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# GHAR GHAR MAA SWASTHYA

## Report: Leadership & Management Development Workshop for CRS Senior Management (Phase I)

June 9-11, 2012

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COR: Mr. Pangday Yonzone

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# ABBREVIATIONS

<b>BCC</b>	Behavior Change and Communication
<b>USAID/Nepal</b>	United States Agency for International Development in Nepal
<b>COTR</b>	Contracting Officer's Technical Representative
<b>CRS</b>	Nepal Contraceptive Retail Sales Company
<b>LMD</b>	Leadership and Management Development Workshop
<b>FHI 360</b>	Family Health International
<b>GGMS</b>	Ghar Ghar Maa Swasthya
<b>FP</b>	Family Planning
<b>ORID</b>	Objective, Reflective, Interpretative, Decision

# INTRODUCTION

## BACKGROUND

Nepal CRS Company (CRS) is a social marketing not-for-profit company dedicated to enhancing the development and quality of health of the under-privileged and vulnerable populations of Nepal by stimulating commercial sector growth and implementing marketing and communications programs that create change. The major components of CRS's business include the social marketing of condoms, family planning and health products. CRS's product portfolio consists of: Dhaal Deluxe and Panther condoms, Nilocon White and Sunaulo Gulaf oral contraceptive pills, Sangini three-month injectable contraceptive, eCON emergency contraceptive pills, Nava Jeevan oral rehydration salts, Sutkeri Samagri clean delivery kit and other health products.

CRS's main objective is to increase the availability and use of high quality, affordable contraceptive, condoms for HIV/AIDS prevention, and maternal/child health products for middle and low-income population of Nepal.

CRS is now going through a period of change from full dependency on the US Agency for International Development (USAID) to becoming a sustainable organization. CRS is also slowly changing from a non-profit social marketing agency to sustainable social marketing company. For the company to be sustainable, an assessment of the current situation was done and it was determined that one of the areas that required capacity development was leadership and management.

## FACILITATION TEAM AND PARTICIPANTS

The facilitation team, led by Mr. Hare Ram Bhattarai, Senior Technical Advisor for FHI 360, conducted a two-day workshop on Leadership and Management Development. Ms. Moon Pradhan, Marketing and Communication Advisor, FHI 360 co-facilitated the workshop. Participants included senior level staff of CRS, USAID and FHI 360 (see Annex 1 for a full list of participants)

## WORKSHOP OBJECTIVE AND APPROACH

The overarching workshop objective was to improve the leadership and management skill and practices of CRS management to help meet its challenge of emerging as an independent and self-sustainable organization.

The workshop was held from June 9-11, 2012 in Nagarkot, Nepal (See Annex II). The workshop was grounded on the results-oriented leadership development model (see Annex III). The approach combined presentations, small group work and experiential learning techniques (see Annex IV).

# WORKSHOP ACTIVITIES

## DAY ONE

Day one of the workshop started in the evening with participant introductions. Each participant was paired to another with the help of using two halves of popular Nepali proverbs. Participants were given a sheet of paper with the picture of their partners and that contained a few personal questions that they had to ask and note down the answers. Each pair introduced their partner to the rest of the participants, based on the notes they had taken.



Participants getting information about each other in pairs.

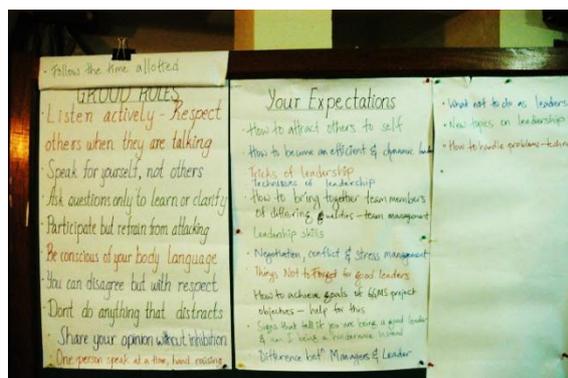


Collage of participants' information with photo.

The ground rules for the overall workshop were determined and written in a flip chart for all to see. The participants were then asked to write down their expectations for the Leadership and Management Development (LMD) workshop. The expectations were noted down in a flip chart so that the workshop, in its totality of four parts would be able to meet the expectations.



Participants write down workshop expectations



Ground rules and participant expectations.

The lead facilitator proceeded to explain the background, concept, methodology, content and schedule of the workshop during the two days. Copies of the program schedule were distributed to the participants.

## DAY TWO

The initial session on day two focused on an overview of leadership and management. The lead facilitator used a participatory discussion process to provide an overview of the results-oriented leadership model (see Annex III). Participants listed on separate post-it notes three

important accomplishments in the past six months. Subsequently, the participants identified whether the accomplishment was a leadership or managerial function. Nearly all of the accomplishments shared by participants were management-related.

The next session was about creating a shared vision in small groups. A video clip of *Goal* by Stephen R. Covey was shown. After that, participants split into three groups of six members each. Each group expressed, through drawing, their vision of CRS for the year 2017. The visions drawn by all 3 groups were put up on the wall. Other groups first tried to understand the vision they saw in the drawing without having any explanation from the artists. Then a member of the group that prepared the drawing explained what their drawing actually depicted. The exercises facilitated CRS's staff to collectively envision their future in 2017 both in pictorial form as well as in words.



*Participants create a 5-year personal vision*



*Group participants drawing their Vision for CRS*

At the beginning of the afternoon session, participants joined together for a guessing game. One participant had to guess how many people could fit onto a small area covered by newspaper spread on the floor. Then he/she would have to actually fit that many people in the space using various techniques. This game provided participants with insight into how you can set a goal and how you can think out of the box to achieve the goal that you have set.

