leaders

  26% of 132 leaders state their IHDOs nature is to import their leaders from outside the aid sector

What do you say? 
- given the continuously increasing demand for change in the aid sector, can it produce enough of its own effective leaders, or does it need to 'buy them in': as well, or instead? 
- what are the advantages and disadvantages of home grown and imported leaders?
‘We need to accept that there will always be a significant gap between the number of exceptional leaders that the systems requires and the number available’

Leadership development works best when it is ‘Contextualised to fit the needs and culture of each organisation. When this does not happen and corporate management ‘best practices’ are imported directly... they risk dampening motivation, stifling innovation and breeding cynicism’

Relations between the corporate and not-for-profit sector have never been easy. But in recent years, many within the aid community have built a pragmatic comfort with the business world. This acceptance of new ways of doing business has led to a drive towards more innovation, contravening the rigid systems and structure of the aid industry

‘One dilemma is that whilst aid agencies have a ‘culture of action’ they fear association with the corporate world; its management thinking, systems of controls, planning, specialisation and quality orientation’. Aid agencies feel stymied in the new constellation of private sector actors in the industry, lacking capacities to ‘keep up’.

Commercialisation of the sector comes with the emergence of more diverse actors, including private sector agencies. Considering recent demands for higher performance, meeting goals and being measured against them, commercial sector values and approaches may be of relevance
'Imported' or 'home-grown'?

- What the literature says:
- What IHDO leaders in South Asia say:

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- what are the advantages and disadvantages of home grown and imported leaders?
Continued professional development and performance measurement

- What the literature says:

- What the leaders in South Asia say:

What do you say?
- which CPD measures are the most relevant for developing effective leadership in the aid sector in Asia?
- are the right stakeholders involved in evaluating aid sector leaders?
Continued professional development (CPD) is probably the **single most effective strategy** for developing and maintaining a world class service. It constantly updates **professional knowledge and skills** by looking ahead, preparing for change and responding to immediate challenges.

Given the business models of [IHDOs] and the constant pressure to reduce overhead costs, **funds for leadership development typically compete with other organisational priorities**.

Barriers for those already inside the sector to further professionalise also exist, including:

- lack of access to continued professional development due to nationality, linguistic ability, availability of funds and geographic locus of training opportunities

- lack of quality and availability of relevant types of training or development programmes

- lack of trust from the IHDO that investment will be returned
Continued professional development and performance measurement

- What the literature says:

- What the leaders in South Asia say:

What do you say?
- which CPD measures are the most relevant for developing effective leadership in the aid sector in Asia?
- are the right stakeholders involved in evaluating aid sector leaders?
Continued professional development initiatives for IHDO leaders in South Asia

- In country training
- On the job coaching and mentoring
- International training
- Training organised at the IHDO’s headquarters
- Regional training
- Exposure / exchange visits
- Inclusion in international rosters
- Vertical learning
- Financially supported academic advancement
- Inclusion in regional rosters
- Other initiatives
- Don’t know
Who evaluates IHDO leadership performance in South Asia

- The leader's direct superior: 90%
- The leader's team or subordinates: 40%
- The leader's peers and work colleagues: 40%
- The IHDO's donors: 30%
- Other of the IHDO's staff: 20%
- The IHDO's partners: 10%
- The IHDO's beneficiaries: 10%
- Other IHDO stakeholders (e.g., service providers): 10%
- The IHDO's clients: 0%
- Other individuals: 0%
- Don't know: 0%
Continued professional development and performance measurement

- What the literature says:

- What the leaders in South Asia say:

What do you say?

- which CPD measures are the most relevant for developing effective leadership in the aid sector in Asia?
- are the right stakeholders involved in evaluating aid sector leaders?
Orientation for group activities

Please choose to be part of one of the following groups (approx. 6 persons per group)

1. **National Personnel**: What should change within individual IHDOs and the aid sector in Asia, so national personnel have improved access to professional development, and can take on more leadership roles?

2. **Human Resource Management Systems**: is there a way to break away from the nature of IHDOs losing their staff at the end of project lifetimes, where staff are retained (nurtured) to optimise their experience and expertise, and increase benefits to their organisation and/or the sector? What must donors be convinced of (and how) to make funding available to IHDOs for this purpose?

3. **'Imported' or 'home-grown'**: given the continuously increasing demand for change in the aid sector, can it produce and develop enough of its own effective leaders, or does it need to 'buy them in'; as well, or instead? What are the advantages and disadvantages of home grown and imported leaders?

4. **Continued Professional Development**: which CPD measures are the most relevent for developing effective leadership in the aid sector in Asia? Are the right stakeholders involved in evaluating aid sector leaders?

**The process**

- Identify a group moderator, documenter and speaker
- Use the pin-boards with cards or flip charts to capture your discussions
- 20 minutes of group discussions providing responses to the key questions (relevent hand-outs and questions on your tables)
- 15 minutes (3 rotations of 5 minutes) to comment on, agree/disagree with or add to previous groups findings (bus stop method)
- 20 minutes (4 times 5 minutes each) group speakers presentation in plenary about the main discussion points and recommendations
- Photo documentation of all work produced will be taken at the end by the conference personnel
Nature vs. Nurture, or Nature and Nuture: and who decides?

Adi Walker
27 October 2015

Contact:
adi.walker@brookes.ac.uk
adi.walker@gmail.com
Future of talent preparedness and leadership in an evolving Asia

Humanitarian preparedness & leadership in Asia Pacific: NGO perspective
SCOPE & CONTEXT

- Talent preparedness
- Leadership
- Asia (slight focus on Asia Pacific)
- Humanitarian organisations
- Humanitarian aid workers/Development workers
- Cultural contexts
- Specific issues
ASIA & ASIA PACIFIC

• One of the fastest growing regions economically globally
• Heterogenous region
• Has strong economic development focus
• Has economic inequalities –
  • Inter-nation, intra-nation, inter-communities, intra-community
• Socially diverse
ASIA

• Most natural disasters occur
• Some of the worst impact of climate change is seen
• Some intractable protracted crises present
• Migration for both economic & social as well as political & humanitarian reasons
• Issues & problems vary and differ from country to country & between societies – factors include level of economic development, social norms, accessibility to information, political systems etc.
Asia

• Growing middle class – good (?)
• But a middle class which is only in either the first or second phase of social mobility
• Still generally poor social mobility – particularly in lower income and middle income countries
• Material & financial needs still take high priority
• Education systems vary and output not necessarily suitable
Humanitarian organisations

- Mix of sizes and capacities
- Fully professional organisations
- Semi-professional organisations
- Volunteer-based organisations
- Community-based organisations
- Faith – based organisations
- Quasi-humanitarian organisations
Variety of humanitarian organisations

- UN agencies
- BIG INGOs
- Other INGOs
- Red Cross/Crescent Movement
- Southern/indigenous International NGOs
- Regional NGOs
- Regional bodies/agencies
- National NGOs
- Local NGOs/CSOs
Humanitarian aid workers

- Passionate individuals
- High sense of altruism
- Professional core
- Trained professionals
- ‘Untrained’ professionals
- Semi-professionals
- Volunteers – trained & untrained
- Technical experts
- ‘ad-hoc’ humanitarians
Challenges – General

• Changing economic dynamics
• Knowledge economy vs industrial economy vs agro-based economy
• Increasing demands for skilled workers and professionals across sectors
• Opportunities & needs don’t always coincide
• Cultural nuances & specificities play a bigger role (perhaps more than necessary)
Other relevant factors

Big private sector involvement & interest
Political interference while not welcome, is a fact that needs to be managed
Awareness of humanitarian sector as a credible employer is still relatively low
Humanitarian Funding is still largely ‘emotionally driven’
Professionalism vs Volunteerism is a big and relevant debate
TALENT PREPAREDNESS

THE MAJOR CHALLENGE FACING NGOs & the humanitarian sector particularly in the Global South
What are the issues

