

Turning Leadership Learning into Action

{ Creating "*Drops of Gold*" in development work

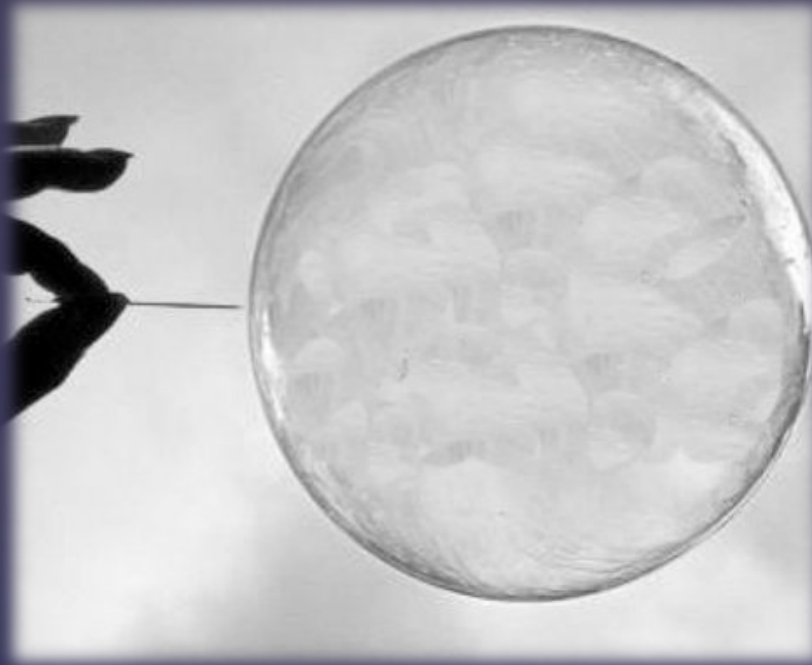




{ "Words are mere bubbles of water,
while actions are *drops of gold*."

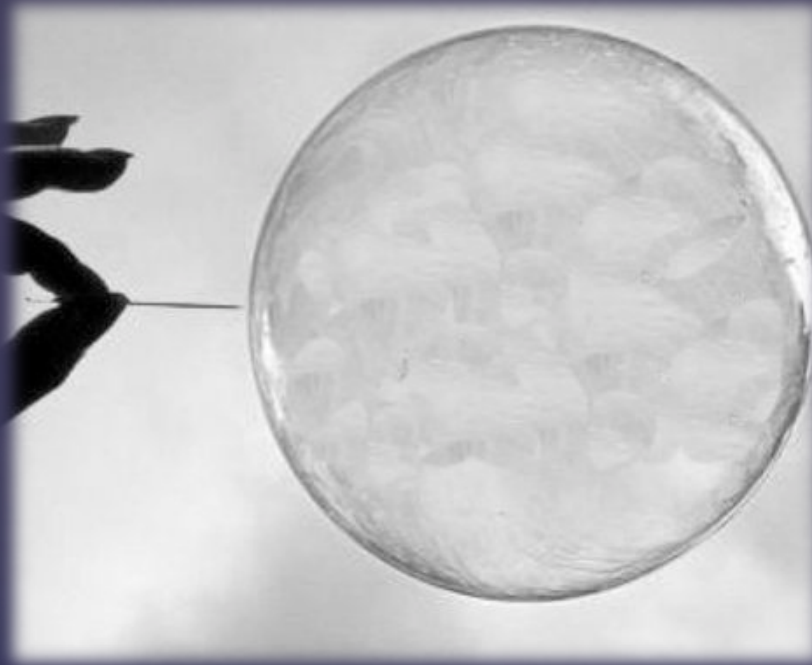


Chinese or Tibetan wisdom



- Developing leadership and citizenship skills is critical to self-sustained development
- *Way too much money* is spent on training
- Insufficient time or money are spent on
 - Developing and supporting the learning transfer environment
 - Designing learning experiences to turn theory into practice (acculturation)

...something of a maverick...



