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# GHAR GHAR MAA SWASTHYA

Leadership and Management Development  
Workshop (Phase I) Report

August 5-8, 2014

USAID Contract No.: AID367-C-10-00001

This report is made possible by the generous support of the American people through the United States Agency for International Development (USAID). The contents of this report do not necessarily reflect the views of USAID or the United States Government.

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# ABBREVIATIONS

USAID/Nepal	United States Agency for International Development in Nepal
CRS	Nepal Contraceptive Retail Sales Company
LMD	Leadership and Management Development Workshop
FHI 360	Family Health International
GGMS	Ghar Ghar Maa Swasthya
BCC	Behavior Change Communication
ORID	Objective, Reflective, Interpretative, Decision
ICA	Institute of Cultural Affairs
FP	Family Planning

# 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 channels its activities through its committed staff; many of them are associated with the organization for more than a decade. They are dedicated to achieve the objective set by the organization. CRS is also slowly changing from a non-profit social marketing agency to sustainable social marketing company. In such condition CRS seeks out technical assistance that addresses key challenges for achieving the predetermined objectives of CRS. A series of LMD training had already been conducted for CRS senior managers and they found it extremely fruitful for them. CRS, therefore, requested FHI 360, GGMS to conduct similar training for its mid-level managers.

## FACILITATION TEAM AND PARTICIPANTS:

Dr Tatwa Timsina from Institute of Cultural Affairs (ICA) was the lead facilitator and Mr Hare Ram Bhattarai, Chief of Party; FHI 360/GGMS was the co-facilitator for the training. There were total 27 participants and 7 observers in the training. Participants included mid-level staff of CRS, and observer from USAID and FHI 360 ([see Annex I for a full list of participants](#) ).

## WORKSHOP OBJECTIVES AND APPROACH:

The objective of the workshop was to improve the leadership and management skill and practices of CRS mid-level managers so that they could efficiently lead and manage their respective portfolios.

The workshop was conducted during August 5-8 at Nagarkot, Nepal ([Annex II](#)). The

workshop was based on the results- oriented leadership development model developed and promoted by USAID/MSH globally. The key concepts and modalities are presented in the Result Model framework in Annex III. The training combined various methods such as presentations, small group work and experiential learning techniques ( [Annex III](#)).

## WORKSHOP ACTIVITIES

### DAY ONE

Day one started at 4:00 PM in the evening of 5<sup>th</sup> October with welcome remark from Dr. Lakshmi Narayan Thakur, Senior Technical Advisor, FHI 360/GGMS. He briefed the participants about the objectives of the training and encouraged all the participants to participate actively in the training.

For introduction, a game was played when each participant was paired with another using two halves of a Nepali proverb. They were then asked to introduce their respective partner as per the guidelines set by lead facilitator, Dr Tatwa P. Timsina.

The ground rules for the training were set that served as norms during the entire training period. The participants were then asked to write down their expectations from the training. The expectations were then displayed on the training hall.

The lead trainer then explained the background, concept, content and methodology of the training and shared the training agenda with the participants

The facilitator then introduced a brain based learning technique called “mind-mapping”. This tool, if used properly, would be very useful in establishing cause and effect relationship and for proper planning. The participants then practiced to prepare mind-maps. These maps were to be presented in plenary of next day. A brief evaluation of the day was carried out before ending first day

### DAY TWO

Second day of the workshop started with sharing mind maps prepared by two participants. One exercise was based on a participant’s personal life where as the other one mapped the professional situation.

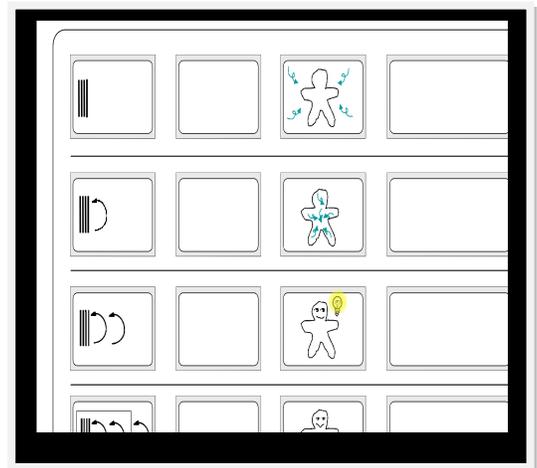


## Objective Reflective, Interpretive and decisional (ORID) for effective communication

The lead facilitator introduced a structured discussion/communication technique called ORID (Objective, Reflective, Interpretive and Decisional), which is a very useful tool for effective communication, consensus building and for reflection. ORID ensures active participation of each of the participant by encouraging them to participate in active dialogue. It starts from simple objective question as icebreaker followed by reflective questions and ending with decisional questions, which facilitates behavior change. The participants were then asked to practice ORID technique by participating in discussion so that their skill to use ORID technique is enhanced.



