Frequently Asked Questions

1. What is the Leadership for Humanitarians Signature Programme?
   There is a widely recognised need to improve the quality and impact of humanitarian assistance. Not investing in the development of local humanitarian leadership has serious consequences and real repercussions: resources and opportunities are squandered and projects fail. By ensuring national staff have the necessary skills and knowledge to understand and address the needs of the most vulnerable, we will dramatically improve their efficiency and increase their impact on-the-ground. Therefore, the right approach and methodology can have a significant and positive influence. To implement an effective and innovative programme in leadership skills, we developed material from an internationally recognised leader in performance training solutions, FranklinCovey. This approach is now implemented globally by Leadership for Humanitarians. Proven methods were merged and amended to fit the particular needs of the humanitarian sector including the challenges of providing strong leadership in the increasingly complex environments. Under the Talent Development project, this training is aimed at strengthening the capacity of existing national staff in key humanitarian leadership or management positions from all programme areas or disciplines. The Leadership for Humanitarians training programme is being provided in three locations: Bangladesh, Jordan and Kenya.

2. What is the Talent Development project?
   Talent Development combines previously tested, state-of-the-art learning and development programmes, including the Leadership for Humanitarians Signature Programme, to build the capacity of a total of 1,165 national humanitarian workers over a three-year period. The project, led by Save the Children UK, is being delivered by a consortium of four agencies comprising Save the Children UK, Oxfam GB, CHS Alliance and Relief International, who have partnered with Leadership for Humanitarians. The Talent Development project, together with 12 other projects, is part of the Disaster and Emergencies Preparedness Programme (DEPP), which works to develop effective humanitarian response where needed the most. This ground breaking programme, one of the largest investments of its kind, is funded by UK Aid and managed collaboratively by the CDAC and START Networks.

3. Who is the leadership programme for?
   This Leadership for Humanitarians Signature Programme is for senior humanitarian leaders and managers needing training in leadership, management and personal effectiveness. The approach is based on our high-quality and proven
methodologies that will build the capacity of those people best placed to assist the vulnerable: national staff of local NGOs, INGOs, civil society organisations and government in Bangladesh, Jordan and Kenya. There will be approximately 20 participants in each of 12 planned training iterations (this totals 240 humanitarians to be trained over the course of the three-year programme).

To help guide the decision of who should attend, specific criteria include:

- National staff holding a management and/or leadership position in a humanitarian organisation
- The training is aimed at national staff from Bangladesh, Jordan and Kenya – however national staff from the regions will be considered on a case-by-case basis
- Demonstrates learning ability: demonstrated learning from experiences to date, willingness to learn and experience new things
- Commitment to attend the full workshop and engage fully in the learning process – face-to-face training, webinar attendance, self-learning, course work, coaching calls
- Commitment to develop individual potential
- Able to participate fully in the course using the English language

4. What is the cost?
Thanks to a grant provided by UK Aid, the training itself is free. This includes workshop costs such as training materials and venue. This does not include expenses related to travel such as transportation, childcare, accommodation and per diem. A participant’s organisation is expected to cover these costs. However, limited funds are available for participants to receive scholarship stipends for these expenses. These funds are intended for small and medium-sized local NGOs where lack of funding may present a challenge to participation. For more information on how to apply for a stipend, see # 11.

5. How long is the leadership programme?
Each training iteration is three months. However, the face-to-face element (during which time participants are expected to be ‘away’ from their work place) is only five days. These five days are organised in a standard workshop format (see #6 below). Participants should expect to spend the full workday at the workshop but we also build in breaks to network and reflect on both the material and the work involved (see #s 7-9 below). Apart from the workshop, the training can be completed while carrying out regularly scheduled work.

6. Where does the workshop take place?
Workshops will take place in Dhaka, Bangladesh; Amman, Jordan; and Nairobi, Kenya. Four will be held in each of these locations by July 2017. Please visit www.ri.org/talent-development for the latest information.