The next session focused on the explanation of the Challenge model, to be used as the anchor point for the leadership and management workshop, and root cause analysis. The lead facilitator explained the concepts of problems, challenges, vision, and measurable result (using the SMART criteria). Participants engaged in an exercise in which each had to form a personal vision of next five years and take up a personal challenge, accompanied by a measurable result, to be achieved over the course of the next six months that would contribute to achieving their vision. Once the challenge was identified, participants evaluated their current status in relationship to the measurable result and identify the obstacles and root causes that prevented them from achieving this result. The root cause was analyzed using fishbone and 5-whys techniques. Finally, participants listed the priority actions that were needed to overcome the obstacles.



*Playing paper game of setting and achieving goal*

The lead facilitator initiated a discussion approach called ORID (objective, reflective, interpretive, decisional). Participants were also introduced to the sandwich method of giving feedback. Then a pitching exercise was done to practice ORID methodology while talking to retailers when going to sell CRS products.



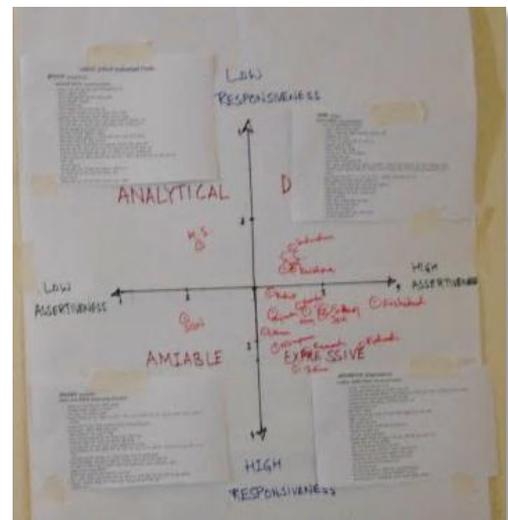
ORID method of analysis



Participants using ORID technique in product pitches

Since there are many different people with different characteristics working together in a team, it is important to learn their social styles so that the leader and the managers can bring out the best in each team member. To understand the characteristics of participants in the workshop, participants underwent social style self-assessment. The results highlighted that 10 out of the 15 CRS staff present at the workshop have an expressive social style, four are drivers and one is amiable (see Annex V for more details a representation of participants' social styles).

Another important factor in achieving one's goal in time is prioritization. To be able to prioritize well, one needs to understand what jobs are most important and urgent are. To help understand this concept, the three important work done by each individual that was earlier listed in leadership and management exercise was again used here to figure out which was most important and which was urgent. With the exercise, the participants are now more able to prioritize their work. The message of this exercise is to do jobs that are important in time so that they do not become urgent.



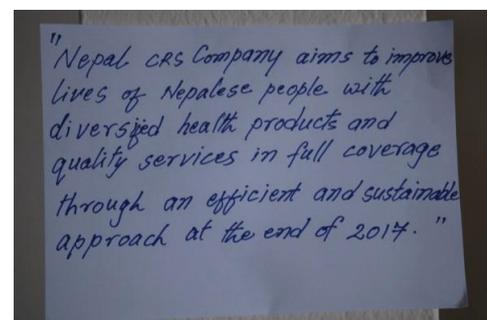
CRS social style assessment results

Day 1 ended with a recap of the day from the facilitator using ORID methodology.

## DAY THREE

Day two began with Mr. Uttam Raj Regmi, CRS Marketing Director, using the ORID methodology to recap the previous day's events.

To jumpstart day two, participants played a game called Tangled, which provides an experiential lesson about the importance of working in teams. A group of participant volunteers joined hands with each other and tried to rearrange themselves so that they were holding hands side-by-side. In addition to this game, the lead facilitator highlighted the importance of team dynamics through the move-follow-oppose and bystander model.

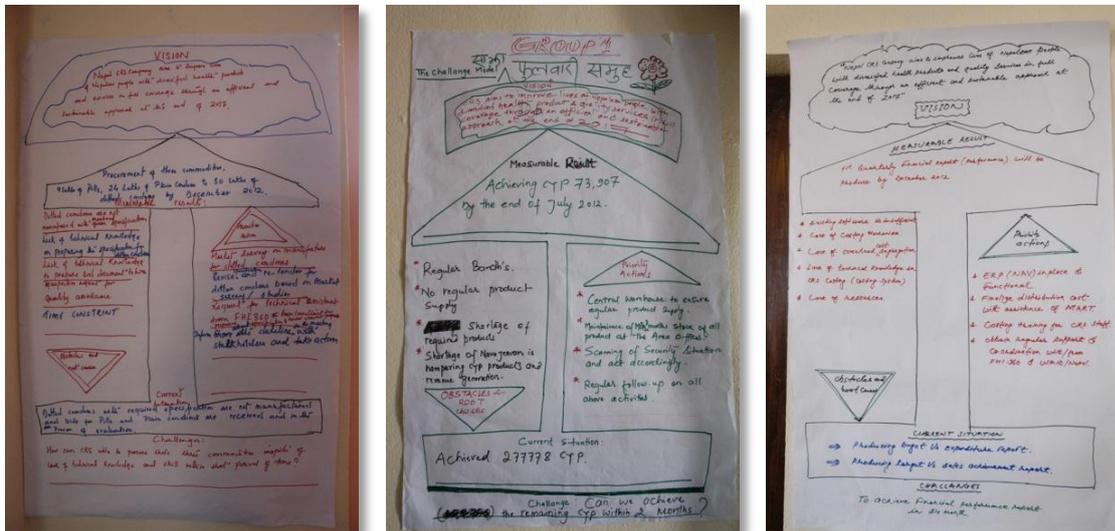


Shared Vision of CRS

Following this initial session, participants returned to the group visions developed on day one. Each group nominated one representative, and these representatives formed a team to write one common CRS vision that incorporated elements of the individual group visions. A game of how to recognize local resources was

played. This gave the participants an understanding of how they could use local resources to complete a goal.