Facilitator explaining the ORID technique



## The Result Framework

An overview of leadership and management was the focus of first session of second day. Co-facilitator, Mr Hare Ram Bhattarai shared different approaches and theories of leadership and further highlighted a new form of transformative leadership model called the Result Framework (Annex III).

He then asked all the participants to list down their five important actions in the last six months. Subsequently, the participants were asked to identify whether their actions were managerial or of leadership nature. Almost all the actions reported by the participants were managerial in nature.

## Visioning Exercise

The next session was about visioning. The session started with a video clip on “Goal Setting” by Stephen R. Covey. A brief reflection on film was made to make it easier for participants to do visioning exercise. All participants were then asked to close their eyes and focus on their personal vision for next five years. The same exercise was repeated later for organizational vision.

The next session was about creating a shared vision for CRS working in groups of 6 to 7 participants. Each group was asked to express creatively its vision for CRS in next five years. Each group expressed their vision through drawing. The visions drawn by each group were presented in the plenary. Each group first tried to understand the vision from the drawing of other groups without explanation from the group owning the vision drawing. Later, the leader of each group that prepared the drawing explained everyone what their drawing actually meant.



Explaining the vision

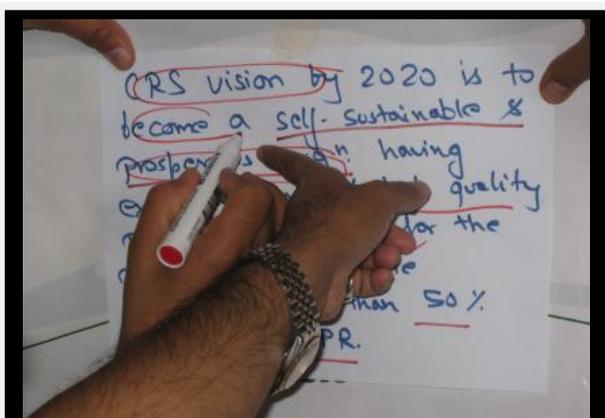


Visioning through drawing

Once all groups shared their vision; a larger group was formed and assigned to develop a final vision statement for CRS combining ideas from all groups. The day ended with review of the day by one participant using ORID technique.

## DAY THREE

The third day of the workshop started with review of previous day by a participant using ORID technique. A shared vision for CRS was presented in the plenary.

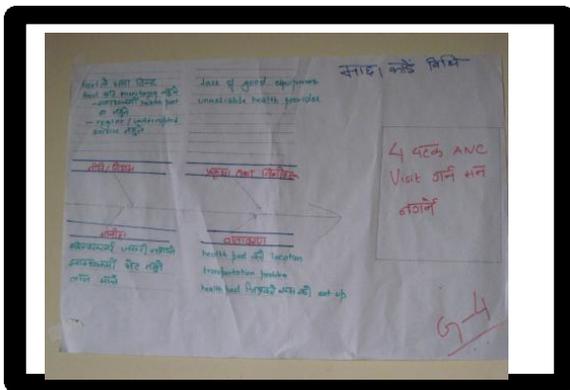


The shared vision 2020 of CRS was

*“By 2020, CRS will be a self-sustained social marketing organization providing wider range of high quality FP and MCH products and services”*

The facilitator then introduced the Challenge Model as the primary tool for using during remaining period of the workshop for root cause analysis and planning. The facilitators explained the concepts of problems, challenges, vision, and setting measureable results with SMART criteria.

The facilitator then formed four groups of six to seven members and asked each group to take up a group challenge with a measurable result, to be achieved over the course of the next six months that will contribute towards achieving the shared vision. Once the challenge for each of the group was identified, the groups were asked to evaluate their present status in relation to the measurable result and identify the obstacles and root causes of obstacles that could prevent them from achieving the result. The root causes were identified by analyzing the situation using fishbone and 5- whys techniques. Finally, the participants were asked to list the priority actions to overcome the identified root causes.



