

Humanitarian HR Asia 2015



Kuala Lumpur, Malaysia 26-28 October 2015 **Conference Report**

HHR Asia 2015 was organised in partnership with our member Islamic Relief Worldwide:



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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, <u>Deakin University</u>
- Sayeda Tahya Hossain, Chief People Officer, <u>BRAC</u>
- Nabeel Al-Azami, Head of HR/Global Talent Lead; Ritu Chadda, HR Manager; and Adnan Khan, Regional HR Manager Asia, <u>Islamic Relief Worldwide</u>
- Michael Jenkins, Chief Executive, <u>Roffey Park Institute</u>
- Tarik Begic, Global Surge Manager, <u>British Red Cross</u>
- Rizal Kamaruzzaman, Executive Director, <u>Tindakan Strategi</u>
- Adi Walker, Principal Advisor, <u>GIZ Pakistan</u> 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 <u>CHS</u> <u>Alliance</u> 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

"People management is the key to many of the issues we have. The lack of ability to manage people well is starkly present in many non-government organisations (NGOs)."

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.

Sayeda Tahya 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: <u>Dr Ahmad Faizal Perdaus,</u> <u>Mercy Malaysia, Humanitarian preparedness</u> <u>& leadership in Asia Pacific: NGO perspective</u>

• Presentation: <u>Sayeda Tahya Hossain</u>, <u>BRAC</u>, <u>LIVE from the field - how crisis are</u> <u>being managed</u>

• Presentation: <u>Talent management at</u> <u>Islamic Relief Worldwide</u>

• Blog: Day 1 highlights unique challenges of talent preparedness and humanitarian leadership in an evolving Asia

• Video: <u>What are the current HR</u> <u>challenges in an evolving Asia?</u>





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



- 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 importance.

• 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. "Organisations fail because people are not happy. HR needs to focus on ensuring employees are engaged and have enjoyable work across their employment lifecycle."

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?



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: <u>Rizal Kamaruzzaman, Tinda Strategic, Talent management vs people</u> management: Remain or Evolve? This is a constant HR headache!
- Presentation: <u>Tarik Begic, British Red Cross, Mobilising Resources During Emergencies:</u> 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: <u>Adi Walker, GIZ/Oxford Brookes University, Nature vs Nurture, or Nature</u> and Nature: and who decides?
- Presentation: <u>Nabeel Al-Azami's presentation, Leadership and Ethics: Balancing integrity</u> and influence
- Blog: <u>Case studies on improving talent preparedness and humanitarian leadership in Asia</u> shared during HHR Asia Day 2 and 3





Day 3 - 28 October 2015



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."

Sayeda 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: <u>www.chsalliance.org/hhr-asia</u>

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

- o <u>Facebook</u>
- o <u>YouTube</u>





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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







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: pragatism
- · 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

- 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?





7

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:

- 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

Totally agree

Drezi





7

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- if so, how do we enable that, and then measure them?





3

Culture

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







3

Culture

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

- how does culture affect leadership effectiveness?
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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







3

Culture

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

- how does culture affect leadership effectiveness?
- what do leaders still need to learn and apply in their work?







Δ

Leadership roles, functions and tasks

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







Δ

Leadership roles, functions and tasks

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






Δ

Leadership roles, functions and tasks

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







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 (relevent 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



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Nature vs. Nurture, or Nature and Nuture: and who decides?

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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?









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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







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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

- 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?





Planning

Recruiting

Performance Measurement

Developing

Retaining



Human Resources











Cost to Value of an Employee







Human Resource Management Systems



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'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

- 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**







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Δ

Continued professional development and performance measurement

What the literature says:

• What the leaders in South Asia say: 🗾 👘

- 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?

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







Δ

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Drezi

Who evaluates IHDO leadership performance in South Asia









Δ

Continued professional development and performance measurement

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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 withor 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



OXFORD BROOKES UNIVERSITY

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



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

ENI

-

Talent Dilemmas





From Cormac McCarthy: *The Road* (about being prepared)

"

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?

	Short-term time frame	Medium-term time frame	Long-term time frame
Individual	?	?	?
Group	?	?	?
Organisation	?	?	?