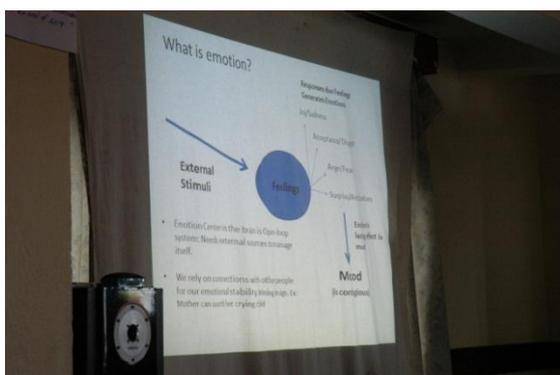
The next step was the selection of Challenge project for the next six months relevant to the combined vision developed earlier in the day. It was decided that three groups would be formed: marketing and field operations, administration and finance. Each group developed their own six-month challenge project, including a measurable result, and identified obstacles and priority actions.



The Challenge Projects created by the three groups – Marketing and Field Operations, Administration and Finance

The next session focused on stakeholder analysis and action planning. The lead facilitator led a discussion about the relevance and importance of analyzing stakeholder's interests, concerns and finding possible areas of collaboration. An action plan format was suggested to plan their actions to achieve the measurable result.

Recently emotional intelligence has been recognized as determining factor in successfully leading and managing organizations. The last session of the workshop was dedicated to the concept of primal leadership. The nuances of emotional intelligence were highlighted throughout interaction.



Slides on the aspects of emotional intelligence



Mr. Peter Oyloe talking about emotional intelligence

Mr. Ramesh Malla, CRS Area Manager for Nepalgunj, closed the main part of the workshop using the ORID methodology. The expectations set during the first session were revisited to determine any expectations not met over the course of the three days. Those items not covered would serve as priorities for the upcoming workshops.

Finally, feedback was collected from the participants in a predesigned format. These feedback forms were later analyzed and result presented in later section of this report.

# WORKSHOP EVALUATION

A feedback form was given to all the participants to assess how the workshop was organized, conducted and other related factors. While most of the questions were quantitative in nature, space was provided to allow for participants to make specific comments. The evaluation results have been grouped along three categories: Overall workshop and presenters; workshop sessions and content; workshop logistics and administration.

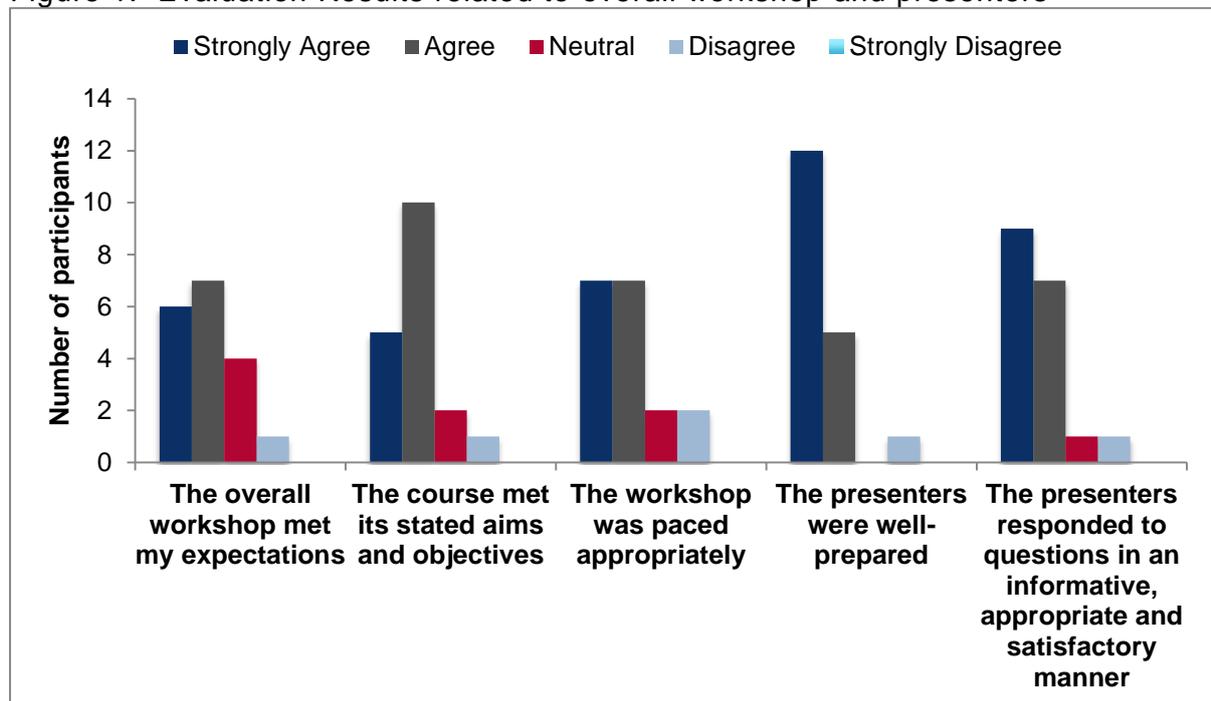
## OVERALL WORKSHOP AND PRESENTERS

Figure 2 provides a summary of results related to the overall workshop and the presenters. Participants agreed that the workshop met expectations and achieved the stated aim and objectives. One participant reported that the workshop was more than what he had expected; another found the delivery to be good but the stay was not. One participant expressed that the workshop expectations have been raised (for future workshops).