Root cause analysis using fish bone technique

The next session was on identifying urgency and importance of activities as a first step in setting priorities. For this, the facilitator introduced 'urgent vs. important' matrix and asked participants to reflect on few actions that they did in past six months and categorize them as urgent/important, urgent/not-important, not-urgent/important and not-urgent/not-important activities. With this exercise, the facilitator demonstrated why it is important to work on activities first that are important before they become urgent because of procrastination.

The next session was about the stakeholders and their interest and concerns. The lead facilitator asked the participants to make a list of the stakeholders who could have some stake in achieving the measurable results that each group have listed under their challenge project.

Third day ended with the day evaluation carried by a participant using ORID technique.

## DAY FOUR

The day started with a brief reflection of previous day using ORID technique. The first session deliberated on the importance of facilitation and various techniques and methods to make it effective. The participants then completed the stakeholder analysis, which they had started on previous day, in the next session. The lead facilitator led a discussion about the relevance and importance of analyzing stakeholder's interests, concerns, and finding possible areas of collaboration. The lead facilitator then prompted the participants on how this analysis could be used to acquire resources required as well as in aligning and mobilizing all stakeholders.

After stakeholder analysis, the participants were asked to brainstorm to list actions to overcome the obstacles already identified in previous session. An action plan format was then introduced to plan and finalize actions to achieve the measureable result that each group set for themselves. The participants were asked to prioritize the tasks for implementation.

प्रकार	महत्त्व	संभावित	समय	संसाधन	रिस्क
1	2	3	3	2	2
7	2	2	3	2	3
3	2	2	3	2	3
2	9	3	2	2	3
5	8	90	99	6	7

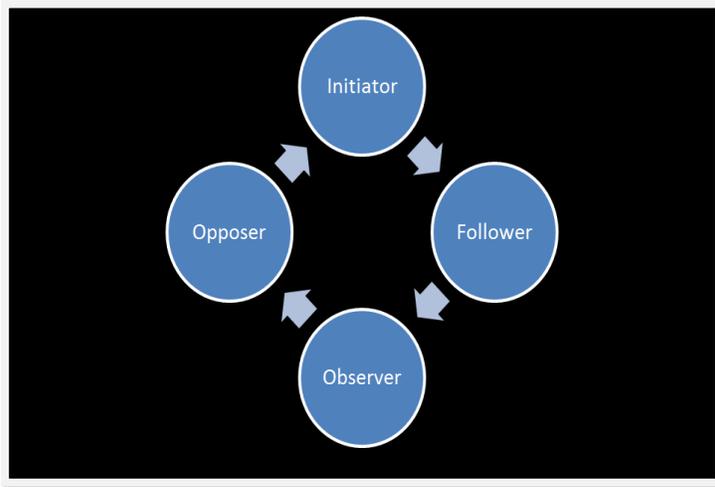
Priority Matrix prepared by the participants

Following prioritization exercise, monitoring and evaluation concept was shared with the participants and its importance was linked for successful implementation of the activities and measurement of results.

### Roles in team

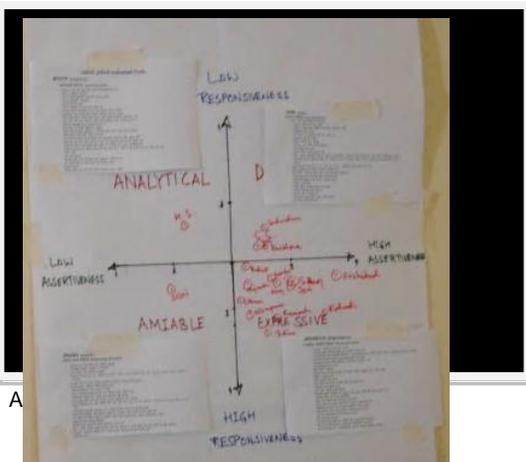
A session on team building was conducted where participants played different roles in the team. The process illustrated the importance of participation of all team members in decision-

making process. If members play different roles at different times, the tendency of few persons dominating the team activities is discouraged.



Different roles for effective team work

Further, the lead facilitator introduced a process of identifying social styles of people. In order to get best from each team members, it is very crucial to learn about social style of each of the team member. It is also important to form the team with people with different social styles. In order to identify the characteristics of all the participants in the group, participants went through a self-assessment exercise.



Around 75% of the participants were found to have expressive style, 15% being driver and rest falling on amiable and analytical zone. For CRS, being a marketing organization, it is good to have employees that are more expressive. However, to create a balance in the organization, having employees with other three styles is equally important.

