

Training of Trainers

GOVERNANCE AND LEADERSHIP (Report)

18TH to 22nd June, 2007

REPORT

Day 1

The training commenced with the opening session where the participants were introduced to the training objectives and the utilization of the training in Tameer project.

Ms. Yusra Qadir inaugurated the opening and the honored panel of facilitators i.e. Mr. Aftab Awan, Mr. Zubair Kayani and Mr. Abid Atiq spoke about the ToT, the objectives and expected outcomes of the training program of PNAC.

The opening was brief with an interesting round of introductions where participants got to know each other back. After initial ice breakers, proper session on introduction to leadership commenced.

The facilitator for the session was Mr. Kayani. He divided the participants into 4 groups and each group was asked to chalk out a definition for both organization and leadership.

Following responses were recorded after group work:

Group 1

Organization

It is a group of resources working on different capacities collectively to achieve a set target

Leadership

A capacity through which implementation of policies are to be ensured, decisions are to be taken with the mutual consent of all the members of the organization.

Group 2

Organization

- Set up system for achieving certain objectives and goals
- Group of people working for specific objectives for common cause.

Leadership

- Process of learning
- Influencing others
- Produce followers
- Commitment with organization

Group 3

Organization

It is a group of people having specific goals and objectives, follow by-laws and SOPs and work under a specific structure.

Leadership

It is a process to supervise the execution and implementation to achieve the objectives and targets while ensuring the following SOPs.

Group 4

Organization

Organization is a group of organized people working under set rules and regulations for achieving specific objectives

Leadership

It is a process of directing, differentiating and solving the problems/issues and identifying the opportunities within and outside the organization by the leader through potentials.

After the group presentation the participants were shown the standard definitions. (Annex1)

After lunch

Mr. Kayani delivered a session on effective leadership immediately after lunch. The participants brainstormed on the principles of effective leadership. The participants were then divided into groups where the aim of group work was to identify different principles for effective leadership.

The responses generated from group work are recorded as follows:

Group 1

- Humanity
- observer
- wisdom
- knowledge
- cooperative
- honesty
- patience
- supportive
- experienced
- flexible
- analytical

Group 2

- Decision making
- Self awareness
- Critical thinking
- Communication skills
- Workaholic
- Committed
- Participatory
- Good management

Group 3

- Commitment
- Trustworthy
- dynamic
- visionary
- decision making power
- listening skills
- acceptability
- patience
- participatory
- honest
- transparent
- IPC
- Confidence
- Management
- Influential

Group 4

- Influential
- Participatory approach
- Credible
- Reliable
- Acceptance
- Honesty
- Trouble shooter
- Patience
- Good listener and speaker

- Keen observer
- Motivational skill
- Analyst
- Professional and technical know how
- Confident
- Accountable
- Representative
- Creative
- Role model
- Decisive qualities
- Bold and courageous
- Good management
- Facilitator
- Caring
- Unbiased

The facilitator commented that the output of group work is a mixture of characteristics, skills and principles for effective leader/leadership. Therefore, each group in its presentation identified (with consensus of all participants) skills, traits and principles.

The groups then broke for tea break.

The session after evening tea was facilitated by Mr. Aftab Awan. The session was titled Factors Influencing Leadership. The session started with a brief discussion on the significance of a conducive situation in terms of scope of leadership. It was mutually decided that situation is an essential for development of a successful and effective leader.

The participants were then given a case study (Annex 1). The participants were divided into groups and were asked to enlist factor influencing the leader's decision. The responses of group work are as follows:

Group 1

- Communication gap
- Resource Mobilization
- Ground realities
- Values and beliefs
- Alternative leadership
- Review of progress of project

Group 2

- Maximum beneficiaries
- Participatory approach in decision making

- Alternative strategies
- Sustainability
- Multiple effects

Group 3

- Sustainability
- Effectiveness of FP project
- Human resource accommodation
- Need assessment
- Financial resource
- Contribution of project towards organizational goals
- Alternative resource
- Flexibility, credibility and sustainability of donors
- Time span of funding

Group 4

- Threat of size of financial support
- Need of beneficiaries
- Organizational mandate
- Internal pressure
- Alternate funding opportunities

The participants then discussed the importance of

1. Leader
2. Follower
3. Situation
4. Communication

Some details about the above stated factors were explained by the facilitator (Annex 1). The remaining part of the session was decided to be continued on Day 2.

Day 2

The proceedings of Day 2 started with a recap of the activities of Day 1.

The four factors of leadership were explained in detail. The discussion led to group work which expected the participants to distinguish what a leader should do. The participants divided into groups and identified the Be, Know and Do for leaders.

The responses obtained from group work are as follows:

Group 1

BE

Sincere
Honest
Courageous
Confident
Patient
Committed
Role model
Un-biased
Cooperative
Experienced

KNOW

History of organization
Potential
Organization culture
Followers
Strength
Expectations

DO

Achieve goal
Provide enabling environment
Bring change (if required)
Participatory Approach

Group 2

BE

Observer/Analyst
Honest
Loyal
Cooperative
Non vindictive
Creative/ self confident
Experienced
Intelligent
Up to date

KNOW

History
Powers
Resources of organization
Aims and objectives

Technical know how
Needs

DO

Active/Motivate
Guide
Information sharing
Take out max from min
Checks and balances

Group 3

BE

Honest
Straight forward
Visionary
Clear
Influential
Brave
Active
Balance
Considerate

KNOW

Knowledgeable
Ground reality
Well informed
Well aware

DO

Problem solving
Good guide
Responsible
Controller

Group 4

BE

Committed
Transparent
Honest
Visionary
Skilled
Knowledgeable
Accountable

KNOW

Organizational History
Mandate
SOP/Policies
Values, Norms
Resource

DO

Achieve desired objectives
Provide maximum opportunities
Capacity building
Ensure transparency

After group work presentations were delivered by all groups. The session clarified the attributes a good leader should have. The participants then broke for tea.