Overall, participants agreed that the pace of the workshop was appropriate. However, some participants commented that “time was not on our side, there was less time and too much theory.” Two participants responded that the workshop should have been for 3 days. Another felt that participation was less.

Participants believed that the presenters were well prepared and responded to questions in an appropriate manner. One participant felt that some issues were not based on facts, and one requested that the presenters should careful when talking about communal issues.

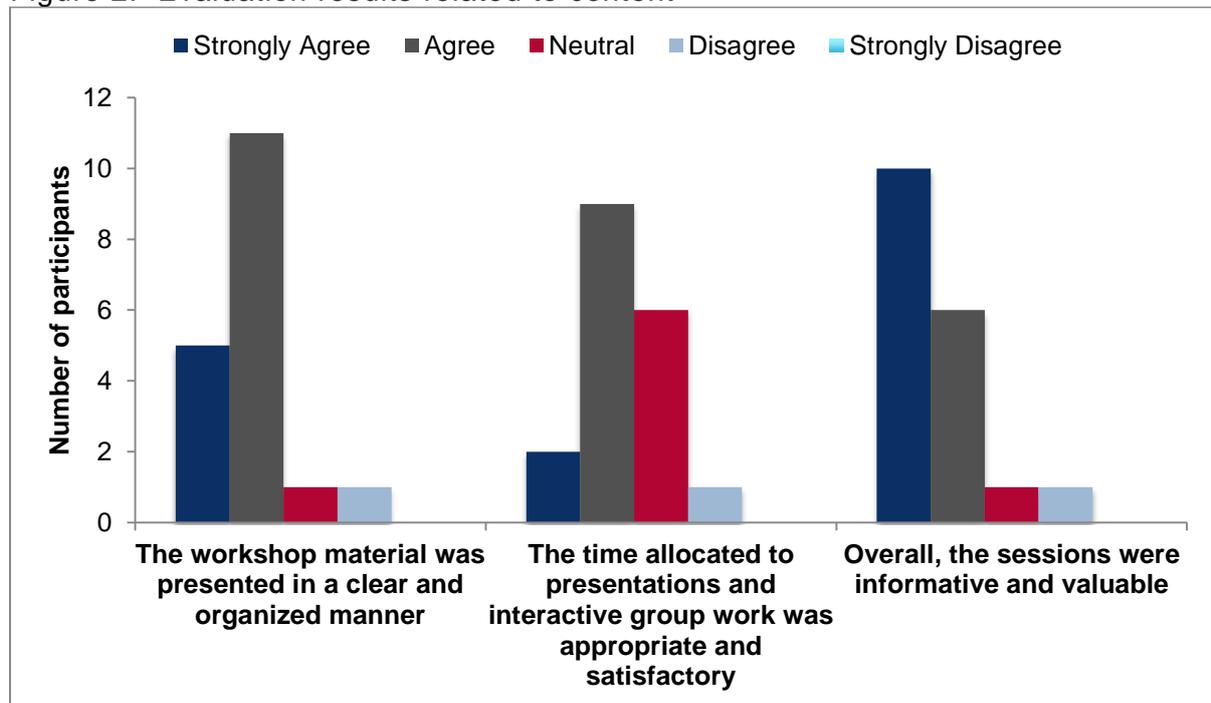
Figure 1: Evaluation Results related to overall workshop and presenters



## WORKSHOP SESSIONS AND CONTENT

Figure 3 highlights the evaluation results related to the workshop sessions and content. Participants agreed that the material was presented in a clear and organized manner. Eleven participants agreed that time management between presentations and group work was appropriate and satisfactory; however, six participants were neutral on this item and one person disagreed with this. Three participants commented that the workshop was not long enough lasting for only two days. Most of the participants (16) found the sessions to be informative and valuable.