With thanks to Wendy Hirsh, Roffey Park Associate

Developing leaders in Malaysia: individual focus



Jason Seng, Singapore Leader in the

South East Asia Human Capital Practice for Deloitte

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

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



Psychological contract across four generations

Factor	Boomers	Gen X	Gen Y	Gen Z
Decision making	Cautious Authority vested in hierarchy		Less risk averse "I'll express my view" Authority vested in competence	Not known as yet but seem to prefer in- person conversation certainly not email
Development	Privilege Didactic style	Expected Organisation focus	Expected Personal focus Experimental style	Will train themselves, tend to regard education as "not worth it"
Career	Progress with seniority	Progress with capability	Progress against "my plan"	Progress to match expectations
Engagement	Loyalty to organisation		Engagement earned by organisation Need purpose and opportunities	Potentially more loyal, want meaningful work, want to be around people they can learn from, want transparency
© Roffey Park 2015 with thanks to Millennial Branding and Randstad (US)	Visionary Authoritative Measured	Inspiring Pace-setting	Trusted, Pace-setting, Charismatic, Driven, Decisive, Coaching	Seem to want honesty, a mentoring style, leaders who listen, have vision and communicate

Emotional

Intelligence

Caring Charisma: A framework for discussion



Work-like
Sensitive-perceptive

Caring Charisma







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



From: Lao Tzu, *Tao Te Ching*

"

"

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.....







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

...bring home work to complete





...work whilst on vacation



...work from home whilst on medical leave

...do none of the above

As workplace stress rises – how can we

develop resilience in our organisations?



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

From Shakespeare's Henry V

All things are ready if our mind be so.

Questions

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



Engagement really matters



Talent and preparedness – key components



Talent Preparedness: What focus/time frame?

	Short-term time horizon	Medium-term time horizon	Long-term time horizon
Individual	?	?	?
Group	?	?	?
Organisation	?	?	?

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



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

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

Common to all

Common to three lists

Common to one list



Faith Inspired Action

Adair's Generic Qualities

Enthusiasm Top of the list (alias *passion*, *zest*).

Integrity The bedrock of good leadership - and leadership for good.

Toughness &Leaders are often demanding and notFairnesseasily satisfied - but 'no favourites'!

Warmth Cold fish do not make good leaders.

Moral Courage To face and confront the unpleasant situation.

Resilience Bouncing back after setbacks.

HumilityLack of arrogance; humanly being on the
same level as others; openness to go on
learning.



Faith Inspired Action

Recap: 11 Authentic Leadership Qualities





Faith Inspired Action

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: S	piritual Intelligence	Competent		
Vision	Gentle/ Appreciative			
Servant Leadership	Practical Wisdom	Patience		
Pragmatic Decisiveness	Fair — .	Fair – Justice & Ihsan		
The most important quality?

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

Rank	Leadership Characteristic	
1	Honest & Trustworthy (Amana)	
2	Competent	
3	Forward-Looking	Over 1400
4	Inspiring	Prophet Mul
5	Intelligent	was know a the trustwo
6	Fair-minded	integrity b
7	Straight-forward	signifying th important qu
8	Imaginative/Creative	• •

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 <u>10% drop</u> 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 CORRUPTION PERCEPTIONS INDEX 2014: RESULTS





CPI 2014

To	p Fi	<u>ve</u>	
1.	Der	ıma	rk

2. N Zealand

- 3. Finland
- 4. Sweden
- 5. Norway/Switz

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.

QUOTEHD.COM



Peter Drucker Austrian-American Author 1909 - 2005 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 is '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





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?





Some Ethical/Moral Philosophies

Philosophy	Approach	Dimensions	Examples
Kantian thought	Categorical	Rigid, even when life threatening	•Xmas/Eid gift •Knock on the door
Utilitarian Thought	Consequentialist	Ends justify means	•War on Terror •Torture to save lives
Abrahamic Faith perspectives	Consequentialist within a Categorical framework	Practical & Metaphysical considerations	•Same action viewed differently depending on intention





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?



Ethics & The Importance of Character

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?



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? 22

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 <u>effectively</u>—over the long term?
- If all of the action alternatives require <u>tradeoffs</u> among the NGO's values or between its values and its effectiveness, which alternatives would be <u>publicly defensible</u> to the stakeholders?