### Next Steps

Next step for the participants was to submit their detailed challenge project within two weeks. They were then asked to implement their respective challenge project. If the participants needed any help while implementing the project, they will contact the lead facilitator. The participants will report the progress on the implementation of the challenge project in the next workshop. (The details of challenge project of each of the group is presented below under heading Challenge Projects)

## Feedback

The next session was overall evaluation for the workshop. The participants were asked to identify the strength as well as areas to improve for the workshop. The details of the feedback are provided in section three (Workshop Evaluation).

## Reflection and Certification

Two participants were asked to share their impression of the training. FHI 360's COP and Field Director of CRS thanked the participants for actively participating in the training and urged everyone to seriously implement their respective challenge projects for enhancing their leadership skill and asked them to come back with concrete findings from implementation of challenge project when they come back for second phase of Leadership and Management training.

Finally Managing Director of CRS further highlighted the importance of application of learning from this training in personal and organizational improvement. He also thanked each of the participants for their active participation and handed over the training certificates.



CRS MD distributing the certificates



Group Photograph

## Challenge Projects

By end of the training, each of the four groups gave shape to their respective challenge project.

### Group 1

**Title of Challenge Project:-** Make CRS Self Sustainable

**Measurable Result:** - Increase revenue of e-CON and D'zire by 10% and 27% respectively by Feb 2015

#### CHALLENGE

How can CRS increase revenue of e-con by 10% and D'zire by 27% in spite of the sub-standard products with higher margin provided by competitors?

#### PRIORITY ACTIONS

- Ensure production of sufficient Quantities of finished product
- Smooth supply of finished products to area & field offices.
- Increase frequently & visit to TOs &NTOs from 20 to 30 outlets on a daily basis.
- Increase 5 distributors/Wholesale /Retailors for TOs & NTOs
- Increase media activities for e-con & D'zire on TV, prints & radio for ATL &street drama &display competition for BTL.
- Revise pricing structure & e-con & D'zire
- Lobby with Govt. to control Import of sub-standard product.
- Provide revenue status and comparative analysis report on monthly basis

**Group Members:-** Sanju Jha, Govinda Bhakta Banepali, Amit Pandey, Dhurba Paudel, Giri Raj Timilsina, Hari Prakash Azad

### Group 2

**Title of Challenge Project:** Explore possibilities of introducing New FP/MCH Products

**Measurable Result:** A research report on viability of new FP/MCH product launch will be prepared by February 2015

#### CHALLENGE

- i) Taking forward research work despite limited experience and expertise (of team members) on research work
- ii) Identifying what could be the relevant new product for CRS

## PRIORITY ACTIONS

- Approval from CRS Management
- Search different types of FP/MCH products from Internet
- Technical Help from FHI 360 for research tools
- Prepare work plan
- Data collection
- Data compiled, analyzed and report prepared

**Group Members:** Deepak K. Jha, Sitaram Pandit, Sitaram Subedi, Noor Mohammad, Sunil KC

### Group 3

**Title of Challenge Project:** Increase availability and accessibility of Long-term FP products/services

**Measurable Result:** Increase sales of Long Term contraceptives by 100 in Pokhara by January 2015

### CHALLENGE:

- Difficulty to find female service provider
- Limited training centers
- Difficult to coordinate with government for training
- Limited service provider

## PRIORITY ACTIONS

- Re-fresher training for old service provide about long-term contraceptives
- Encourage service provider through (Promo items)
- Increase awareness program in community level
- Media add
- Branding of service outlets creatively
- New basic training
- Health camping services

**Group Members:** Purna Kumari Rana, Laxmi Baniya, Sanjay Mudvary, Laxman Nepali, Shantos Pradhan, Roshan Baral

## **Group 4**

**Title of Challenge Project:** Increase compliance rate of ANC Visit

**Measurable Result:** Increase ANC visit compliance rate by 5% in Jumla, Bajhang and Bardiya by Feb 7, 2015.

### CHALLENGE

- How to achieve 5% increment in ANC visit rate in geographically difficult areas in six months' time?

### PRIORITY ACTIONS

- Plan the number of sessions in community.
- Appoint Community Change Agents (CCAs) and train them
- Coordinate with government regarding health facility and equipment
- Develop a complete awareness package
- Expand the program in all VDCs of each district
- Monitor the program regularly
- Evaluate the implemented program
- Obstacles and Root causes
- Hesitance of Pregnant women for ANC visit
- Lack of good equipment and unavailability of service providers at health post

**Group Members:** Suresh Bam, Sunil Thapa, Shyam Parajuli, Sanjay Raj Sharma, Dharma Raj Awasthi, Anil Paudyal Anuja Karki

## WORKSHOP EVALUATION

The workshop was evaluated through written feedback from the participants, which are grouped as follows.