Figure 2: Evaluation results related to content



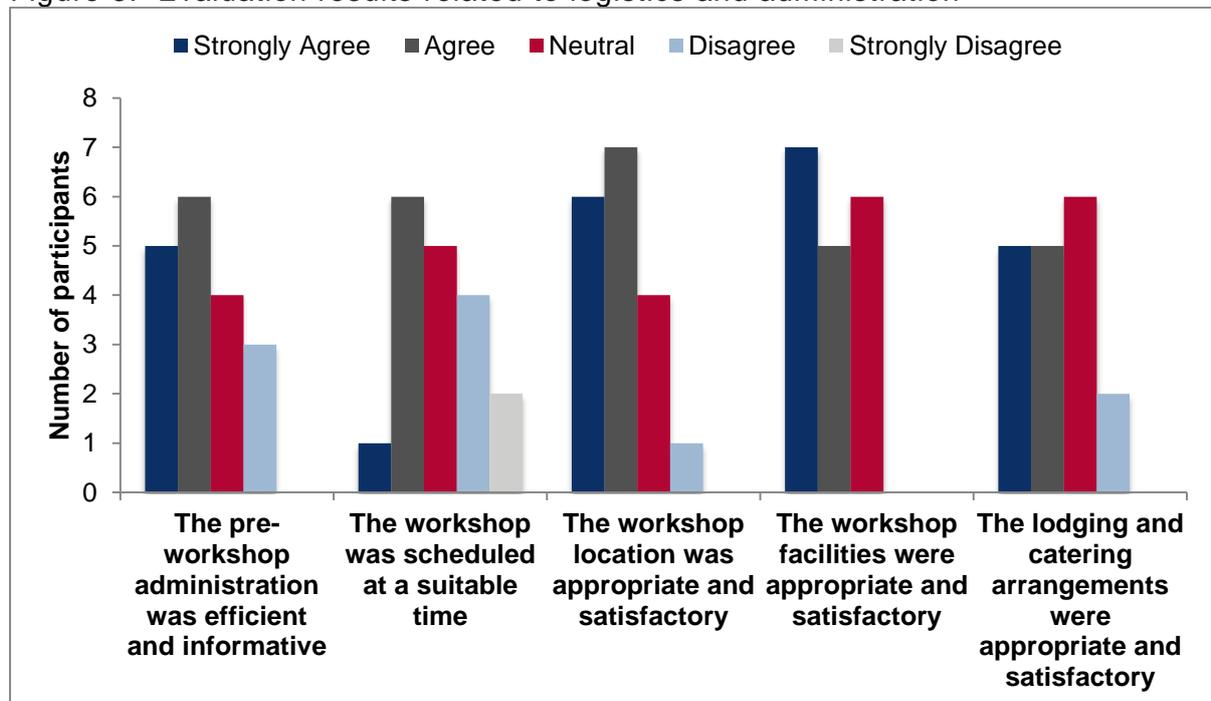
## WORKSHOP LOGISTICS AND ADMINISTRATION

Figure 4 summarizes workshop results related to logistics and administration. Participants were mixed in their view on pre-workshop administration being efficient and informative with eleven agreeing or strongly agreeing, four being neutral and three disagreeing. Four participants commented that they didn't receive agenda prior to the workshop. One participant stated that they thought pre-workshop administration would improve and that it was good for the first one.

Participants were also mixed in terms of the timing of the workshop. One participant commented that Saturday/Sunday was not the best time, others thought there was less time and suggested the workshop be for 3 days. Another participant felt that this workshop should have been held when GGMS project started. Another participant also felt the workshop came too late, should have been done few years back.

Participants' responses to the workshop location, facilities and lodging and catering arrangements were neutral or above. Approximately six participants commented that the hotel rooms were lacking in terms of quality and specifically mentioned issues with mosquitos and bugs, no water and issues with the television. One participant wanted e-copy of the materials; another felt that some fonts on the slides were too small.

Figure 3: Evaluation results related to logistics and administration



## ADDITIONAL COMMENTS

### WHAT ASPECTS OF THE WORKSHOP, IF ANY, WOULD YOU CHANGE IN THE FUTURE? WHY?

Three of the participants wanted the agenda prior to the workshop. Others wanted future workshops to be either longer in duration or to reduce the amount of content in the workshop to make it less dense and hectic. Many participants suggested improvements in the accommodations.

## WHICH SESSION/ELEMENTS OF THE WORKSHOP DID YOU FIND MOST USEFUL? WHY?

Participants found the following sessions/elements most useful:

- SMART Model (5)
- Vision Setting (2)
- Challenge Model (2)
- Emotional Management (2)

Other useful elements identified included: leadership and how to do it, ORID technique, monitoring and evaluation, teamwork, goal setting techniques, primal leadership, game sessions and understanding people.

## WHAT NEW SKILLS HAVE YOU LEARNT FROM THE WORKSHOP THAT YOU THINK YOU WILL BE ABLE TO PUT INTO PRACTICE?

Participants identified the following skill areas that they will be able to put into practice:

- ORID techniques (3)
- Relationship between management and leadership (2)
- Sandwich method of feedback (2)
- SMART model (2)

Others thought participatory approach, emotional intelligence, five whys technique, primal leadership, and challenge model as the new skills that they will be able to put into practice.

## OTHER COMMENTS

Three participants suggested maintaining continuity for such workshops. One participant suggested having more group work and another suggested having front line staff included.

# WAY FORWARD

## RECOMMENDATIONS

When a similar workshop is held, prior notification to the schedule should be provided to the participants.

- Next workshop should be held for more than two days
- The workshop should be held on working days
- Similar workshop should be conducted for front line staff
- The next workshop should be held at another location and at a higher quality hotel
- Participants need to practice what they have learnt from the workshop

## NEXT STEPS

The next workshop will be held after six weeks. The date has been set for August 6-8, 2012.

# ANNEXES

## ANNEX I: LIST OF PARTICIPANTS

<b>Name</b>	<b>Designation</b>	<b>Organization</b>
1. Mr. Krishna B Rayamajhi	Managing Director	CRS
2. Mr. Rohit Shrestha	Director – Field Operations	CRS
3. Mr. Mahesh Pokharel	Director – Administration & Logistics	CRS
4. Mr. Uttam Raj Regmi	Director - Marketing	CRS
5. Mr. Sanu Babu Neupane	Director - Finance	CRS
6. Mr. Rishikesh Kafle	Area Manager	CRS
7. Ms. Indira Chitrakar	Admin Manager	CRS
8. Mr. Jyoti Bhagat Shrestha	Finance Manager	CRS
9. Mr. Niraj Khanal	Area Manager	CRS
10. Mr. Saroj Adhikari	Area Manager	CRS
11. Mr. Suraj Sharma	Area Manager	CRS
12. Mr. Gobinda Bikram Thapa	Area Manager	CRS
13. Mr. Sudarsan Shrestha	Area Manager	CRS
14. Mr. Ramesh B. Malla	Area Manager	CRS
15. Ms. Anjeeta Shrestha Tuladhar	Finance & Administrative Director	FHI360
16. Ms. Hema Shrestha	Administrative Assistant	FHI360
17. Ms. Nirupama Rai	Social Marketing/Logistic Assistant	USAID Nepal
18. Mr. Pangday T. Yonzon	Acting HIV/AIDS, Logistics and Social Marketing Team Leader Office of Health and Family Planning	USAID Nepal
19. Mr. Peter Oylo	Chief of Party	FHI360
20. Mr. Hare Ram Bhattarai	Sr. Technical Advisor	FHI360
21. Ms. Moon Pradhan	Marketing & Communication Advisor	FHI360