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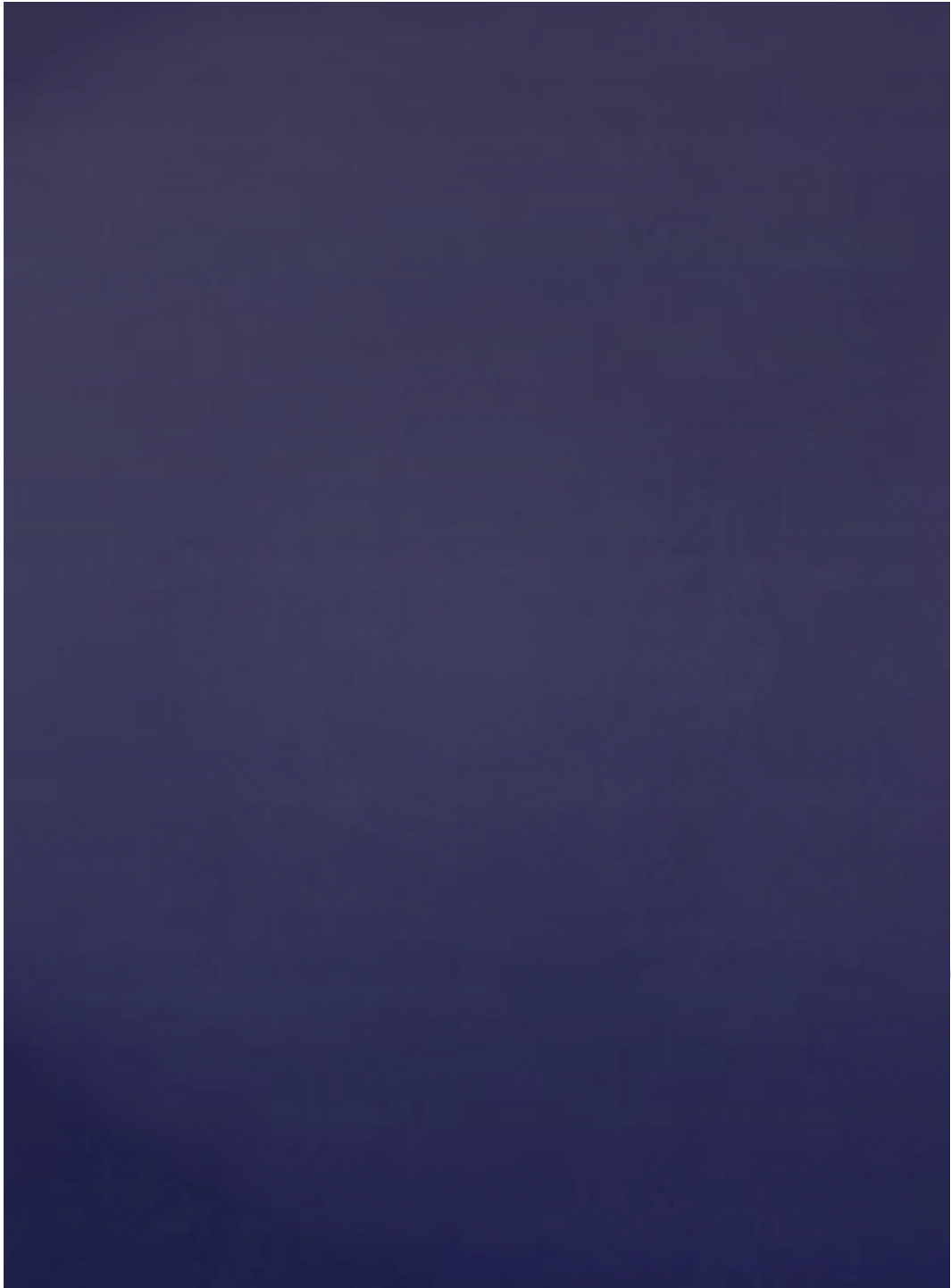
Humphrey



- Too long in too many places in the corporate training world
 - 30 years
 - 20 countries
- Not long enough in the development training world – limited experience in only one small and very poor country
 - 10 months
 - Nicaragua



Invitation... *feel free to disagree*



1

• Job Description

2

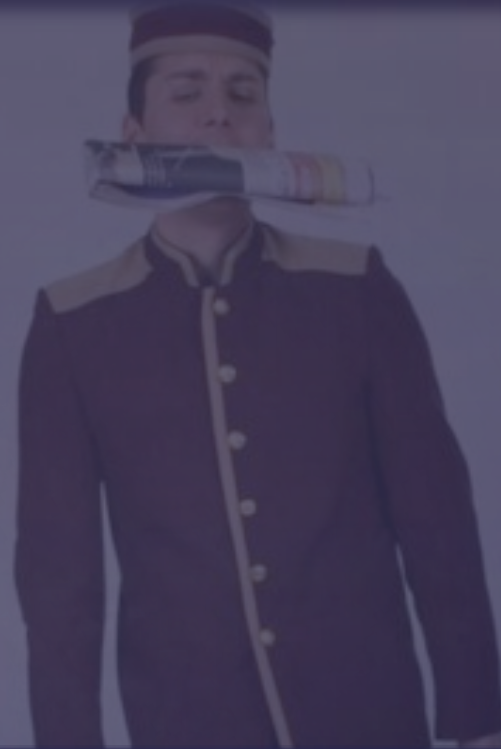
• Employee Specification

3

• Interview and Selection Process



- 1 • Job Description
- 2 • Employee Specification
- 3 • Interview and Selection Process
- 4 • Orientation Training
- 5 • Core Training
- 6 • Job Training (formal/informal)