• Short of talent? – NO
• AVAILABILITY of appropriate & suitable talent in the market place
• ABILITY of NGOs (and other humanitarian agencies) to source out/resource talent
• Presumed or real perception that a humanitarian career is not the best option
• In some countries – challenge to sustain employment post-disaster/emergency
Some more issues

• Career development pathways – especially in smaller organisations
• Income disparity with other sectors
• Personal & professional development opportunities (lack of)
• Paucity of AFFORDABLE training opportunities, structured pathways in training
• Disparity between job expectations and innate capacity
• Need for more and better performance enhancing & appraisal systems tailored to the sector and varying sizes of organisations
Other issues

• Extremely high work-load
• Highly stressed working environments – both internal & external
• Extreme MULTI-TASKING – takes away quality and accountability
• Organisations without financial sustainability
• High rate of staff turnover – within it, high rate of dissatisfaction
• ONE WAY TRAFFIC in inter-agency staff mobility
• Lack of trained and experienced (humanitarian/development) HR practitioners
LEADERSHIP

• WHAT DOES IT MEAN IN OUR SECTOR?
• LEADERSHIP IS NOT A CLICHÉ OR FAD – IT IS AN ABSOLUTE & FUNCTIONAL NECESSITY IN HUMANITARIAN AID & THE SECTOR

• Needed at ALL functional and positional levels
• Style, mode, model, modality & capacity may vary.
• Also needed at and from both individual & organisational levels
Challenges to humanitarian leadership in ASIA

- ‘Strong’ leaders vs collective leadership
- Individualism vs teamwork
- Accountability & transparency
- People management
- Relevant leadership development
- Need to balance culture vs standards & Q&A
- Organisational/institutional development vs personal development – personality cults
Leaders also

• Need to balance between old & new
• Need to develop systems but also people and systems to operationalise them
• Enhance staff retention while recognising that some dynamic staff movement & turnover is actually good and sometimes necessary
• Able to engage internal & external stakeholders equally well
• Need to understand in ASIA, image and perceptions matter even more so than anywhere else
How to

• Increase and enhance the talent pool – awareness?
• How to achieve talent preparedness in an affordable yet accountable manner
• How to make the humanitarian sector an employer of choice?
• How to help smaller organisations build sustainable career pathways/
• How to create multi-way traffic in staff mobility the sector in the region
Humanitarian Talent Preparedness in Asia Pacific

Michael Jenkins
Humanitarian HR Asia 2015
Kuala Lumpur
26-28 October 2015

roffeypark
In this presentation I will attempt to:

- Explore what we mean by Talent Preparedness
- Flag up some implications this has for our thinking and our work
- Share some interesting data and frameworks
- Provide some personal thoughts *and*
- Suggest some next steps
Talent

- Being strategic about it
- Fostering engagement around it
Talent Dilemmas

Disparate activities ↔ Talent architecture
Owned by the business ↔ Owned by HR
Developing leaders ↔ Developing capacity
For the few ↔ For the many
For the young ↔ For an ageing workforce
Transparent ↔ Secretive
For the individual ↔ For the organisation
Self-managed careers ↔ Organisation managed
Self-selection ↔ Manager/HR nominated
A fast-track ↔ A slow pipeline
Retaining people ↔ Retaining knowledge
Key actions for leaders

01 Recruitment and Retention
02 Staff morale, motivation and engagement
03 Developing strategic thinking capability
04 Developing emotionally intelligent leaders
05 Fostering innovation
06 Leading and managing change
07 Changing employees’ mindset
08 Understanding the human dimension of productivity
People were always getting ready for tomorrow. I didn’t believe in that. Tomorrow wasn’t getting ready for them. It didn’t even know they were there.
So: Talent Preparedness – to consider …

- What we mean by talent (for the few or everyone)
- The availability of talent (internally and/or externally)
- The time horizon of the talent (short, medium, long)
- The focus of the talent (individual, group, organisation)
- The skills of the talent (technical expertise)
- The generations of talent (four generations in one place)
- The emotional intelligence of the talent (compassion)
- The sustainability of the talent (resilience)
Talent Preparedness: What focus/time frame?

<table>
<thead>
<tr>
<th></th>
<th>Short-term time frame</th>
<th>Medium-term time frame</th>
<th>Long-term time frame</th>
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<tbody>
<tr>
<td>Individual</td>
<td>?</td>
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</tr>
<tr>
<td>Group</td>
<td>?</td>
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<tr>
<td>Organisation</td>
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</tbody>
</table>

With thanks to Wendy Hirsh, Roffey Park Associate
Developing leaders in Malaysia: individual focus
Despite intense spending on training programmes, organisations are quickly falling behind on developing the right skills across all levels. It is critical that organisations re-evaluate their learning programmes and develop a better understanding of current and future capability requirements for job roles in order to optimise effectiveness in developing specific skills.

From: Deloitte’s Southeast Asia Human Capital Trends 2015: Leading in the New World of Work

Jason Seng, Singapore Leader in the South East Asia Human Capital Practice for Deloitte
Talent programmes not delivering (Singapore)

HR managers report their organisation’s talent programme is successful.

From Roffey Park’s Singapore Management Agenda 2015:
“Most talent programmes are focused on future leaders – should we be turning our attention to other more technical, but equally valued staff?”
And should we be talking more about organisations identifying *experiences* which people need to have in order to be ready for the next role, rather than “development”?

*From a conversation with Wendy Hirsh, Roffey Park Associate*
Five aspects to consider

- The Technical Expert aspect
- The Generational aspect
- The Emotional Intelligence aspect
- The Compassion aspect
- The Resilience aspect
The Technical Expert as Leader

Defining direction

Leading change

Engaging others

Thinking strategically

Leading change

Emotional Intelligence

Impact and influence

Common purpose

Political awareness

Managing performance

Self reflection

Developing individuals

Working with teams

Delivering results

## Psychological contract across four generations

<table>
<thead>
<tr>
<th>Factor</th>
<th>Boomers</th>
<th>Gen X</th>
<th>Gen Y</th>
<th>Gen Z</th>
</tr>
</thead>
<tbody>
<tr>
<td>Decision making</td>
<td>Cautious Authority vested in hierarchy</td>
<td>Less risk averse “I’ll express my view” Authority vested in competence</td>
<td>Not known as yet but seem to prefer in-person conversation certainly not email</td>
<td></td>
</tr>
<tr>
<td>Development</td>
<td>Privilege Didactic style</td>
<td>Expected Organisation focus</td>
<td>Expected Personal focus</td>
<td>Will train themselves, tend to regard education as “not worth it”</td>
</tr>
<tr>
<td>Career</td>
<td>Progress with seniority</td>
<td>Progress with capability</td>
<td>Progress against “my plan”</td>
<td>Progress to match expectations</td>
</tr>
<tr>
<td>Engagement</td>
<td>Loyalty to organisation</td>
<td></td>
<td>Engagement earned by organisation</td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Need purpose and opportunities</td>
<td></td>
</tr>
<tr>
<td>Leadership</td>
<td>Visionary Authoritative Measured</td>
<td>Inspiring Pace-setting</td>
<td>Trusted, Pace-setting, <strong>Charismatic</strong>, Driven, Decisive, Coaching</td>
<td>Seem to want honesty, a mentoring style, leaders who listen, have vision and communicate</td>
</tr>
</tbody>
</table>

© Roffey Park 2015 with thanks to Millennial Branding and Randstad (US)
Emotional Intelligence

Caring Charisma: A framework for discussion
Work-like
Sensitive-perceptive
Caring Charisma

- Caring
- Ethics
- Kind-hearted
- Altruistic
- Humble
- Compassionate
- Self-awareness
- Presence
- Self-compassion
- Purpose
- Values
- Collegiate
- Sensitive-perceptive
- Morality
- Charisma
- Work-like
- Pragmatic
- Focused
- Strategic
- Results-oriented
Compassion?
Compassion Blockers for leaders

- “Your suffering isn’t that serious”
- “You contributed to your problem”
- “You’re acting like a victim”
- “If I’m compassionate, they’ll think I’m agreeing”
- “If I’m compassionate, I can’t hold people accountable”
- “If I’m compassionate, I risk opening a can of worms”

Adapted from a blog by Roger Schwarz, 29 August 2013:
“What stops Leaders from Showing Compassion”
Recruiting for compassion, improving performance

- A case study from the UK

- Interesting work has been done by Manchester Mental Health and the Social Care Trust with the *Patient Voices* programme over the last three years.