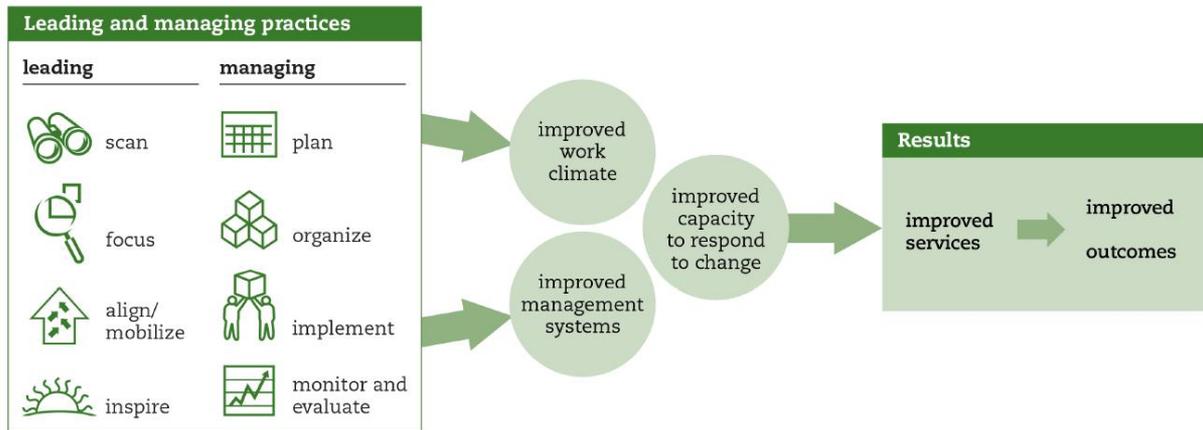
## ANNEX II: WORKSHOP AGENDA



<b>Leadership and Management Development CRS, Kathmandu, Nepal</b>		
<b>Time</b>	<b>Topics</b>	<b>Methodology</b>
<b>June 9, 2012</b>		
15:00	All facilitators and participants' reach the venue; prepare the training hall	
17:00-18:30	Opening	KB Rayamajhi, Peter Oyloe and Pangday Yonzone
	Familiarization and ice breaking	Introduction of the participants; ice breaker
	Norms, Rules, Expectation	Participatory rules making and expectation listing
	Program concept; Methodology and Program content	PP presentation , explanation and interactions
18:30	Dinner	
<b>June 10, 2012</b>		
7:30-8:30	Breakfast	
08:30-10:00	Leadership and Management: Introduction	PP Presentation, Explanation, Games, and Interaction
10:00-12:30 (11:Tea)	Visioning exercise	Creating a shared vision through group work
12:30-13:30	Lunch and Games	
13:30-15:30	Defining measurable result	Explanation of Challenge model, root cause analysis, and exercise to take a challenge
15:30-16:45 (15:30:Tea)	Feedback technique Introduction to ORID	Explanation, interaction and exercise
16:45-17:15	Recap	
<b>June 11, 2012</b>		
7:30-8:30	Breakfast	
8:30-9:00	Recap of previous day	Use of ORID principle to recap previous day's activities
9:00-11:00	Selection of Challenge project relevant to vision through preparation of Challenge model	Group work on the selection of challenge project
11:00-12:30 (11:00 tea)	Stakeholder Analysis and Action Planning	Explanation, interaction and Group work on stakeholder analysis
12:30-13:30	Lunch and Games	
13:30-14:30	Social Styles	Explanation, Interaction and exercise
14:30-15:00	Working in teams	Explanation, Interaction and exercise
15:00-15:30 (15:30 tea)	Prioritizing: Important vs. Urgent	Explanation, Interaction and exercise
15:30-16:30	Primal Leadership	Explanation , interaction and exercise
16:30-16:45	Recap	
16:45-17:00	Evaluation and feedback, revisiting the expectations and next steps	Written feedback from the participants
17:00-18:00	High Tea (HT) and Certificate distribution	Pangday Yonzone, KB Rayamajhi, Peter Oyloe
18:00	Depart for Kathmandu	

# ANNEX III: WORKSHOP MODEL

## Leading and Managing for Results Model



When applied consistently, good leading and managing practices strengthen organizational capacity and result in higher-quality services and sustained improvements in health.