7. I’ve been accepted to the leadership programme. What should I do next?
Once your place in the programme is confirmed, you will receive an email providing detailed information on next steps. This will include pre-reading, access to selected videos and administrative and logistical information about the forthcoming 5-day workshop. Most importantly, you will be given access to a custom-designed online 360-degree assessment tool known as the “Leadership Quotient.” This is an internationally recognised means of getting an excellent sense of where you are professionally. As it forms a critical part of training, it is important that you complete this before the five-day workshop which requires getting the input from your line manager, peers and those you supervise. Please prepare to attend the workshop with an open mind. You can expect to have an excellent chance to reflect on your experiences, share with others and participate in some fun and insightful activities.

8. What are the outcomes of the training?
The measured impact of the programme will strengthen humanitarian leaders with better self-leadership, improved abilities to build trust and effective relationships with partners as well as improved team leadership and execution skills. Specifically, this opportunity will enhance participants’ ability to:

- Be effective
- Inspire Trust
- Clarify Purpose
- Align Systems
- Release Talent
The Talent Development consortium project (with Relief International, Save the Children, Oxfam and CHS Alliance) aims to bridge the gap between opportunities for national and international humanitarian workers. Focusing at the national/local level, it is an innovative ‘package offer’ that combines and strengthens three existing high-quality programmes. This will ensure local staff have the necessary skills and knowledge to address the needs of the most vulnerable, to dramatically improve their efficiency and increase their impact in their work.

9. Tell me more about the training approach and methodology used
The learning methodology of the programme focuses on behavioural changes as a significant component in improving leadership skills. The approach is built on the idea that sustainable long term behavioural change is best achieved by enabling paradigm shifts/new mind sets, and that this has to be supported by both new skill sets and tool sets. The programme itself consists of a comprehensive package of materials, exercises, videos, readings and follow up support designed to help humanitarian staff challenge themselves and adopt more effective systems. Although based on the FranklinCovey philosophy and approach to leadership - the terminology, examples used, case studies, exercises, pictures, videos and presentations are modified to reflect the concerns and challenges of the humanitarian sector. Where useful, examples from the public or private sector are included to expose participants to other ways of solving challenges.

Specifically, the Leadership for Humanitarians programme consists of the following elements over three months:
- Pre-workshop assessments, including the Leadership Quotient (“LQ1”) where partners and colleagues are requested to evaluate the participant’s leadership skills
- Five-day workshop
- Implementation of your Action Plan
- Support via website with alumni group, tools, articles, videos etc.
- Webinars with the workshop facilitators
- Personal follow-up
- End of training assessments, including the Leadership Quotient (“LQ2”) two months after workshop completion to measure improved performance

The feedback from our past workshops has been outstanding. Participants highly recommend that their peers and colleagues attend in the future. Many of the participants described the opportunity as the “best training” they have had. Below are photos from our May 2016 workshop in Nairobi, Kenya, our March 2016 workshop in Dhaka, Bangladesh and our August 2016 workshop in Amman, Jordan where attendees participated in a group discussion and reflection activities.

10. We’d like more people to benefit from this training, can additional sessions be added just for our organisation?
The training provided through this opportunity is available worldwide and these can be custom-made specifically to meet your organisation’s needs. The opportunity can include all elements provided under this Talent Development opportunity or just the parts that fit best. This means that the training can be delivered in the field, at the home office and even online. It can be tailored depending on what time and financial resources are available. Please contact the project team (talentdevelopment@ri.org) for additional information.
11. How can I be more involved?
We are seeking organisations to help spread the word about this training as well as the Talent Development project more broadly. This may include getting involved by:

- Hosting one of the 75 entry-level humanitarian trainees supported by Save the Children
- Sending your staff on the CONTEXT training programme supported by Oxfam
- Sending your managers and potential leaders on the Leadership for Humanitarians Training programme supported by Relief International
- Being involved in the revision and roll-out of the ‘Core Humanitarian Competency Framework’. Please contact the project team (talentdevelopment@ri.org) for further assistance.

12. Where do I get more information and register for this opportunity?
Please see our web page on www.ri.org/talent-development or on www.leadershipforhumanitarians.org. Or contact the project team directly (talentdevelopment@ri.org).
Once you register for the programme online we will send you an official application form. The information we ask for is aimed to find out more about you, your role and your motivation for applying which will be used during the participant selection process. Also, if you would like to apply for the available stipend (see # 4), please indicate this on the form. You will not be able to apply for a stipend once the programme has commenced.