[Ref: Prof Dana Radcliffe, Cornell University]



Discussion

 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







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 **Role Integration** \rightarrow Linking Embedded HR (Business \rightarrow Talent management Partnership) functions with Learning \rightarrow Learning development and Facilitation \rightarrow Development of Technical and Leadership → Learning center Operation **Competency Framework** \rightarrow 5 years road map aligning with the \rightarrow Leadership Academy organisation goals and strategies \rightarrow 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





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
- 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?

Sayeda 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?



Talent challenges...

- 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



Talent preparedness – Few tips

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

<u> Talents - - - >> - - - Leaders</u>



🕺 www.brac.net 🛛 📕 facebook.com/BRACWorld 💟 twitter.com/BRACWorld

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 -









Ritu Chadda HR Manager – HQ Nabeel Al-Azami Head of HR - Worldwide

About Us

Adnan Khan Reg HR Manager – Asia

What is HR's Role?



ISLAMIC RELIEF

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



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





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



Competences	Values	Options
Wrong Competences	Wrong Values	
Wrong Competences	Right Values	
Right Competences	Wrong Values	
Right Competences	Right Values	









Talent Preparedness & IR: A Case Study



A bit about IRW





Since 1984





IR Partners (Global Family)









mothercare

Qatar Charity

CAFOD

UNHCR

European

Commission

Justoneworld

10 ماليرتة للكترية Royal Charity Organization "...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

Helped over

100

million

since 1984

Department for Internationa.

Development

TURKISH

100 offices

In over 40 countries with latest expansion into South America

WORLD CONOMIC FORUM

CEO of IRW, Dr Mohamed Ashmawev, 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

"We should remember the huge

work on the ground."

David Cameron

contribution Islamic Relief makes to

as I myself have seen at their depot in

Birmingham, as well as their amazing

Prime Minister of the United Kingdom

in 2014



Strategic Islamic Relief partners that continue to fund our programmes

World Health

Organization

cbha

e Consortium of Britis

Over

£180 mil

income

in 2014

£153

million

direct charitable

expenditure in 2014

TRANSFORMED PERFORMANCE MANAGEMENT

NEW HR SYSTEM & STRUCTURE

BUILT WORLD CLASS COMPLIANCE AND QUALITY

VALUES-DRIVEN ENVIRONMENT

GLOBALISED HR

UNDERPINNED BY MGMT CAREERS (EVP) MEANINGFUI TALENT

SPIRITUAL CAPITA LEVERAGING

SECTOR LEADERSHIP

What we have built

WELL-BEING

INITIATIVES





Talent management underpinned by meaningful careers

Our Objective

Build a unique EVP nd Attract & develop exceptional talent

Deliverables

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



The Telegraph

Home Video
News
World Sport Finance Comment Culture Trav
Image: Comment Culture Trav

Politics
Election 2015
Investigations
Obits
Education
Science
Earth
Earth</t

32 charity bosses paid over £200,000 last year

Senior pay has risen despite efforts to curb pay levels in the voluntary sector, new research has found

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





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

Clobal

RESULT | DEVELOPING OFFICES 'NORTH' + 'SOUTH' RESULT | GLOBAL HR CONFERENCE – 20+ COUNTRIES REPRESENTED









GLOBALISED HR

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



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)



possibilities before they become **obviou**



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)



<u>https://www.youtube.com/watch?time_continue=119&v=D-TJ4x3mek4</u>


HR Metrics





Who's Bad?

Bad Employees?



- Bad Managers?
 - Peter Principle
 - Technocrats
 - Square pegs in round holes





Self Perception; Delusion





MDP - Outcome





The Management Development Program (MDP)

5 Days, 5 Modules :

Theme	Areas Covered		
Managing Oneself	Learning Styles, Organisational Profiles, Motivation, Time Management.		
Managing The Task	Planning, Projects, Gantt Charts, Critical Path, Strategy Tools, Change, Communication		
Managing Individuals (Performance Mgmt)	Objectives, Induction, 121s, Development, Coaching		
Managing Individuals & Teams	Decision Making, team roles (Belbin) and team life cycle		
Managing (& leading) Teams	Adair's Action Centred Leadership (ACL)		