- In the recruitment process, digital story-telling and the reaction of candidates (through re-telling) has enabled recruiters to have a window on the candidates’ level of compassion and EQ.

- The involvement of service users on interview panels has been hugely beneficial too.

- Care complaints - amongst a number of improvements – are down 45%.

*From Health Service Journal 4 December 2013*
Roffey Park’s Compassion Model

We propose that people need to:

- Be alive to the suffering of others
- Be non-judgmental
- Be tolerant to personal distress
- Be empathic
- Take appropriate action
Compassion at Work

- Alive to the suffering of others
- Non Judgmental
- Tolerant to personal distress
- Empathic
- Appropriate action
A sage travelling all day is never far from the supplies in his cart, and however spectacular the views he remains calm and composed.
So, whatever the focus and whatever the timeframe - there are key things to consider
Working long hours does not improve performance and productivity

Percentage of employees indicating they.....

64%  ...stay in the office for at least an hour after work hours, at least three days a week

62%  ...bring home work to complete

47%  ...work whilst on vacation

43%  ...work from home whilst on medical leave

11%  ...do none of the above
As workplace stress rises – how can we develop resilience in our organisations?

Has the level of workplace stress you experience increased, decreased or stayed the same over the last six months?

56% 37% 37% 7%

From Roffey Park’s Singapore Management Agenda 2015
RESEARCH REPORT

BUILDING RESILIENCE: FIVE KEY CAPABILITIES

Dan Lucy, Meysam Poorkavoos and Arun Thompson
Roffey Park’s Resilience Capability Index

- Enables individuals to ascertain their own levels of resilience
- Looks at resilience based on:
  - Perspective (taking)
  - Purpose, values and strengths
  - Emotional intelligence
  - Physical energy
  - Connections
All things are ready if our mind be so.

From Shakespeare’s Henry V
Thank you for your kind attention!
Is talent preparedness at the heart of a humanitarian organisation’s success?

Michael Jenkins
Humanitarian HR Asia 2015
Kuala Lumpur
26-28 October 2015
Let’s discuss this question by considering what makes for success:

- Motivation
- Engagement
- What we need to make change happen
- Timeframes/focus for Talent Preparedness
WHAT MOTIVATES YOU AT WORK?

- Meaningful and interesting work: 63%
- Recognition by others: 45%
- Being part of a successful team: 46%
- Learning new skills: 48%
- Financial rewards and perks: 48%
- Enjoyment of job: 48%
- Flexible working / work-life balance: 50%
- Respectful and friendly colleagues: 55%
- Autonomy and freedom at work: 58%
- Making a difference: 58%
- Good leadership: 53%
- Personal achievement: 52%
Engagement really matters

LEADERSHIP

MANAGEMENT

COMMUNICATIONS

CULTURE

UNDERSTANDING THE BIG PICTURE

KNOWING WHERE I FIT

TRUST

SECURITY

MEANINGFUL WORK

EQUIPPED

JOB SATISFACTION

JOB DISCRETION

STIMULATION

SELF-ESTEEM

RECOGNITION

POSITIVE RELATIONSHIPS

BELONGING

Trusted
Supported
Respected
Valued
Proud

WELL-BEING

ENERGY

COMMITMENT

DISCRETIONARY EFFORT

PRODUCTIVITY
Talent *and* preparedness – key components

<table>
<thead>
<tr>
<th>Vision</th>
<th>Skills</th>
<th>Incentives</th>
<th>Resources</th>
<th>Action plan</th>
</tr>
</thead>
</table>

**Change**

**Confusion**

**Anxiety**

**Gradual change**

**Frustration**

**False starts**
## Talent Preparedness: What focus/time frame?

<table>
<thead>
<tr>
<th></th>
<th>Short-term time horizon</th>
<th>Medium-term time horizon</th>
<th>Long-term time horizon</th>
</tr>
</thead>
<tbody>
<tr>
<td>Individual</td>
<td>?</td>
<td>?</td>
<td>?</td>
</tr>
<tr>
<td>Group</td>
<td>?</td>
<td>?</td>
<td>?</td>
</tr>
<tr>
<td>Organisation</td>
<td>?</td>
<td>?</td>
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</tr>
</tbody>
</table>
Discussion #1 in small groups
Taking action on Compassion and Resilience as part of Talent Preparedness
Strengthening compassion: some approaches

- *Digital storytelling* – outputs designed to provide both catharsis for the creator and for use in enhancing compassionate behaviour and understanding.

- *Compassion training* - fosters pro-social behaviour and motivation, positive emotions and from a neuroscience perspective, impacts brain areas associated with love and affiliation.

- *Compassion circles* – run as self-standing events or as part of leadership programmes – focusing on appreciation and self-compassion.

- *Giving something back* – organisational initiatives in the community strengthen compassion.
Increasing resilience through a positive approach

Here I am …
caring for myself …
so I can care for you - and the organisation

Self-awareness
Self-compassion
Compassion
A checklist for organisational compassion

- Scope of compassion – the breadth of compassion extended by the organisation to the person or group who is suffering
- Scale of compassion – the volume of help that employees receive (how much assistance to people who are suffering)
- Speed of response – how quickly the organisation responds to those in need
- Specialisation – the degree to which the organisation tailors its support to reflect individual needs

From Dutton, Frost et al, 2002
Discussion #2 in small groups
Talent Preparedness in service of leaders who are:

- Caring
- Compassionate
- Humble
- Collegiate
- Results-focused
Thank you for joining in the debate!
Leadership & Ethics:
Balancing Integrity & Influence

Nabeel Al-Azami
Head of Human Resources
Islamic Relief Worldwide
Outline

• Which Leadership qualities matter most?
• Ethics and the state of the world
• Ethics & Values: Sources and Philosophies
• Balancing Integrity and Influence: The Wise Owl model
# Leadership Qualities Lists

<table>
<thead>
<tr>
<th>US Marine Corps</th>
<th>British Royal Naval College</th>
<th>RAF College</th>
<th>RMC Canada</th>
</tr>
</thead>
<tbody>
<tr>
<td>Integrity</td>
<td>Faith</td>
<td>Efficiency</td>
<td>Loyalty</td>
</tr>
<tr>
<td>Knowledge</td>
<td>Courage</td>
<td>Energy</td>
<td>Professionalism</td>
</tr>
<tr>
<td>Courage</td>
<td>Loyalty</td>
<td>Sympathy</td>
<td>Competence</td>
</tr>
<tr>
<td>Decisiveness</td>
<td>Sense of Duty</td>
<td>Resolution</td>
<td>Courage</td>
</tr>
<tr>
<td>Dependability</td>
<td>Humanity</td>
<td>Courage</td>
<td>Honesty</td>
</tr>
<tr>
<td>Initiative</td>
<td>Integrity</td>
<td>Tenacity</td>
<td>Common Sense</td>
</tr>
<tr>
<td>Tact</td>
<td>Common Sense</td>
<td>Personality</td>
<td>Good Judgment</td>
</tr>
<tr>
<td>Justice</td>
<td>Good Judgment</td>
<td></td>
<td>Confidence</td>
</tr>
<tr>
<td>Enthusiasm</td>
<td>Tenacity</td>
<td></td>
<td>Initiative</td>
</tr>
<tr>
<td>Bearing</td>
<td>Fortitude</td>
<td></td>
<td>Tact</td>
</tr>
<tr>
<td>Endurance</td>
<td>Physical Fitness</td>
<td></td>
<td>Self-Control</td>
</tr>
<tr>
<td>Unselfishness</td>
<td>Mental Fitness</td>
<td></td>
<td>Humour</td>
</tr>
<tr>
<td>Loyalty</td>
<td>Self-Control</td>
<td></td>
<td>Personal Example</td>
</tr>
<tr>
<td>Judgment</td>
<td>Cheerfulness</td>
<td></td>
<td>Energy</td>
</tr>
<tr>
<td></td>
<td>Knowledge</td>
<td></td>
<td>Enthusiasm</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Perseverance</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Decisiveness</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Justice</td>
</tr>
</tbody>
</table>