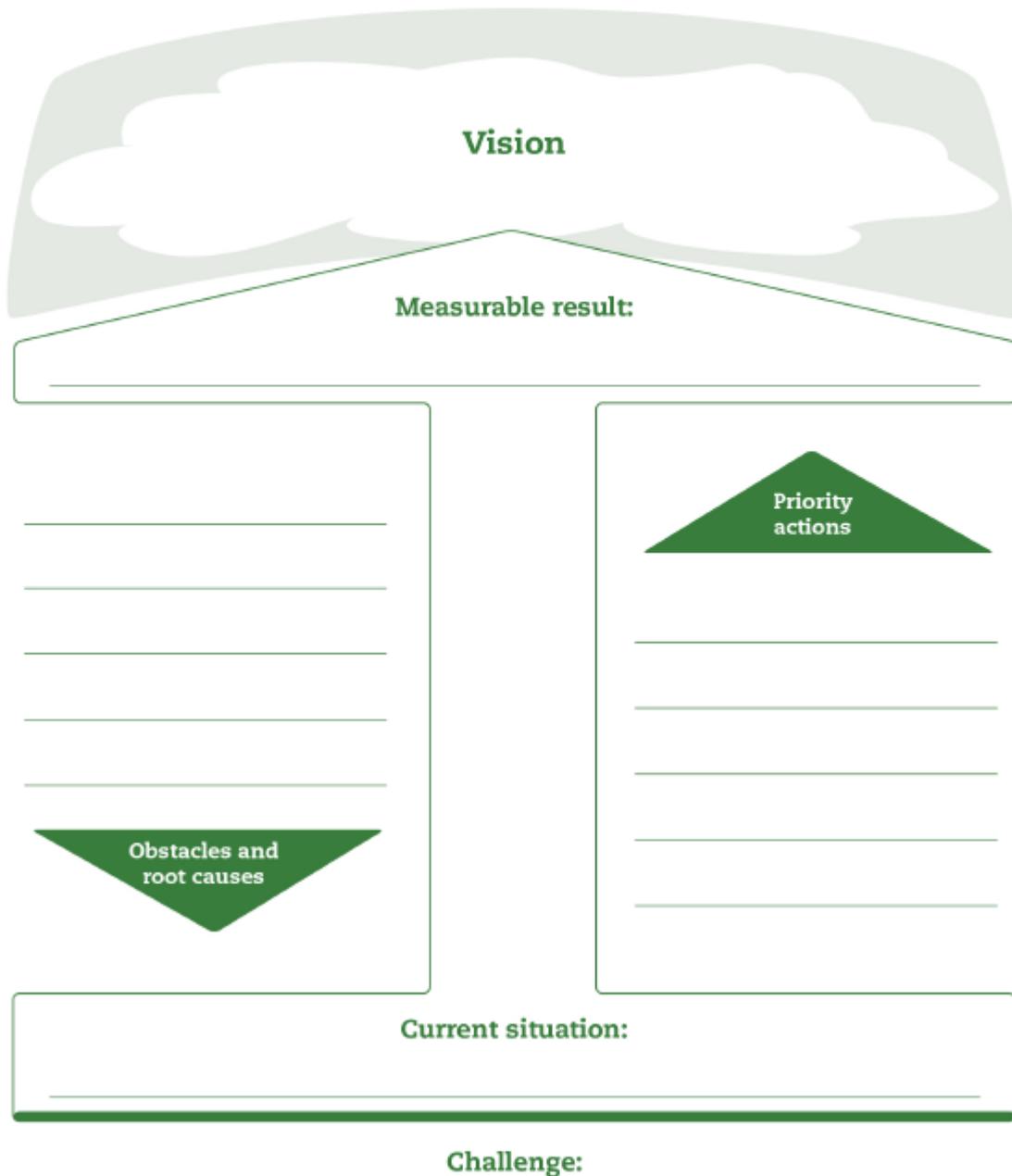
From *Managers Who Lead: A Handbook for Improving Health Services*  
Cambridge, MA: Management Sciences for Health, 2005

# ANNEX IV: WORKSHOP TECHNIQUES

## CHALLENGE MODEL

### The Challenge Model

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[ How will we achieve our desired result in light of the obstacles we need to overcome? ]

# THE FIVE WHYS TECHNIQUE

## HANDOUT 2 The Five Whys Techniques

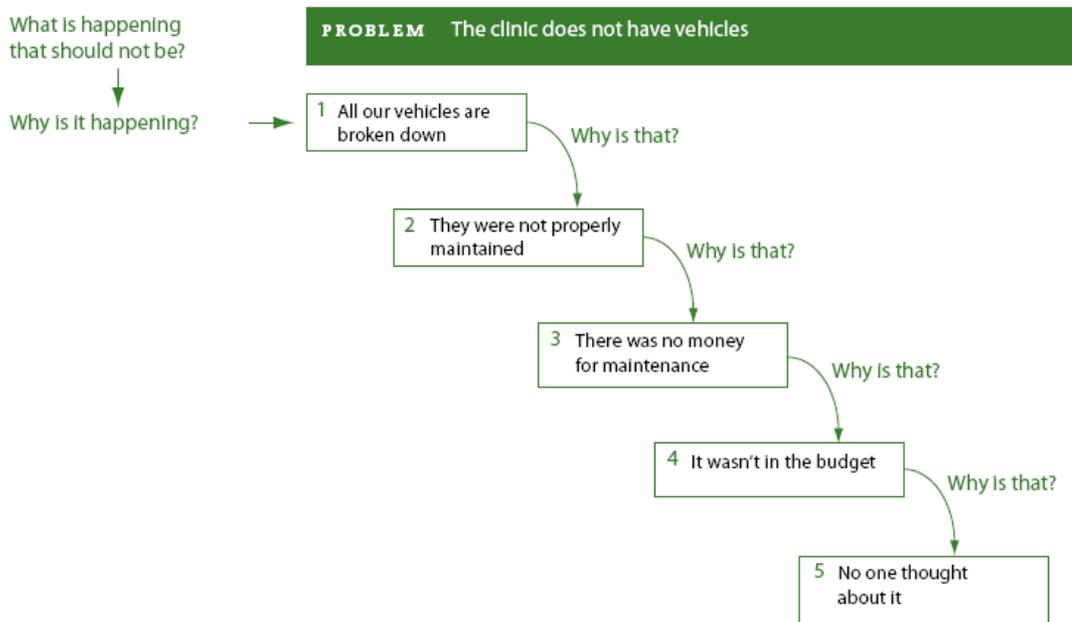
### PURPOSE

The Five Whys exercise is a questioning technique, developed by Imai Masaaki, for getting beyond obvious symptoms and identifying the primary or root causes of a problem. Asking “why” five times prevents mistaking symptoms for causes, so that you can work on addressing the underlying factors that are causing the problem rather than working on the wrong causal factor.