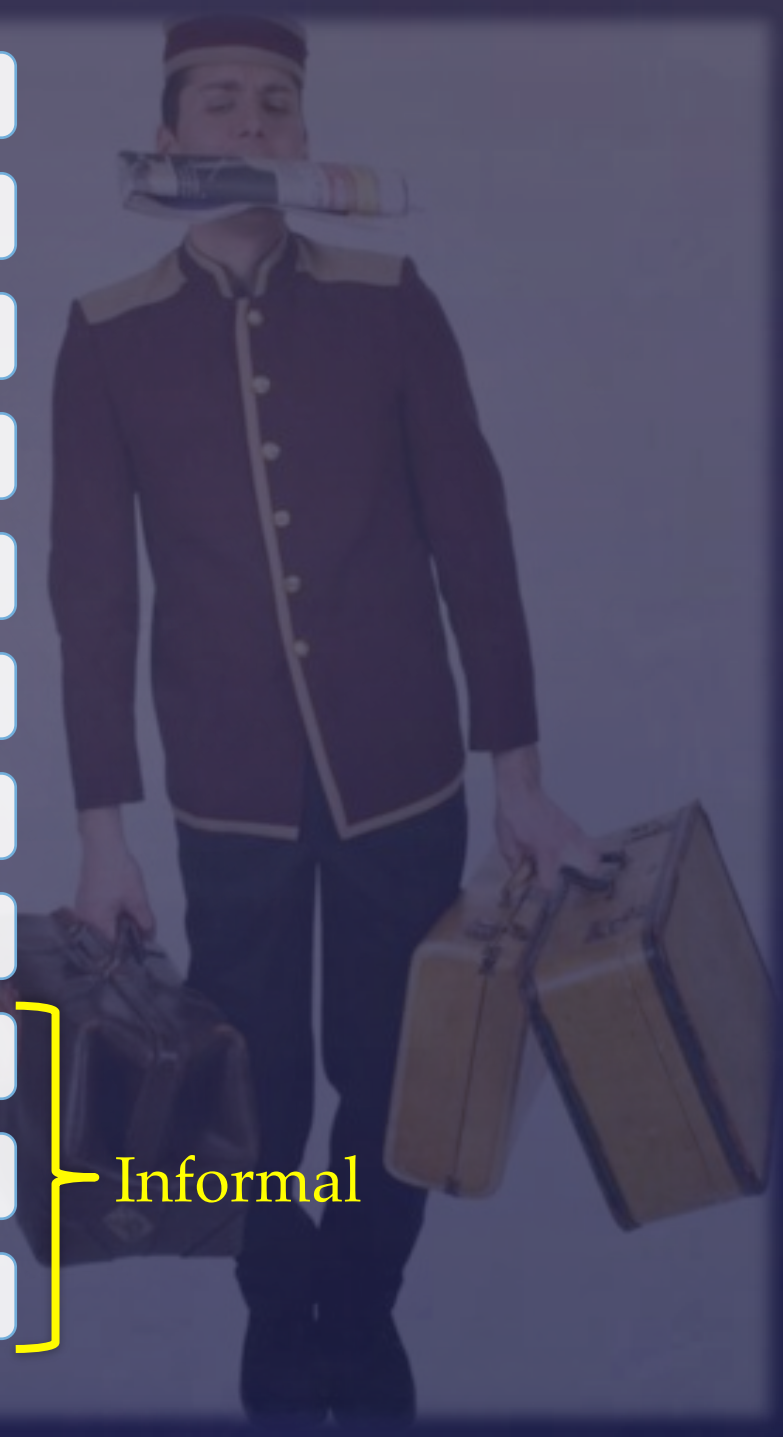
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- 9 • Customer Feedback
- 10 • Tips
- 11 • Salary

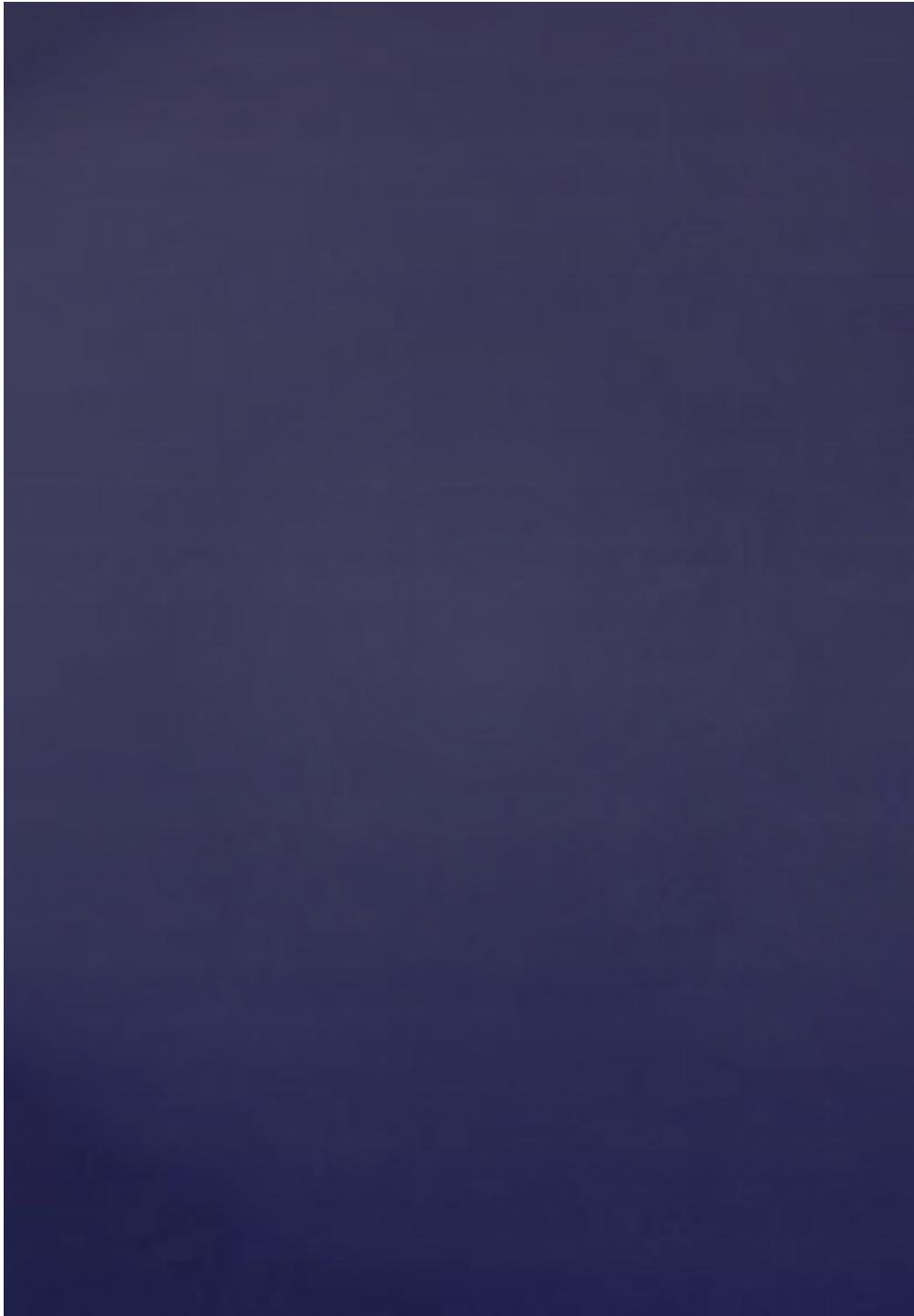
Formal



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Informal







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• ~~Job Description~~

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• Orientation Training ✓

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• Core Training ✓

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• Job Training (✓)