**KEY:**

- **Orange**: Common to all
- **Yellow**: Common to two lists
- **Light Blue**: Common to three lists
- **Dark Blue**: Common to one list

*Faith Inspired Action*
## Adair’s Generic Qualities

<table>
<thead>
<tr>
<th>Quality</th>
<th>Description</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Enthusiasm</strong></td>
<td>Top of the list (alias <em>passion</em>, <em>zest</em>).</td>
</tr>
<tr>
<td><strong>Integrity</strong></td>
<td>The bedrock of good leadership - and leadership for good.</td>
</tr>
<tr>
<td><strong>Toughness &amp; Fairness</strong></td>
<td>Leaders are often demanding and not easily satisfied - but ‘no favourites’!</td>
</tr>
<tr>
<td><strong>Warmth</strong></td>
<td>Cold fish do not make good leaders.</td>
</tr>
<tr>
<td><strong>Moral Courage</strong></td>
<td>To face and confront the unpleasant situation.</td>
</tr>
<tr>
<td><strong>Resilience</strong></td>
<td>Bouncing back after setbacks.</td>
</tr>
<tr>
<td><strong>Humility</strong></td>
<td>Lack of arrogance; humanly being on the same level as others; openness to go on learning.</td>
</tr>
</tbody>
</table>
Recap: 11 Authentic Leadership Qualities

- Ethics / Integrity
- Fair – Justice & Ihsan
- SQ: Spiritual Intelligence
- Competent
- Courage
- Gentle / Appreciative
- Servant Leadership
- Practical Wisdom
- Patience
- Pragmatic Decisiveness
- Vision
EXERCISE: Compile your Top 5 Qualities

• In groups, please list:
  1. What you believe are the top 3-5 qualities in order of importance
  2. Which qualities are most valued in your organisation in practice?
  3. Where does Integrity and ethics rank?

Amana / Integrity             Courage
SQ: Spiritual Intelligence
Vision
Servant Leadership
Pragmatic Decisiveness
Practical Wisdom
Patience
Gentle/ Appreciative
Competent
Fair – Justice & Ihsan
The most important quality?

- Study by Kouzes & Posner (Leadership researchers)
  - Survey of 2615 leaders asked what is your most important quality

<table>
<thead>
<tr>
<th>Rank</th>
<th>Leadership Characteristic</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Honest &amp; Trustworthy (Amana)</td>
</tr>
<tr>
<td>2</td>
<td>Competent</td>
</tr>
<tr>
<td>3</td>
<td>Forward-Looking</td>
</tr>
<tr>
<td>4</td>
<td>Inspiring</td>
</tr>
<tr>
<td>5</td>
<td>Intelligent</td>
</tr>
<tr>
<td>6</td>
<td>Fair-minded</td>
</tr>
<tr>
<td>7</td>
<td>Straight-forward</td>
</tr>
<tr>
<td>8</td>
<td>Imaginative/Creative</td>
</tr>
</tbody>
</table>

Over 1400 years ago, Prophet Muhammad (pbuh) was know as Al-Amin – i.e. the trustworthy one or integrity based person, signifying this as the most important quality.
Are we in an Ethical Crisis Today?

- Banks
  - Barclays rate fixing, JP Morgan’s ‘London whale’ trades, Coop’s Paul Flowers- drugs scandal
- MP Expenses
- Horsemeat deception
- Saville’s scandal
- N.o.t.W. phone hacking
- Lance Armstrong - cheating
- The Berlusconi scandals
- Blatter’s FIFA – corruption
- Blair on Iraq
- Clinton-Lewinsky saga
- Enron scandal...

The Institute of Business Ethics (IBE) stats show a 10% drop in trust in society upon leaders, businesses & orgs, which is alarming.

‘The moral triumphs and failures of leaders carry a greater weight and volume than those of non-leaders
- Joanna Ciulla (2003)
Ethics vs Corruption

- Corruption Perception Index (CPI) 2014 by T.I.
  http://www.transparency.org/cpi2014/results
CPI 2014

Top Five
1. Denmark
2. New Zealand
3. Finland
4. Sweden
5. Norway/Switzerland

Bottom End
170. Iraq
171. South Sudan
172. Afghanistan
173. Sudan
174. N Korea / Somalia

Other Major Nations
14. UK
17. USA
69. Italy
85. India

Asian Nations
7. Singapore
17. Hong Kong
50. Malaysia
107. Indonesia
126. Pakistan
145. Bangladesh
Useful Definitions

• Ethics
  – the discipline of dealing with what is good and bad
  – the principles of conduct governing an individual or a group
  – a set of moral principles; a guiding philosophy
    (Merriam-Webster Dictionary)

  – “the science of morals, the moral principles by which a person is guided”
    (Oxford Dictionary)

• Integrity
  – ‘The quality of being honest and having strong moral and ethical principles.
  – ‘firm adherence to a code of especially moral values’
    (Merriam-Webster Dictionary)
The ‘Right’ Thing

Management is doing things right; leadership is doing the right things.

- How does one figure out what the right thing to do is?
- Whose role exactly is it to figure out what is right?
- Can HR help establish what ‘right’?
  - HR as ‘conscience of org’
  - HR should mitigate against human frailties of leaders – Prof. Patrick Wright (Cornell)
Ethics at the helm of org functions

Values
Vision
Strategy
Operations
Transactions
Where do Values & Ethics come from?

• Tradition/Culture
• Experience/Observation
• Religious beliefs/Divine-Metaphysical
• Human intellect/Reasoning
Difficult Choices & Ethics

• The Classic Runaway Train Scene: What would you do?
<table>
<thead>
<tr>
<th>Philosophy</th>
<th>Approach</th>
<th>Dimensions</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Kantian thought</strong></td>
<td>Categorical</td>
<td>Rigid, even when life threatening</td>
<td>• Xmas/Eid gift • Knock on the door</td>
</tr>
<tr>
<td><strong>Utilitarian Thought</strong></td>
<td>Consequentialist</td>
<td>Ends justify means</td>
<td>• War on Terror • Torture to save lives</td>
</tr>
<tr>
<td><strong>Abrahamic Faith perspectives</strong></td>
<td>Consequentialist within a Categorical framework</td>
<td>Practical &amp; Metaphysical considerations</td>
<td>• Same action viewed differently depending on intention</td>
</tr>
</tbody>
</table>
Ethical Dilemmas

• You have a long serving employee in your team who is not performing well (which is holding the dept back) but is a good, loyal and sincere person. How do you balance between Excellence (move them on) and Compassion (give them more chances)?

• In field offices, how do we decide on ethical questions such as the validity of cooperating with militia groups or corrupt govts in order to enhance access to those in need?

• You have limited financial resources this year, and need to decide on either feeding 1000 poor beggars, educate 100 children, or lift 10 people out of poverty permanently?
Nearly all men can stand adversity, but if you want to test a man's **character** (and ethics), give him power.’

— Abraham Lincoln

• 'The best among you are the best in **character** (having good manners and morals).'

  -Muhammad (pbuh)

• **Does integrity change with rising influence?**
The Wise Owl model

• A useful way to understand ethics & integrity in the context of influence

• The 4 Sector Model of leadership and political intelligence by James & Baddeley (1987)
  – Integrity-less Donkey
  – Innocent Sheep
  – Cunning Fox/Wolf
  – Wise Owl
Where will your place be?