After tea Mr. Aftab Awan facilitated the session on culture and climate. The session made the participants distinguish between culture and climate. It was understood that culture and climate are both different and play an important role in leadership (Annex 1)

The participants also performed a group activity where they identified different scenarios as culture or climate. (Annex 2)

The preceding session was on leadership models. The participants were explained about the different frameworks of leadership (Annex 1). The managerial grid was explained in detail and the participants (individually) assessed themselves as in where they are in the managerial grid.

The participants were also explained about the Four Framework Approach. (Annex 1)

After lunch Mr. Abid Atiq facilitated the session on introduction to governance. The participants brainstormed upon the definition of governance and then broke into groups to formulate definitions according to discussions in group.

The responses of group work are recorded as follows:

Group 1

It is a process to manage, administer and supervise to make the system functional and to achieve goals.

Group 2

It is a process in which the governing body ensures the mission, vision, strategic plans and policies of the organization for best practices sustainability and credibility of the organization.

Group 3

- Process in which power is disseminated at all levels within the organization
- Formulating policies according to the needs of an organization
- Ensuring that organization is working properly and with set roles and responsibilities for achieving roles.

The participants were then shown the standard definition of governance. (Annex 1). The facilitator then explained elements of good governance and divided the participants into groups. Each group was given a topic. The responses from group work are as follows:

SELECTING BOARD MEMBERS

Criteria

Experience

Intelligence

Qualification

Age (^25)

Board members

Chair

Vice Chair

General Secretary

Joint Secretary

Financial Secretary

Press secretary

Office secretary

Election

Election committee/ general Body

1 vote per organization

ATTRIBUTES

Willing

Committed

Credible

Strong personality

Day 2 concluded after the above mentioned group work.

Day 3:

The third day started with the Recap of Day 2 by Amria Rafiq from NAC board. The participants revised learning from the previous day.

The first session was facilitated by Harris Khaliq (SPO). The facilitator basically talked out standard governance practices and the board structure and functions of SPO. (Annex2)

The preceding session followed tea. The session was facilitated by Rai Azhar; an advocate of high court. He showed the participants the recommended structure of board and links between the board and executives in the Company's Act. (Annex2)

The participants then broke for lunch.

The lunch followed a session facilitated by Mr. Kayani on the role of CEO. The participants were divided into groups and were asked to consolidate the role of CEO wrt good governance. The responses obtained from group work are as follows:

Group 1

- Link between board and management
- Ensures quality execution of programs
- Liaison with donors
- Resolves conflicts of interest
- Shares financial issues with board
- Part of recruitment process
- Check and balance within an organization
- Provide enabling environment
- Supervisory role

Group 2:

- Supporting role in board matters
- Bridging/communication with the board
- Correspondence with the chair
- Reporting BoD about progress
- Organizational development
- Asses need of organization
- Ensure transparency

Group 3

- Coordination with BoD, donors and stake holders.
- Hiring and Firing
- Resolves conflict
- Collaborates with senior management
- Develops linkages
- Safeguards values of organization

Group 4

- Ensure timely reporting
- Ensure SOPs are in place
- Staff appraisal
- Transparency
- Provide enabling environment

After group work, the group representatives delivered their presentations. This called an end to Day 3 activities.

Day 4

The proceedings of Day 4 commenced with the recap of Day 3. Ms. Shahida and Mr. Abdul Ghafoor acted as eyes and ears.

The first session on Day 4 was facilitated by external speaker Dr. Farah Mufty. Her presentation focused upon improving the effectiveness of board. The presentation highlighted some points by which the effectiveness of a board could be improved.

The participants broke up for group work and identified factors which could improve the effectiveness of the board. The facilitator then showed the participants the standard measures for the topic.

After tea the participants were facilitated by Mr. Kayani and different measures for dealing with governance problems. There was brainstorming which identified what governance problems there could be and how they could be resolved. (Annex 2)

The facilitator extracted the knowledge out of the participants by maximizing opportunities for participation.

After lunch the same presentation continued as there was much to be discussed regarding good governance and governance problems within the PNAC organizational bracket.

After tea the participants attended the session of another guest speaker Mr. Jillani where they learnt about different legislations under which registration of an organization is possible. His presentation mainly focused on the merits and demerits of registering under certain acts or ordinances.

Day 4 concluded after the above mentioned presentation.

Day 5

Day 5 featured Dr. Naeem and Lala Maqbool as eyes and ears. They reflected and commented on the activities and learnings of the previous day.

Day 5 featured the presentations of Mr. Aftab Awan on appraisal and grievance procedures. He also addressed discipline in his presentation. Details of procedures and utility of these procedures were explained in this presentation (Annex 2)

The rest of the day was occupied by written evaluation and mock sessions of participants. (Annex 3)

The closing ceremony started at 4:00 pm. Mr. Shouket (President BoD PNAC), Prof. Ismail (DE BoD PNAC), Naeem MALik (NACP) and Aftab Awan (CEO PNAC) were present at the closing.

Each addressed the participants briefly and certificates were distributed amongst participants.

All guests shared the opinion that the ToT was of a unique style and had immense impact therefore served its purpose.