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• ~~On-The-Job Supervision~~

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• Customer Feedback (✓)

10

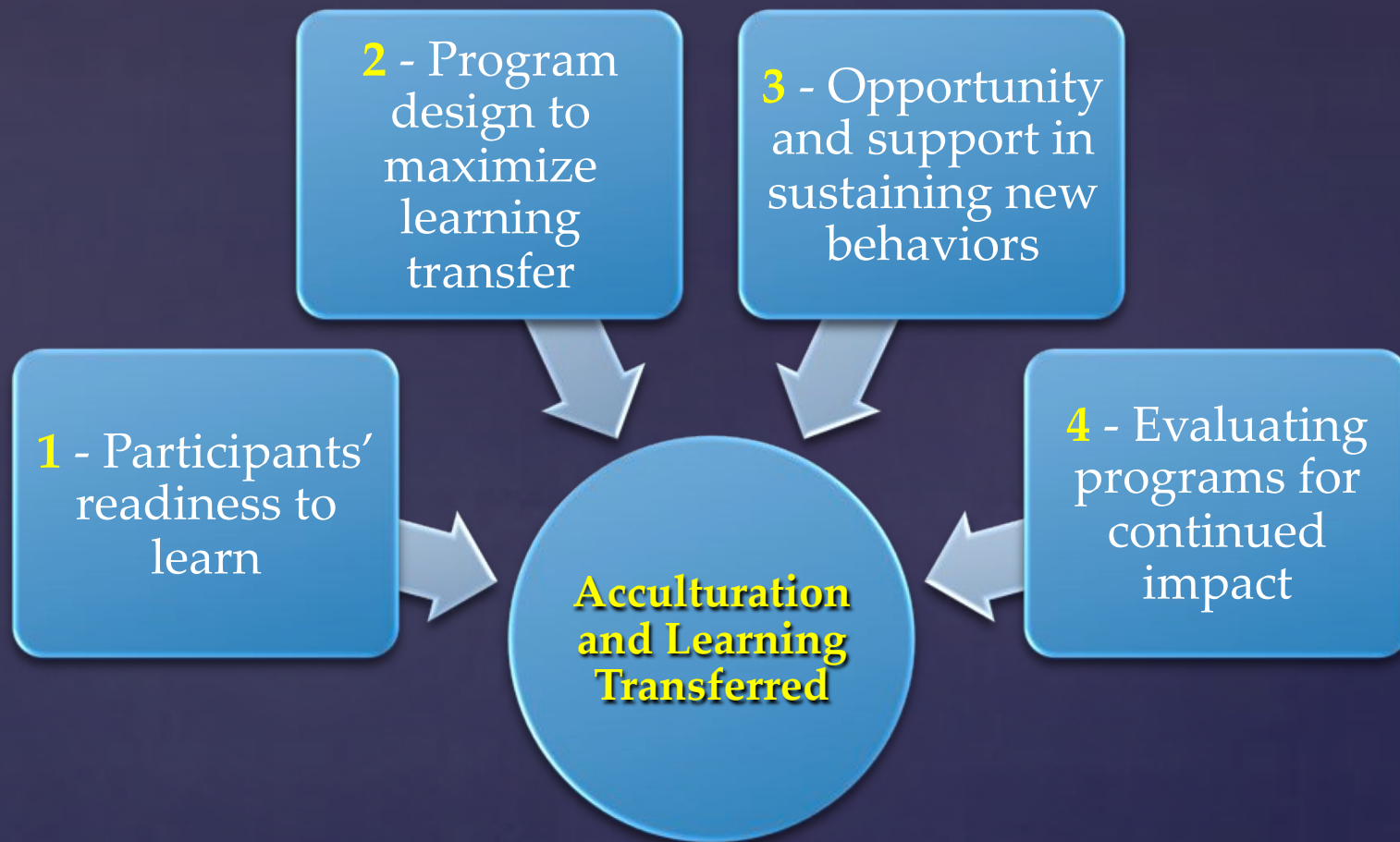
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11