Source: James & Baddeley 1987
The Wise Owl

- **Wise** and **highly observant**, the organisational owls are well placed to succeed. They differ from the (cunning) fox in that ‘succeed’ for them means positive outcomes for both themselves and the organisation.

- They use their highly developed networking and communication skills to generate support and **build alliances**. They can take the **difficult decisions**, but work hard to ensure that the outcomes are not counter-productive.

- Unlike the foxes, they are overt, and they demonstrate this by **listening** and disclosing appropriately. They are **visible** and **approachable**, yet **powerful** and **focused**.

- *They are ethical and values based leaders known for their integrity*
Examples of Wise Owls (Ethical Leaders)?

Why were they so admired?
How can we nurture such behaviours in our org?

Primary Source: Gallup
Some Questions for NGO Leaders Confronting Ethical Dilemmas

- What are the foreseeable consequences of each action & alternative for our various stakeholders, internal and external?
- Given the potential consequences, am I (are we) truly facing an ethical dilemma—a choice involving conflicting stakeholder obligations?
- If so, do any of the courses of action violate the organization’s defining values?
- Among those that do not, does one more closely align with the obligation to pursue the organization’s mission effectively—over the long term?
- If all of the action alternatives require tradeoffs among the NGO’s values or between its values and its effectiveness, which alternatives would be publicly defensible to the stakeholders?

[Ref: Prof Dana Radcliffe, Cornell University]
Discussion

1. What practical ways are there to help build ethical managers and leaders (i.e. Wise owls), and in turn an ethical culture?
Nurturing an Ethical Workforce at IR

VALUES WORK AT IRW:
- Induction on values
- Values in Appraisal form
- Recruitment Systems (JD’s & interview on values)
- Code of Conduct
- Values Project Consultant Appointed
- Values calligraphy artwork designed
- Child Protection policy work – ref to values
- Conferences on Challenges relating to Values
- Enhanced visibility in premises
- Issuance of Code of Conduct
- Policy & Advocacy
- Values Committee
- Leadership Training (LDP)
- Ongoing Staff training and induction
- Recognition Awards
- Values Education for field offices incl. webinars

An organisation which has values is one where...
Thank You

nabeel.alazami@irworldwide.org
Talent Management: BRAC’s changing paradigm
BRAC
A global leader in creating opportunity for the world’s poor

BRAC is a development organization dedicated to alleviating poverty by empowering the poor.

Our work now touches the lives of an estimated 135 million people, a global movement bringing change to 12 countries in Asia, Africa and the Caribbean. control of their own lives.

BRAC’s human capital is comprised of around 135,000 staffs of which 68% are female.

**BRAC vision**
“A world free from all forms of exploitation and discrimination where everyone has the opportunity to realise their potential”

**BRAC values:** Innovation, Integrity, Inclusiveness and Effectiveness
BRAC’s Organizational Development Priorities 2020

1. Developing leaders and management and business thinking capacity
2. Increasing the efficiency of structures and processes and having a more leaner and sharper organizational Capacity (improve its operational and management efficiency)
3. Increasing influence through creation and sharing of learning and knowledge and being more strategic about how BRAC works with partners
4. Strengthening and aligning service programmes to support the organizational and programmatic ambitions effectively
5. Developing mechanism to strategically support and leverage BRAC International and wider BRAC sister organisations more systematically
HR & Learning milestones

HR and Learning Streamlining

→ Linking Embedded HR (Business Partnership) functions with Learning
→ Development of Technical and Leadership Competency Framework
→ 5 years road map aligning with the organisation goals and strategies

Role Integration

→ Talent management
→ Learning development and Facilitation
→ Learning center Operation
→ Leadership Academy
→ Knowledge management
Talent Management strategy

1. Identify, recruit, develop and retain the talents to support the future need of BRAC
2. Establish Learning in the corporate and development sector as a center of excellence for BRAC
BRAC Talent Management Model

- Aligning Talent strategy with BRAC OD priorities 2020
- Aligning with One BRAC Gender strategy
- Competency Framework

Talent Strategy

- Identification of critical roles
- Talent identification & review
- Recruitment of talents for the identified role

Talent Sourcing

- Performance Management
- Reward and recognition of the talents
- Career path development
- Career follow up of the Talents

Talent Retention

- Review & development of Mid level managers
- BRAC Leadership Academy
- Female Leadership Development to align with gender strategy
- Formalise Coaching & Mentoring
- Knowledge management centre
- Development plan for HR & BLD

Talent Development
Talent Road Map - ongoing

1. Identify, recruit and develop the potential future leaders of BRAC as part of the succession planning which will start with mid level managers
2. Competency framework based technical, soft and leadership skills development of the staffs
3. Align the Talent management strategies with BRAC’s gender strategy
4. Introduce Leadership academy to provide customised soft and leadership training to different tier of the organization.
5. Introduce e-learning platform and knowledge management centre to influence sharing of learning and knowledge within the organisation
6. Collaboration with BU & it’s Institutes and international training providers in order to ensure better development of the talents of BRAC
7. Development support to BRAC International in learning and capacity building
8. Provide training to corporate, NGO, INGO and BI along with BRAC programmes
Talent Sourcing

A. Identification of critical roles
B. Talent identification & review based on required competencies
C. Recruitment of the right talents from external sources
Talent Management

1. Forecasting the need for successor in different positions of the programmes for talent preparedness
2. Basic selection criteria finalisation and preparing a list of potential talents in consultation with programme
3. Assessment done by:
   1. Line manager's assessments
   2. Review the strength and weakness based on the competency framework
   3. Performance assessment info,
   4. 360 degree feedback
   5. Assessment center
4. Specify the gaps of skills and prepare development plan
5. Talent review (9 box grid)
6. Follow up
Talent Development

1. Develop different level of managers (BRAC & BRAC international) based on the finding from detail assessment
   - 70-20-10 rule (On the job experience – Exposure, Mentoring & Coaching – Training)

2. Leadership Academy
   - Develop identified talents and successors using the leadership framework and value framework as foundation
   - Develop the Sr. management
   - Provide opportunity to learning by doing – ensuring cross programme exposure
   - Provide support to other organisations

3. Development of female managers (Strategy of women leadership)

4. Formalise Coaching and Mentoring

5. Knowledge management centre

6. Collaboration with international training provider and BRAC University
   - To deliver better capacity building initiatives
Support to BRAC International countries

• Assisting BI countries to develop the Competency framework of leadership aligning it with BRAC

• Talent development initiatives for BI staffs
  – Develop a pool for the BI countries
  – Develop specific programme for the potential staff (identified pool) for BI attachment

• Policy on repatriation planning and process
• Review and finalise compensation and benefit package for expatriates
Talent Retention

- Developing process to evaluate the reason to leave and plan to improve the retention rate
- Half yearly Follow-up (talent tracking)
- Design career path of the Talents
- Market competitive reward and recognition
- Quarterly/Half yearly town hall meeting of the Talent pool with the Executive body of BRAC as a part of continuous guidance
- Succession Planning
Challenges

1. Making the programme directors understand of the benefits of having a organised and systematic learning curve for the talents
2. Effectively use the leadership competency framework
3. Creating a mindset among the potential talents which will enable them to think and act effectively and to make individual programmes more efficient
   - Leaders should take initiatives to build up a mindset among the employees through counselling or detail communication.
Case-1: BRAC’s involvement in RANA plaza victim assistance

The collapse of Rana Plaza on 24 April 2013, one of the major industrial disasters in Bangladesh, with more than 1,100 deaths and 2,500 injured garment workers. BRAC immediately took on responsibility to care for the victims using its own manpower through,