### PROCESS

When you are working with a cause-and-effect diagram and have identified a probable cause, ask, “Why is that true?” or “Why is that happening?” To each answer ask “why” again. Continue asking “why” at least five times, until the answer is “That is just the way it is, or that is just what happened.”

### EXAMPLE



# THE FISHBONE TECHNIQUE

## HANDOUT 2 The Five Whys Techniques

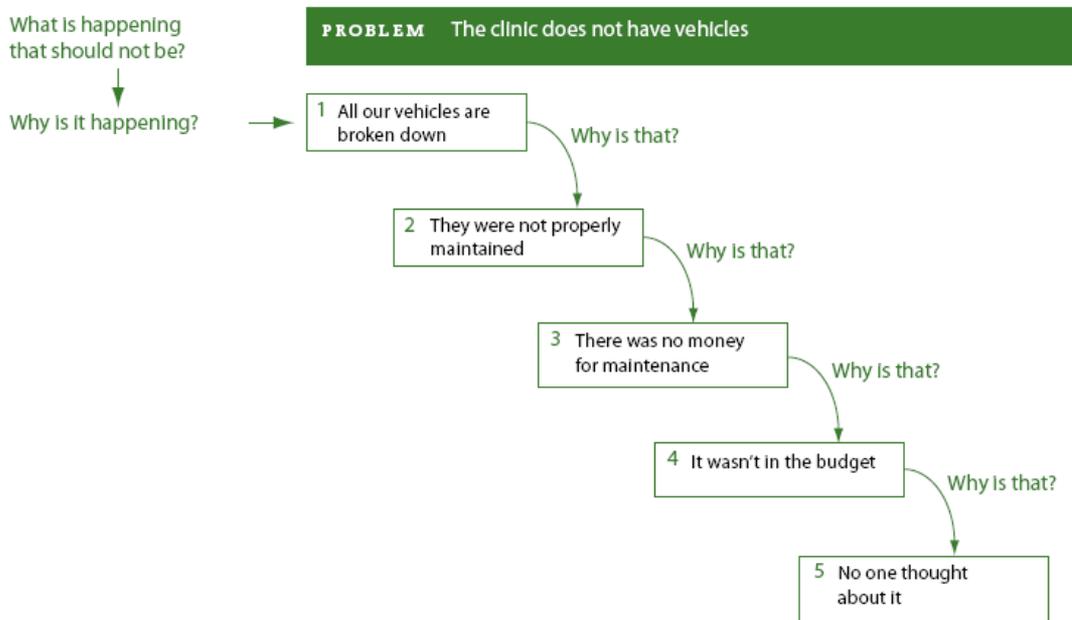
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### EXAMPLE



# SMART CRITERIA

## HANDOUT 1 SMART Criteria

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One of the single most productive things a group can do is make its intended results clear.

When you decide on a desired result, make sure that you have a clear set of indicators. To meet the SMART criteria, results must be:

**Specific . . .**

clearly written to avoid differing interpretations

**Measurable . . .**

to allow for monitoring and evaluating progress toward achieving the result

**Appropriate . . .**

to the scope of your program or work activities, so that you can influence or make changes

**Realistic . . .**

achievable within the time allowed

**Time bound . . .**

with a specific time period for completion.



# ORID METHODOLOGY

## ORID Focused Conversation Data Analysis

<p><b>O</b> Objective Level</p> 	<ul style="list-style-type: none"> <li>✓ To examine the data</li> <li>✓ To identify factual information</li> </ul>	<ul style="list-style-type: none"> <li>✓ What do you see?</li> <li>✓ What factual statements can you make based on the data?</li> </ul>
<p><b>R</b> Reflective Level</p> 	<ul style="list-style-type: none"> <li>✓ To encourage participants to make connections</li> <li>✓ To encourage free flow of ideas and imagination</li> </ul>	<ul style="list-style-type: none"> <li>✓ What surprised you?</li> <li>✓ What encouraged you?</li> <li>✓ What discouraged you?</li> <li>✓ How does this make you feel?</li> </ul>
<p><b>I</b> Interpretive Level</p> 	<ul style="list-style-type: none"> <li>✓ To identify patterns and determine their significance or meaning</li> <li>✓ To articulate underlying insights</li> </ul>	<ul style="list-style-type: none"> <li>✓ What does the data tell us? What new insights do you have?</li> <li>✓ What good news is there for us to celebrate?</li> <li>✓ What doesn't it tell us and what else might we need to know?</li> <li>✓ What areas of need seem to arise?</li> </ul>
<p><b>D</b> Decisional Level</p> 	<ul style="list-style-type: none"> <li>✓ To propose next steps</li> <li>✓ To develop an action plan</li> <li>✓ To make decisions</li> <li>✓ To experience "coming together"</li> </ul>	<ul style="list-style-type: none"> <li>✓ What are our proposed next steps?</li> <li>✓ What decisions can we make?</li> <li>✓ What is our action plan for moving forward?</li> </ul>

# ANNEX V: CRS PARTICIPANTS' SOCIAL STYLES