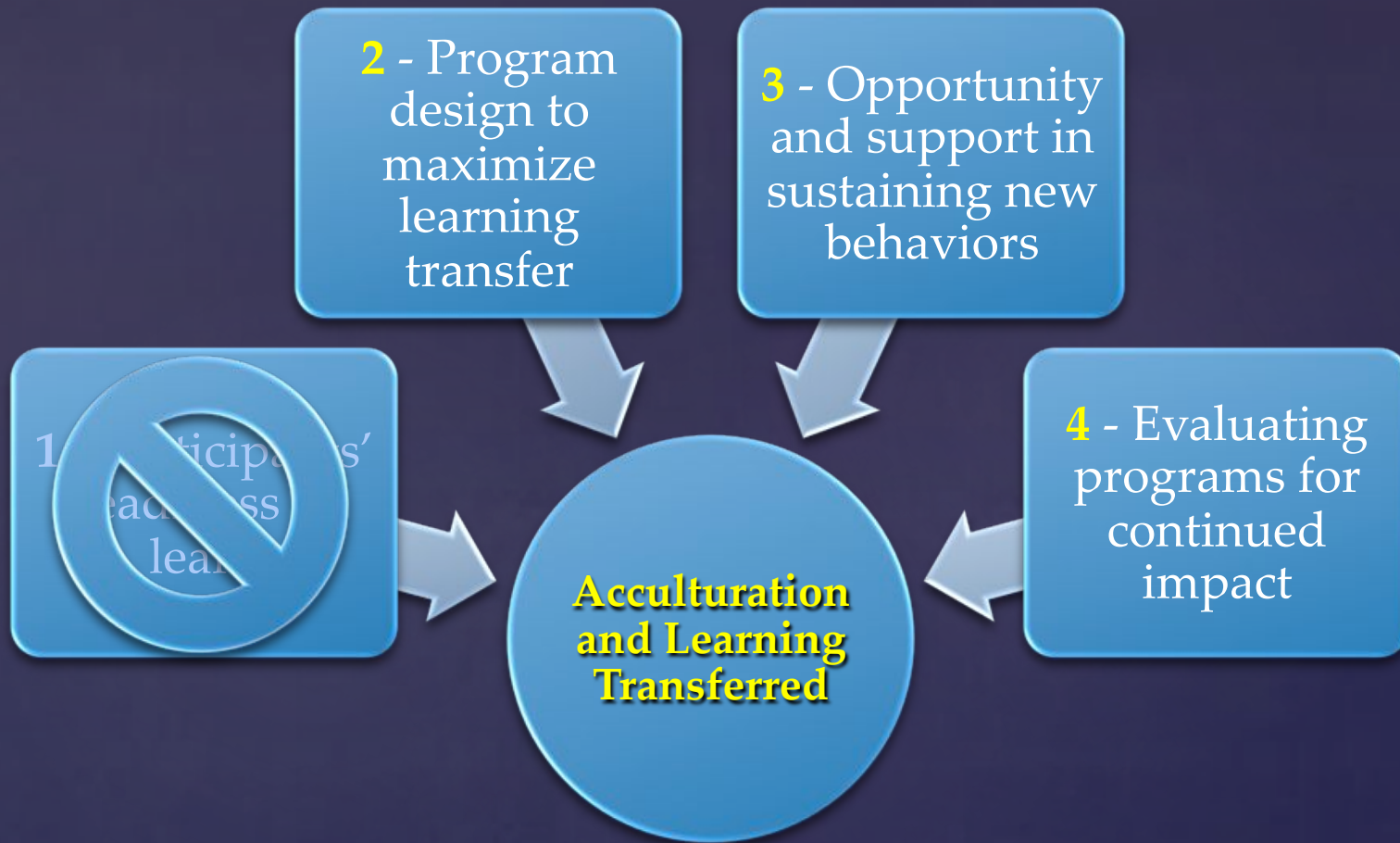
• ~~Salary~~

Lack of:

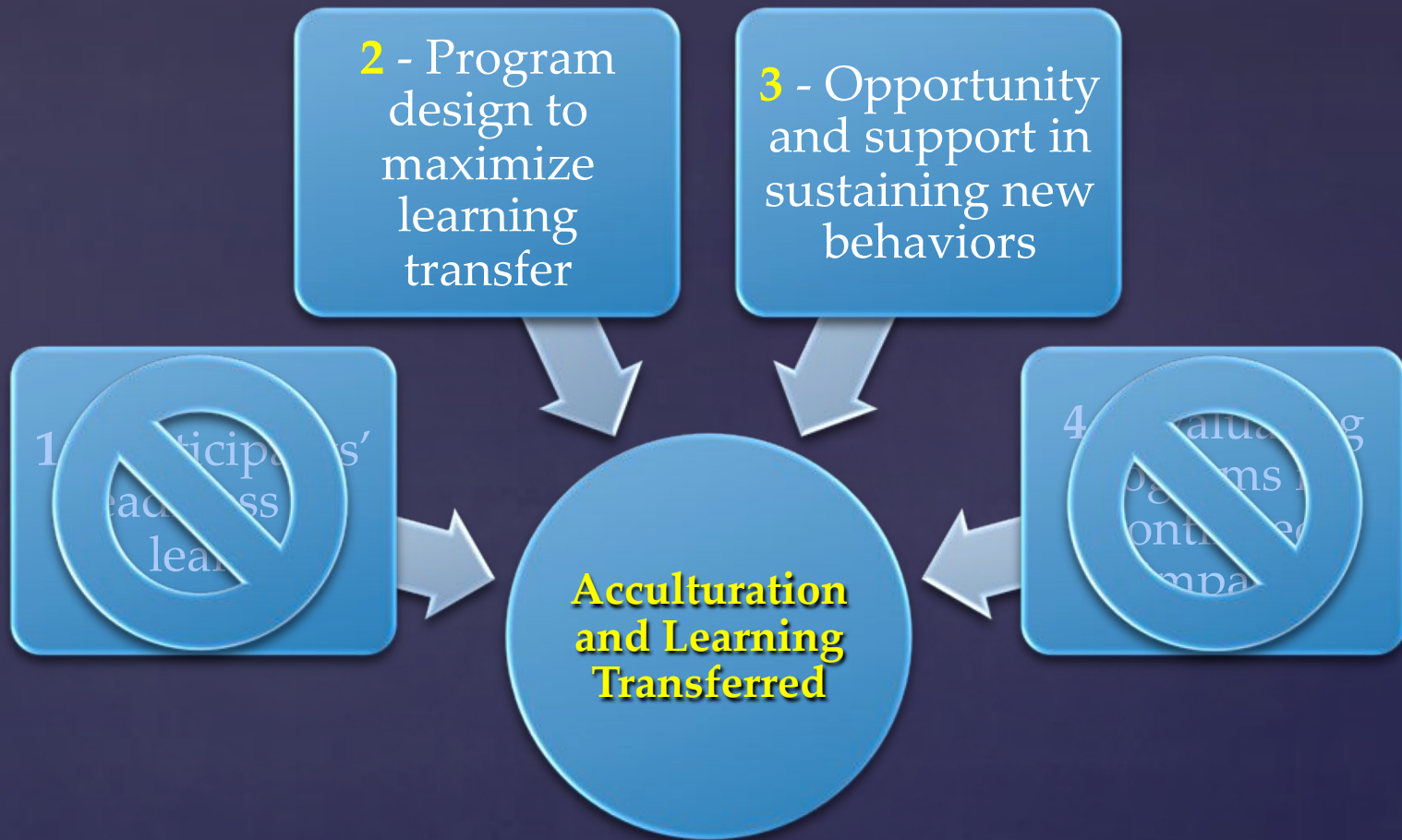
- Acculturation
- Supportive learning transfer environment