1. Regular medical care for victims with functional disability;
2. Psychosocial counseling for traumatised victims by IED of BRAC University.
3. Study called the ‘Listening to the survivors of Rana Plaza Tragedy’ by BRAC Research and Evaluation Division (RED)
4. Advanced surgery, prosthetic limb and medical support by BRAC Health, Nutrition and Population Programme (HNPP)
5. Apprenticeship based skill development training by BRAC Skills development programme and learning division
6. Press conference held along with a partner NGO focusing on the issue of compensation for workers killed or injured in Rana Plaza collapse by BRAC Human Rights and Legal Aid Services Programme (HRLS)
Case-2: Nepal earthquake emergency response by BRAC

- On 25 April 2015, a massive earthquake of 7.8 magnitude struck central Nepal at 11.56 am local time. A total of 39 out of the 75 Nepalese districts have been affected. The Government reported 8,778 deaths.
  - In response to this humanitarian crisis, BRAC sent an Emergency Response Medical team of 6 members to Nepal with essential medicines and equipment to provide medical care services to the earthquake victims and assess the immediate loss and damages.
  - BRAC team has coordinated with Nepal Ministry of Health and Population (MoHP), WHO and other GOs and INGOs. They actively participated in the sub-committees of health rehabilitation process, Foreign Medical Team (FMT) meetings, WHO Health Clusters meetings and are receiving the daily updates from MoHP and WHO.
HR role in the emergencies...

- Ensure effective leader in place
- Develop pool of staff to address the emergency situation
- Identify the right people to move to address the emergency situation
- Ensure clear communication on what and hows of their role
- Develop a special package of compensation for the staff
- Recruit locally if necessary
- Coordination of the staff with other programmes
- Counselling and coaching if necessary during their activities
Thank you
LIVE from the Field: how crisis are being managed?

Sayedta Tahya Hossain
Chief People Officer (CPO), BRAC
What’s happening out there?

- From fewer than 100 disasters per year reported in 1975 to more than 400 disasters in 2010 has been reported around the world.
- Asia pacific is the region which is accounted for around 75% of global disasters facilitated between 1970 to 2011 that cost up to 2 million people’s life.
- Organisations are getting decentralised and outsourcing production to facilities to places where the cost of labor is low, mostly these are the disaster prone areas.
- Development sector getting hit by the economic recession can be mentioned as a major crisis as development organisations are focusing on becoming self sufficient.
Talent challenges – in Asia

1. **Moving from Philanthropic to Sustainable organisation**
   - As we (NGOs) are moving from philanthropy to a more sustainable organisations so as our talent needs are getting changed
   - Mix of leadership and technically skilled people are required in this field
   - How can we bring such changes in mindset among the employees?

2. **Skills demand are changing**
   - Mix of technical and leadership vocational skills development, focus on urban and disaster related experiences are going to get more demand in the coming years
   - Recent corporate and philanthropic foundations like the Bill & Melinda Gates Foundation, Dell Foundation, Azim Premji Foundation, Bharti and Wadhwani Foundation have much larger staffing needs. More jobs will come up in the health, education, skills, climate change, disaster management and urban development sectors
   - The question is do we have enough talents in these fields to fulfill our future demands?
3. **Ensure an effective mid level population with right mix of management skills either by recruiting the right talent or by developing them**
   - There is a scarcity of talents in the mid management in this sector.
   - Getting the people with the right skill set is sometimes very tough for some specialized positions.
   - The new challenge is to develop the talents to be more efficient and cope with the changing need of the sector.

4. **Securing specialized talent**
   - Demand: CSR in corporate sectors has come up as an option for development sector professionals as it combines the best of both worlds.
   - Pay: Efficient talents have become more expensive to compete with business sector. Can humanitarian organisations afford that?

5. **Managing redundancy – a need or a potential crisis**
   - For effective organisation, redundancy is a process to have the motivated right people in right place. The question is:
   - How to manage the redundancy
   - Who to let go
   - When to let go
Leadership – challenges in Asia

- To address the disasters we still need to bring a lot of experienced people from western countries.
- Internal leaders are more equipped with technical skills than managerial/leadership skills.
- Very few leaders are equipped with change mindset to lead and motivate the people ahead of system, operation, infrastructure and public relation. So they don’t focus on coaching or mentoring the team.
- The leaders are more focused on operation and crisis management. They don’t see the big picture and future need to develop the next generation and local leaders/managers.
- Qualified / developed leaders are coming to this sector but not many of them are retained by the organisations.
- Unavailability of customised and effective leadership trainings.
What is the HR’s role?

1. Attract talents – branding of the sector and organisations
2. Develop competitive compensation & benefit package and effective HR policy
3. Identify talents irrespective of sectors with leadership competencies to develop them for future need
4. Planned development of the talents - designing and implementing staff capacity development initiatives. – (spend money efficiently)
5. HR can preserve human capital and ensure value creation under any circumstances through talent preparedness and leadership development
Developing learning process is the key to effective crisis management. Which should deliver the following,

1. Mental capabilities
2. Confidence and
3. Flexibility among the staff of any organization.

**Example:** Having the capacity to prepare for, respond to and recover from disasters today does not automatically imply that the capacity exists years down the line.
Developing talents for succession planning and effective disaster response

A proper Talent management plan can have the following steps,

- Talent identification from within the organization
- Talent attraction from outside
- Assessing the identified talents to come up with the talent pool for further development
- Identifying the career path for the talents identified
- Developing the pool of talents with the knowledge to see the big picture
- Simulation of crisis scenarios
- Coaching and mentoring

Talents - - - >> - - - Leaders
Effective Leadership – what can be done

Effective emergency response requires wide range of leadership competencies

- Clear and coordinated leadership
- Involving more in the strategic planning level
- Ability to respond quickly
- Facilitating change
- Personal influence & political savvy
- Effective and consistent communication with the stakeholders
- Building trust
- Thank you -
What is HR’s Role?
What is HR’s Role

Human Resources

What my friends think I do
What my mom thinks I do
What my wife thinks I do
You’re Fired!
What society thinks I do
What I think I do
What I actually do
President Jefferson (1801 -1809)

“No duty the Executive had to perform was so trying as to put the right man in the right place”
—Thomas Jefferson
CAN YOU FIND WALLY?
HR/Talent Mantra - *The Right Person*...

- The Right Thing
- The Right Time
- The Right Way
- The Right Price
- The Right Place
## Something to think about

<table>
<thead>
<tr>
<th>Competences</th>
<th>Values</th>
<th>Options</th>
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<td>Wrong Values</td>
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<td>Right Competences</td>
<td>Right Values</td>
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The IR Way

Organisation/Business

Functional Excellence

Values based Foundation
Talent Preparedness & IR: A Case Study
A bit about IRW

Faith Inspired Action
Since 1984
IR Partners (Global Family)
"…stories speak volumes about Islamic Relief's outstanding work in providing humanitarian aid to literally millions of the most vulnerable people over the past quarter of a century…"

His Royal Highness The Prince of Wales

"We should remember the huge contribution Islamic Relief makes to the relief of suffering around the world, as I myself have seen at their depot in Birmingham, as well as their amazing work on the ground."

David Cameron
Prime Minister of the United Kingdom

CEO of IRW, Dr Mohamed Ashmawey, invited to address the World Economic Forum at Davos in 2013.