Faith Inspired Action

TM

Task

Tean

MDP Design



Honey & Mumford's Learning Styles

ISLAMIC RELIEF

Train the Trainer





Holding up a Mirror





Role Modelling





Presentations & Concepts





Interactive Team Exercises & Games





Role Plays





Coaching Approach





Fun & Memorable









Exam & testing understanding





Competence Development:











Bonus Activity: Time Perception Test



https://www.youtube.com/watch?v=pHvP71rwYAc



Competence: Communication









Activity: Communication - Let's Be Clear



ISLAMIC RELIEF

Impact of MDP



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					
	2011	2012	2013	2014	
<u>PROGS</u>	£66 M	£103 M	£ 155M	£157 M	
<u>INCOME</u>	£93 M	£120 M	£173 M	£184 M	
<u>% ADMIN</u>	14.3 %	12.5 %	8.24%	9.29%	

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





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



'HR Team of the Year 2015'



People Management Magazine



ISLAMIC RELIEF

To Conclude..... A Talent Parable



Talent preparedness is not just about filling seats, its about changing the world, one conversation at a time





Relief Operations DO NOT DELAY

RAMON ABOITIZ



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



"RedCross MagenDavid RedCresent" by modified from Location_NATO.svg by Ssolbergj - modified from Location_NATO.svg. Licensed under CC BY 3.0 via Commons - https://commons.wikimedia.org/wiki/ File:RedCross_MagenDavid_RedCresent.svg#/media/File:RedCross_MagenDavid_RedCresent.svg



Tarik Begic, British Red Cross

* 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

- to determine the needs of the anected populati
- * 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 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



MEET THE TEAM

AZIM NOORANI FOOD SECURITY AND LIVELIHOODS



Azim at work in Badin, Pakistan. © Azim Noorani/BRC

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

27/10/2015

Tarik Begic, British Red Cross

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





C International Federation of Red Cross and Red Crescent Societies

NEPAL EARTHQUAKE

The Red Cross Red Crescent Movement continues to support communities affected by the recent earthquakes in Nepal.





Produced by SIMS supported by the American Red Cross and the British Red Cross



Ebola Response



Ebola spread timeline



27/10/2015

Tarik Begic, British Red Cross

Red Cross Red Crescent Movement: Ebola Response - Contributions to Emergency Appeals 26 January 2015

Organization or Government responding **Emergency Appeals** Social ' Contact Mobalization Tracing Contact SDB PSS Case Management Sierra Leone Liberia Guinea Senegal Nigeria

Companies/ Organizations

Bill & Melinda Gates Foundation Children's Investment Fund Foundation International Federation of Freight Forwarders' Assosciations (FIATA) KPMG Nestle Shell Sime Darby Berhad Total Tullow Limited UNICEF World Cocoa Foundation

International Federation of Red Cross and Red Crescent Societies

National Red Cross Red Crescent Societies

American Red Cross Australian Red Cross Austrian Red Cross Red Cross of Benin British Red Cross Burkinabe Red Cross Society Cameroon Red Cross Society The Canadian Red Cross Society China Red Cross, Hong Kong branch Colombia Red Cross Society The Comoros Red Crescent Congolese Red Cross Red Cross Society of Côte d'Ivoire Danish Red Cross **Finnish Red Cross** French Red Cross German Red Cross

Icelandic Red Cross Red Crescent Society of Islamic Republic of Iran Irish Red Cross Society Japanese Red Cross Society Kenya Red Cross Society The Netherlands Red Cross New Zealand Red Cross Norwegian Red Cross Red Cross of Monaco Portuguese Red Cross Qatar Red Crescent Society The Republic of Korea National Red Cross Spanish Red Cross Swedish Red Cross Swiss Red Cross Taiwan Red Cross Organisation **Togolese Red Cross**

Governments

Australian Government Austrian Government **Belgian Federal Government** British Government Canadian Government Czech Government Danish Government **Finnish Government** Icelandic Government Italian Government Bilateral Emergency Fund (from Italian Government) Japanese Government Monaco Government Netherlands Government Spanish Government United States Government - USAID

Country with a National Society, Company,

Produced by SIMS. Supported by the American Red Cross and the British Red Cross.

The maps used do not imply the expression of any opinion on the part of the International Federation of Red Cross and Red Crescent Societies or National Societies concerning the legal status of a territory or of its authorities

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

Questions & Discussion