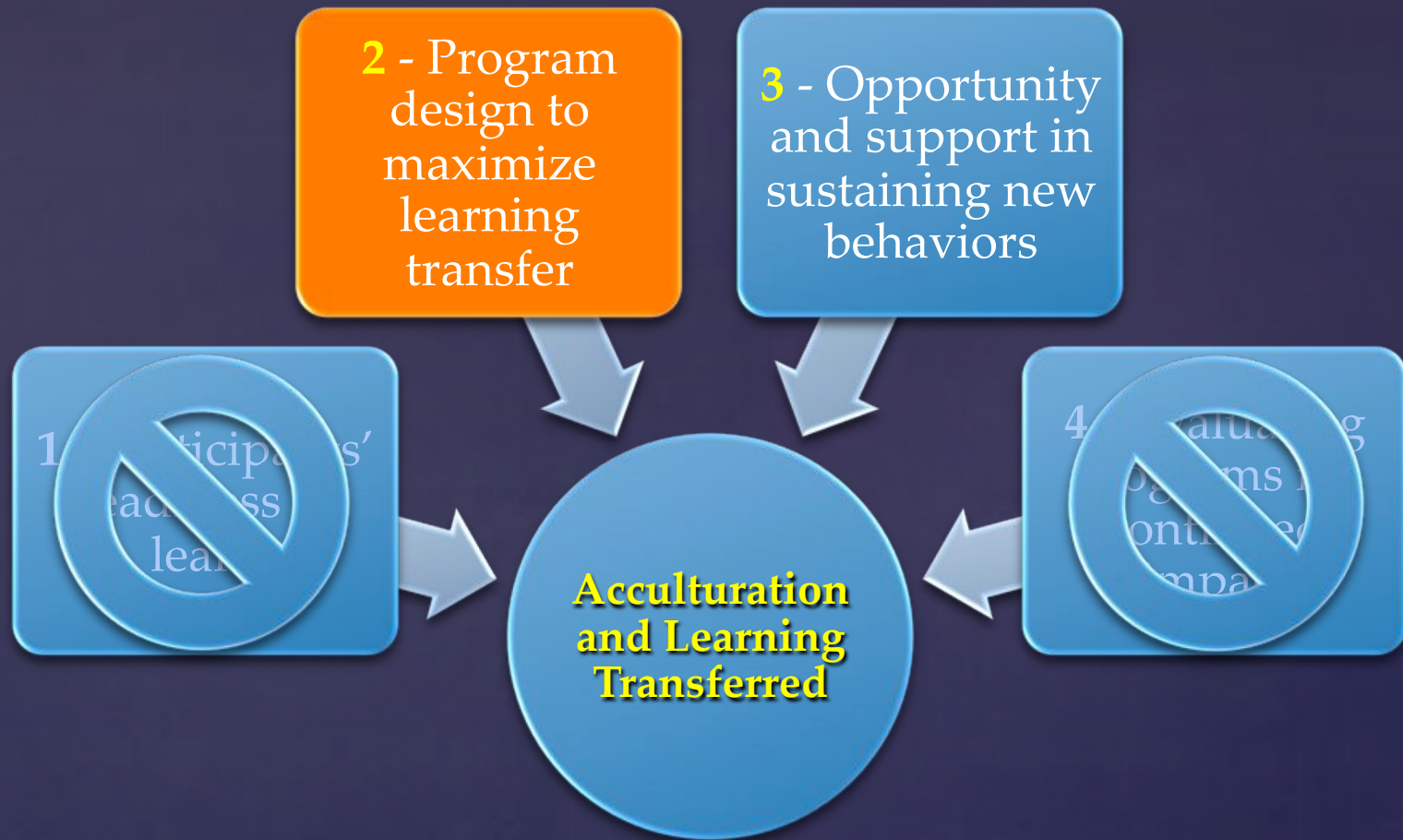
Conditions for Learning Transfer



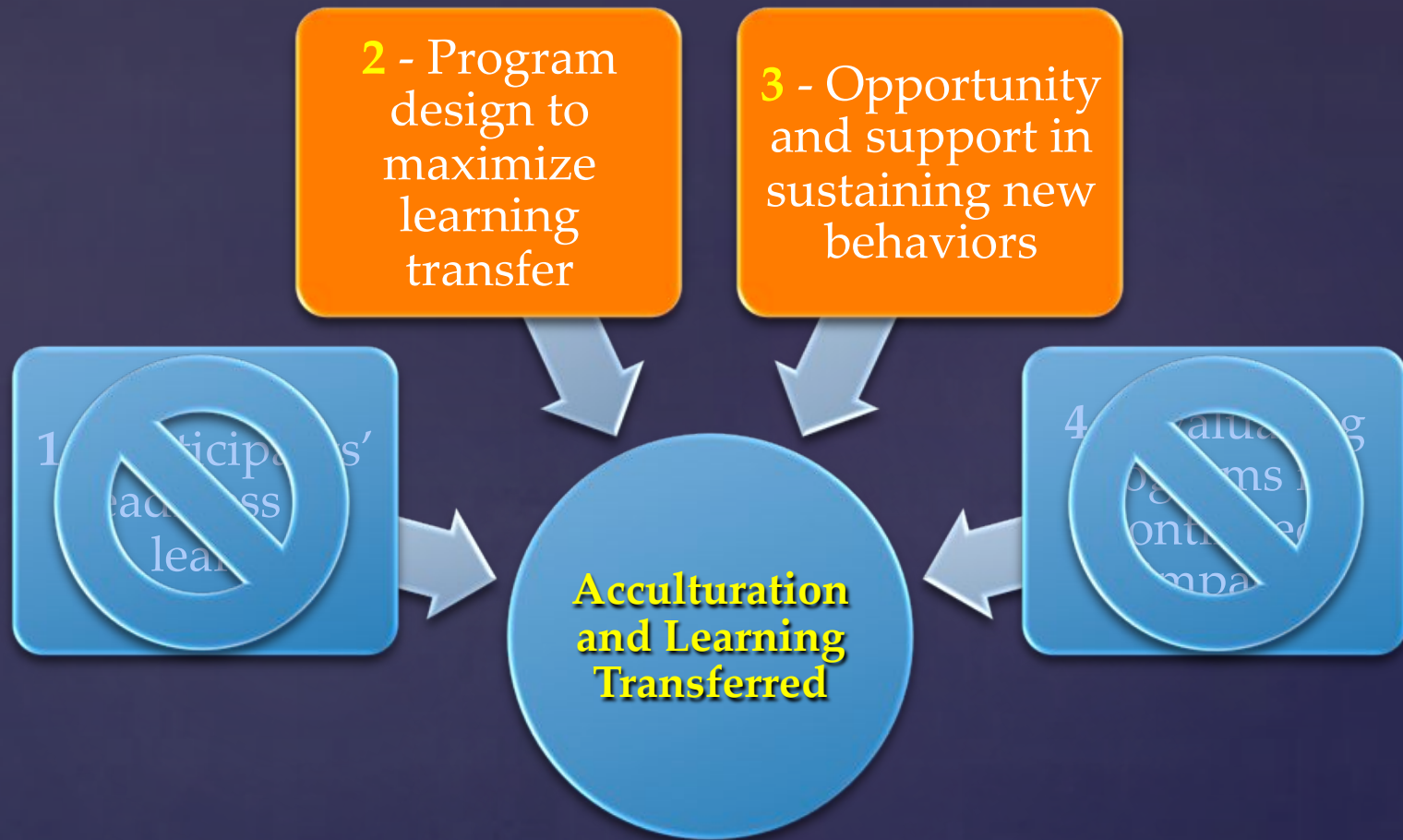
Conditions for Learning Transfer



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Conditions for Learning Transfer



What are the
skills that
characterize
good
leadership?

Good Leadership

No definition (yet), but offers:

- Diploma courses
- Study scholarships and supervision
- Workshops (also in-community)
- Forums
- Consulting
- Evaluations



Instituto de Liderazgo de Las Segovias

1524 Spanish colonization
1687 British appoint King of Mosquitia
1821 Independent from Spain
1894 Atlantic Coast incorporated into Nicaragua

1927-33 US occupation of Nicaragua
1936-79 Somoza's brutal dictatorship

1978-79 30-50k people killed to suppress uprisings
1982-89 Contra War

1972 Nicaragua earthquake – 5000 people killed
1998 Hurricane Mitch
3,800 people killed
2m people affected
75k landmines uprooted and relocated

Historical Context



Acculturation

- The download (or transfer) of *information* from the trainer



- The receipt of information and its integration into each person's own mental framework, beliefs and experience so that it becomes *knowledge*