Over £123 mil funding for Syria since 2012

Over £90 million received from institutional donors in 2014

Over £43 million institutional contracts signed for Syria in 2013

Over £150 million raised globally in 2012

Over £100 million direct charitable expenditure in 2014

Over £153 million direct charitable expenditure since 1984

Helped over 100 million since 1984

100 offices
In over 40 countries with latest expansion into South America

Over £45 million received from institutional donors in 2012

3.5 million People lifted out of poverty in 2012

100 Offices
offices in over 40 countries, with latest expansion into South America

Strategic Islamic Relief partners that continue to fund our programmes

mothercare
Royal Charity Organization
Qatar Charity
CAFOD
Japanese World
DEO
UNHCR
WFP
European Commission
cbha
World Health Organization
Department for International Development
Turkish Airlines

Over £180 mil income in 2014
What we have built

GLOBALISED HR

- VALUES-DRIVEN ENVIRONMENT
- BUILT WORLD CLASS COMPLIANCE AND QUALITY
- NEW HR SYSTEM & STRUCTURE
- TRANSFORMED PERFORMANCE MANAGEMENT

LEVERAGING SPIRITUAL CAPITAL

TALENT MGMT UNDERPINNED BY MEANINGFUL CAREERS (EVP)

WELL-BEING INITIATIVES

SECTOR LEADERSHIP
New HR structure

HR Services

Business Partnering – across 6 divisions

Talent

PM

Values

ER
Talent management underpinned by meaningful careers

**Our Objective**
Build a unique EVP
Attract & develop exceptional talent

**Deliverables**
Recruitment video | headhunting team | creating a narrative for a new EVP | Talent Development - MDP

Relied on a EVP centred on meaningful careers – not just pay

A chance to change the world for the better
A truly globalised HR

The Objective
Engage wider IR family especially field offices; promote best practice & HR alignment

Deliverables
Regional HR Managers | Field and partner visits | Global synchronisation | E-summits | Global HR Conf

RESULT | GLOBAL TEAM BUILT & DEPLOYED IN 4 CONTINENTS – trust, satisfaction, influence

RESULT | DEVELOPING OFFICES ‘NORTH’ + ‘SOUTH’

RESULT | GLOBAL HR CONFERENCE – 20+ COUNTRIES REPRESENTED
Some Definitions

• **Talent** consists of those individuals who can make a difference to organisational performance either through their immediate contribution or, in the longer-term, by demonstrating the highest levels of potential.

• **Talent management** is the systematic attraction, identification, development, engagement, retention and deployment of those individuals who are of particular value to an organisation, either in view of their ‘high potential’ for the future or because they are fulfilling business/operation-critical roles. (CIPD)

• **Disaster Preparedness**: "forecasting and taking precautionary measures prior to an imminent threat when advance warnings are possible“ (United Nations)
On ‘Talent Preparedness’

- From ‘War on talent’ to ‘Tal- Prep’
- New term to take the Talent agenda to next stage
Understanding Talent Preparedness...

• Having the systems and **architecture** in place to **anticipate** future talent needs in light of the **nature** of the business and **changing** external environment.

• **Forecasting** and taking precautionary measures in an **innovative** way drawing on **HR Analytics**

• A shift from the operational ‘hear and now’ to the **strategic** ‘living in the future’

• Developing a **6th sense** for Talent, and an **antennae** that helps you stay many steps ahead
The 9 Box Talent Model

- Enigma
- Growth Employee
- Future Leader
- Dilemma
- Core Employee
- High Impact Performer
- Under Performer
- Effective
- Trusted Professional
Tal-Prep: Dimensions & Possibilities

- **HR Analytics** – anticipate the future; act now
- Knowing the terrain (Business Intel., PESTEL analysis & Futurist data) and design talent strategy and build architecture accordingly
- Be where the talent is... Whether on social media, top unis or at professional networking events / conferences
- Scenario planning and **contingencies** (deputies & pipelines)
- **Innovative** ways to inspire talent...
  - Spiritual capital & Spiritual Intelligence (SQ)

*The future belongs to those who see possibilities before they become obvious.*
SQ: Leveraging the power of the heart

• Maslow, Pink, Ulrich, Goleman all talking about purpose, finding **meaning** and inspiration.

• We can unleash immense energy and potential, making our workforce agile, dynamic and driven.

• Our **EVP** majors on the above (rather than pay), hence we can overcome financial reward restrictions to attract and retain top talent from all sectors.
IR’s talent journey: EVP and persuading people from big employers (video)

https://www.youtube.com/watch?time_continue=119&v=D-TJ4x3mek4
HR Metrics
Who’s Bad?

• Bad Employees?

• Bad Managers?
  – Peter Principle
  – Technocrats
  – Square pegs in round holes
Self Perception; Delusion
MDP - Outcome

MAKE JUST ONE CHANGE
### The Management Development Program (MDP)

#### 5 Days, 5 Modules:

<table>
<thead>
<tr>
<th>Theme</th>
<th>Areas Covered</th>
</tr>
</thead>
<tbody>
<tr>
<td>Managing Oneself</td>
<td>Learning Styles, Organisational Profiles, Motivation, Time Management.</td>
</tr>
<tr>
<td>Managing The Task</td>
<td>Planning, Projects, Gantt Charts, Critical Path, Strategy Tools, Change, Communication</td>
</tr>
<tr>
<td>Managing Individuals</td>
<td>Objectives, Induction, 121s, Development, Coaching</td>
</tr>
<tr>
<td>Managing Individuals &amp; Teams</td>
<td>Decision Making, team roles (Belbin) and team life cycle</td>
</tr>
<tr>
<td>Managing (&amp; leading) Teams</td>
<td>Adair’s Action Centred Leadership (ACL)</td>
</tr>
</tbody>
</table>
MDP Design

Honey & Mumford’s Learning Styles
Train the Trainer
Holding up a Mirror
Role Modelling
Interactive Team Exercises & Games

Faith Inspired Action
Role Plays
Coaching Approach
Exam & testing understanding
Competence Development:
Bonus Activity: Time Perception Test

[YouTube Video Link: https://www.youtube.com/watch?v=pHvP71rwYAc]
Competence: Communication
Activity:
Communication - Let’s Be Clear
Impact of MDP

- 25% fall
- 45% fall
- 69% fall YTD
Impact & Follow Up

- Evidence re: behaviour change, cross organisational working
- ER cases sharply reduced to well below target
- Appraisals Submission 30% to 90%
- Engagement – 6% above sector benchmark
- Recruitment fairness percep. increased 19%
- Reduction in unplanned talent turnover
- Further Talent Development opportunities pursued
- Action Learning Sets
- Ongoing Business partnering & coaching to improve talent management
## Impact & Contribution

<table>
<thead>
<tr>
<th>Year</th>
<th>PROGS</th>
<th>INCOME</th>
<th>% ADMIN</th>
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<tbody>
<tr>
<td>2011</td>
<td>£66 M</td>
<td>£93 M</td>
<td>14.3 %</td>
</tr>
<tr>
<td>2012</td>
<td>£103 M</td>
<td>£120 M</td>
<td>12.5 %</td>
</tr>
<tr>
<td>2013</td>
<td>£155 M</td>
<td>£173 M</td>
<td>8.24%</td>
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<tr>
<td>2014</td>
<td>£157 M</td>
<td>£184 M</td>
<td>9.29%</td>
</tr>
</tbody>
</table>
Talent work in Asia

• Global Synergy and field support
• Regionalisation
• 3 Regional Hubs
  – Kenya
  – Jordan
  – Pakistan
Talent work in Asia

- Asia - disaster prone continent
- Skills Mapping exercise
- MDP in Asia
- Regional Talent pool
- Nepal earthquake - Regional Response
Talent work in Asia

• International secondments
• Short term deployments
Key Talent Stream – Gender and Female Talent

• Recruitment, Retention & Development
• What were the barriers?
• Elephants in the room
• Engaging with male colleagues, challenging culturally different views. Dealing with issues head on.
• Raising the topic to colleagues at the highest levels – BoD and BoT.
• Moving forward together, women and men
I DON'T KNOW WHO YOU ARE

BUT I WILL FIND YOU, AND RECRUIT YOU.
Positive Action Initiatives....
...Equals Results

Headhunting successes

- General/Legal Counsel - Senior female
- Vice Chair Trustee – First female
- Retention of female interns

Commitment for positive action

- Chairman’s support
- Male focus group – gaining support and involvement

Significant changes in the gender make up

- IRW - Mid 2000s just over 10%, now a decade on about 33%
- IR-UK 50-50%
- Focussing more on seniority
CIPD Awards 2015

Nominated among the best...