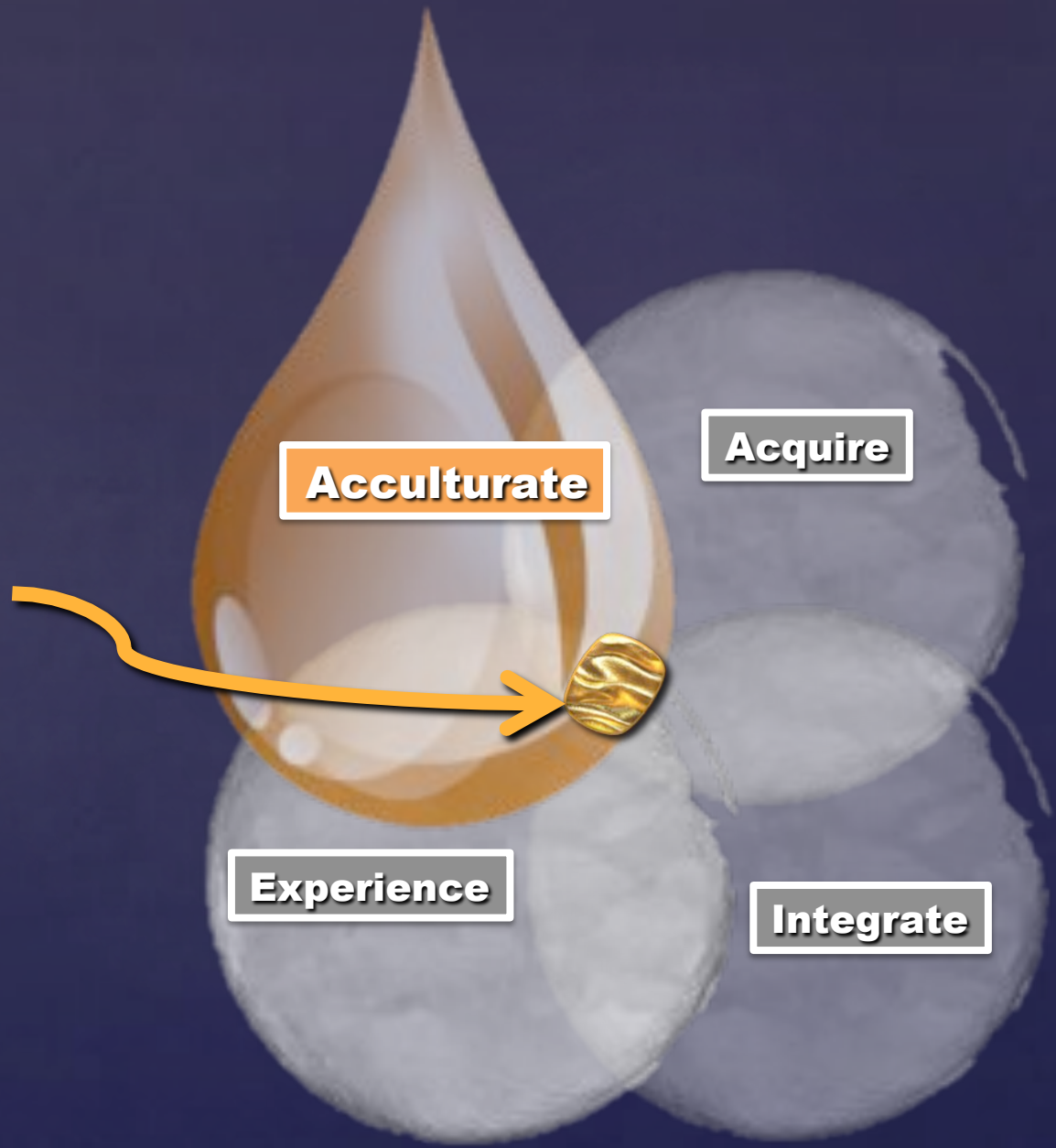
- Some form of “experiencing” to try on/practice new skills (typically in a controlled environment, e.g. a role play, exercise, etc.)



- Turning knowledge into everyday action
- Knowledge becomes "wisdom" and translates into action
- From *unconscious incompetence* to *unconscious competence*



As a facilitator of learning, this is the nexus of success



- Reflection and integration (journalling)
- Robust role playing:
 - Engage emotionally and physically
 - Experiential, active
 - Multi-dimensional memory
- Supervised community projects in groups
 - Public presentations, invited municipal leaders and potential funders



Acculturation Strategies

...within the classroom



{ Realized by means of a supportive and
{ demanding *Learning Transfer Environment*

Acculturation



Learning Transfer Environment

- Need to work, earn money
- Cultural norms, previous experiences
- Political pressure
- Poor infrastructure



- Lack of confidence
- No “line manager”
- Lack of resources
- Low expectations

Barriers to Learning Transfer

A close-up photograph of a hand in a white shirt sleeve, reaching out towards the viewer. The hand is positioned in the center of the frame, with the fingers slightly curled. The background is a dark, solid blue color. The text "Supporting Learning Transfer" is overlaid on the lower part of the image, in a white serif font.

Supporting Learning Transfer

- Shifting mindset of faculty to “acculturation” as final objective
 - Counter-intuitive to reporting requirements of funders
- Active, in-community support in projects
- Funds to begin to realize community projects



Supporting Learning Transfer



In-Community Project Support

- Shifting mindset of faculty to “acculturation” as final objective
 - Counter-intuitive to reporting requirements of funders
- Active, in-community support in projects
- Funds to begin to realize community projects
- Animators in the community
- Network of alumnae:
 - Support network
 - Mentors
 - Continuous evaluation of success
- Facebook/website/Moodle
- Materials to share learning within community

Supporting Learning Transfer

Diplomado
Liderazgo para el Emprendedurismo

La Presencia de Liderazgo



Nombre

Equipo

Diplomado
Liderazgo para el Emprendedurismo

Plan de Trabajo



Nombre

Equipo

Diplomado
Liderazgo para el Emprendedurismo

La Transformación de Conflictos



Nombre

Equipo

Supporting Materials

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- Materials to share learning within community
- Inviting community sponsors and potential funders to project presentations

Supporting Learning Transfer

- Compared learning transfer in non-profit and development worlds



Quick Review

- Compared learning transfer in non-profit and development worlds
- Four conditions for learning transfer



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- Compared learning transfer in non-profit and development worlds
- Four conditions for learning transfer
- Focused on two:
 - Acculturation



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- Focused on two:
 - Acculturation
 - Learning Transfer Environment



Quick Review



Your Thoughts...



- www.richardrichards.com
- richard@richardrichards.com
- www.illsegovias.org



Please contact me!