- HR / L&D professional of the year
  - Eugenio Pirri, Dorchester Collection
  - Gary Tomlinson, Kia Motors UK
  - Mike McCarthy, MasterCard Asia Pacific Pte
  - Nabeel Al-Azam, Islamic Relief Worldwide
  - Sarah Richards, Jaguar Land Rover
  - Simon Leeming, Virgin Money
  - Siobhan Connolly, MyHomeMove

‘Highly Commended’...

- Best employee relations initiative
  - Essex County Council
  - Islamic Relief Worldwide
  - Northern Gas Networks
  - Remploy
  - United Biscuits
  - Vaultex

‘Winner!’...

- HR / L&D team of the year third sector/social enterprise
  - Commonwealth Secretariat
  - Islamic Relief Worldwide
  - Queens Cross Housing Association
  - The Calico Group
‘HR Team of the Year 2015’
People Management Magazine

Faith Inspired Action

A member of his staff was struggling to think of feedback, so he put him into a headlock.

It discharged in the car park and injured a passer-by.

What's going on with Britain's managers?

Can we fix managers?

How a more enlightened approach to managerial development can consign stories like these to history.

Faith inspired action.
To Conclude..... A Talent Parable

Talent preparedness is not just about filling seats, its about changing the world, one conversation at a time.
Thank you
Mobilizing Resources During Emergencies: How to ensure a functional surge capacity in your organisation?

Tarik Begic, British Red Cross Society
The International Red Cross and Red Crescent Movement
Formed in 1863 on the initiative of Henry Dunant

The Red Cross and Red Crescent Movement is made up of three parts:

* The International Committee of the Red Cross (ICRC)

* The International Federation of Red Cross and Red Crescent Societies (IFRC)

* 189 National Red Cross and Red Crescent Societies around the world (including the British Red Cross) with more than more than 97 million volunteers
* Perform an auxiliary role to the national authorities, as first-line disaster response services

* e.g. Search and rescue operations; evacuations and managing shelters

* Trained volunteers (e.g. first aid; damage assessment; organisation of relief distributions.)
* In about 80 percent of cases, National Societies respond to a disaster at the local or national level, without the need for regional or international support.

* Internationally, National Societies give assistance for victims of natural disasters and other emergencies.
Red Cross and Red Crescent Movement Global Response Mechanisms
1) Field Assessment Coordination Team (FACT)

2) Emergency Response Units (ERUs)
Field Assessment Coordination Team (FACT):
* a range of specialist profiles required in the first phase of an emergency response
* to determine the needs of the affected population
* and help determine the response required.
Emergency Response Units (ERUs):
* created to provide immediate support to National Societies in disaster-affected countries.
* provide specific support or direct services.
* include all relevant staff and equipment required to deploy to and set up in any country during an emergency.
* completely self-sufficient and pre-trained.
British Red Cross – mobilisation of human resources in international emergency response operations
Registers – “...a database of pre-recruited individuals and current/former staff members.”

Rosters – “…a tool that represents an annual plan of availability of individuals”
Register:

- A passive/re-active tool

- Relatively cheap to establish

- Not completely reliable
Roster:

* Very reliable

* Expensive to maintain and use
BRC Global Surge Team
NEED TOP-QUALITY DELEGATES — FAST?

See what our global surge team can do for you

Refusing to ignore people in crisis
What is Global Surge (purpose and role)?

The main **purpose** of the British Red Cross’s Global Surge team (“the GS team”) is to improve the BRC’s ability to be flexible and agile, and increase its capacity to provide internal and external human resources to fill needs at short notice in response to a crisis.

The main **role** of the GS team is to complement and contribute to the other existing Movement global tools (FACT, ERUs, RDRTs, HEOps, DHEOps, FERST and RDUs), and to increase BRC operational strength by providing surge capacity in a variety of technical fields, and in various managerial and leadership positions.
Since the global surge team was formed in 2012, its members have been in the heart of the action during every major global emergency.

The team draws on decades of experience dealing with a huge range of different emergencies.
AZIM NOORANI
FOOD SECURITY
AND LIVELIHOODS

Place of birth: Cardiff, UK
Languages spoken: English, French

Azim specialises in supporting emergency response and early recovery operations. His work includes strategic planning, and producing household economic security (HES) response options and programme designs.

Azim also helps design and implement cash transfer programming (CTP), and gives management support to food security and livelihoods programmes. He carries out reviews, evaluations and training.

Azim’s work on the global surge team has included supporting the Syrian Arab Red Crescent (SARC) with a feasibility assessment and strategic positioning on livelihoods. He has also helped the Lebanese Red Cross Society plan and then scale up their cash programming for Syrian refugees, including support to meet winter-related needs.

He has run livelihoods training courses for the Iraqi Red Crescent Society and led an evaluation of a Red Cross ‘cash for livestock’ livelihoods support programme in rural Pakistan.

Life before the surge team
Working for other Red Cross partners, Azim led programmes bringing agricultural help to rural farmers in South Ossetia. Here he also brought livelihoods support to internally displaced people through a micro-economic initiatives programme. And in Afghanistan he ran civilian protection activities and helped get food to 30,000 families affected by drought and conflict.

He has also worked on humanitarian diplomacy in Asia and Europe at ICRC HQ in Geneva, and co-ordinated human rights and peace process monitoring in rural Nepal for the Carter Center.

My proudest humanitarian moment:
“The most challenging job I’ve done since joining the global surge team was to help the Syrian Arab Red Crescent (SARC) assess the feasibility of providing livelihoods support to those affected by the conflict.

“I initially wondered if we could even work inside Syria, particularly in terms of reaching affected communities.

“We faced high expectations from a number of stakeholders while working in a context with enormous daily pressure.

“SARC chose to adopt the core recommendations of the study. Given the appalling situation so many Syrians are facing, there was a strong determination to provide high-quality services and assistance.

“This was powerfully expressed in the idea of helping Syrians to stand on their own feet – a core concept of livelihoods support.”

Key training courses completed
> British Red Cross household economic security (HES) guidelines
> IFRC practical emergency cash transfer (PECT) – roster member
> Livelihoods resource centre: introduction to livelihoods (facilitator)
> ICRC micro-economic initiatives
> ICRC economic security basic training cycle (assessment; planning and design; measuring results)
> ICRC international delegate basic training
Global Surge Programme Manager (x2)

Global Surge Food Security and Livelihoods (x2)

Global Surge Logistics (x1)
What is the best model for my organisation?
“If you can’t measure it, you can’t manage it”

“measure twice, cut once”

“You can't expect to meet the challenges of today with yesterday's tools and expect to be in business tomorrow”
Nepal Earthquake response
The Red Cross Red Crescent Movement continues to support communities affected by the recent earthquakes in Nepal.

**Nepal Earthquake**

**Situation**
- 5.6 million people affected
- 17,932 people injured
- 638,979 homes destroyed
- 8,857 people killed
- 300,639 homes damaged
- 4,085 school buildings destroyed

**Response**
- 7,970 volunteers deployed
- 88,000 received healthcare support
- 4.6 million litres of clean water
- 70,000 cash grants to support 360,000 people
- 72,000 relief kits for 360,000 people
- 110,000 tarpaulins distributed for 550,000 people
Ebola Response
Ebola spread timeline

Mapping the spread of Ebola in West Africa

New weekly cases of Ebola 2014/15

Regional map of new weekly cases

Press left or right to scroll through the weeks or click the graph.

Autoplay

Please note that during the week ending 27 Oct Liberia revised its numbers hence the irregular spike.

Source: World Health Organisation, National Ministries of Health

No cases
1 to 9 cases in the last week
10 to 99 cases in the last week
100 to 199 cases in the last week
200 or more cases in the last week
Summary:

* Know yourself (organisation)
* Use the experience of others
* Take your time when deciding on the tools and mechanisms;
* Trained and equipped to meet the needs
* Procedures and processes in place
* Develop surge mode for the whole organisation
* Drill drill drill drill
Questions & Discussion