### General evaluation

- As a whole, training was very practical and useful.
- Could be implemented in behavior change.
- Very helpful while working in field and market.
- Felt good; training should be given routinely; should conduct refresher training.
- Although there was confusion before the lunch time in first and second day but due to group work it was clear later.
- More experimental method was used in training.
- Group work, motivating, equal priority and learning by doing.

- We were well informed about leadership and management, vision and mission, important and urgent.
- Easy to perceive due to good facilitation rather than teacher and trainer.
- Helpful to initiate, move ahead and complete any work.
- The facilitation of facilitators was very good.
- Training was very practical.
- Mind mapping was so useful.
- Need Analysis, valuable tips.
- Presentation style was good.
- This will facilitate and helpful in work performance in days to come.
- Training preparation/training materials; facilitators; way of training; participatory approach etc. are good. .
- Presentation in easy and simple way during training; game and video show often.
- Enjoyed the training conduction and its process.
- Group work; presentation; idea sharing; film/video clips; hands out seating arrangement; project design; action plan and friends gather.

- Peaceful and cool training venue.
- Method used in training was very simple and easy way to understand due to demonstration in chart and practical method.
- Excellent training; taught things were clearly understood.
- Helpful in quality work performance.
- Training materials and presentation were effective and beneficial.
- Feel LMD training very good. Got chance to get very good knowledge.
- Pictures/ video clips included properly. Practical training which can be applied to change our self.
- Important and informative training was given to the acquaintance working in social organizations.
- For social marketing staffs, it was so good.
- Good leadership skill was taught.

### **Learning**

- To expose myself among the groups.
- Learned about how to develop a project by using challenge model.
- Some idea about leadership and management/
- Got chance to learn new useful things which could be useful to my life.
- Our company is related to sales; in such condition this training gave good lesson on urgent and leadership.
- This program changes our habits and we will change our working style.

### **Suggestions for improvement**

- Follow up should be included.
- Printed forms and materials should be given more.
- More time required for this type of training.
- There is a need of refresher training.
- Give more time on practice.
- Norms should be strictly enforced.
- It would be better if training related to stress management be conducted in future.
- Training was so good that no feeling of laziness and boring.
- This type of workshop should be continuous on regular basis.
- Time schedule should be strictly followed, so that nothing will be left out.
- Need to add entertainment programs.
- In the last day, it would have been good if the program was finished before 1 pm.

- Felt insufficient time.
- Was a bit long training session from 8:30 am – 6:00 pm, so needed one more day.
- Due to the limitation of time work was done in speedily.
- Same type of training should be exposed outside the country.
- Continuity of such program required.
- It would be better if our manager sir were also present here with us.

### **Management Aspects**

- Time was short.
- Should also focus on food for vegetarian.
- Good management.
- Useful materials and manuals should be provided.
- Good hall and other facilities such as food and board.
- Not so much but it would have better if there was a watch in training hall.

### **Evaluation of the Facilitators**

- Very good facilitators.
- Practical facilitators.
- Well prepared and confident trainer.
- Experienced and helpful.
- Encouraging.
- Teaching style was good.
- Simple language, energetic, punctual

## **NEXT STEPS**

The next workshop will be held within two months. The date will be decided later and informed to the participants in advance. There will be a coaching visit before the next workshop.

# Annexes

ANNEX I: LIST OF PARTICIPANTS

<b>S.No</b>	<b>Nam</b>	<b>Name of Office</b>
1.	Dhrub Kumar Poudel	Nepal CRS Company
2.	Nur Mohamad Ansari	Nepal CRS Company
3.	Hari Prakash Azad	Nepal CRS Company
4.	Sanjay K. Mudvary	Nepal CRS Company
5.	Giri Raj Timelsina	Nepal CRS Company
6.	Deepak Kumar Jha	Nepal CRS Company
7.	Roshan Baral	Nepal CRS Company
8.	Shyam Parajuli	Nepal CRS Company
9.	Sunil Thapa	Nepal CRS Company
10.	Sanjay Raj Sharma	Nepal CRS Company
11.	Dharama Raj Awasthi	Nepal CRS Company, Dhangadhi
12.	Anil Paudyal	Nepal CRS Company, Nepalgunj
13.	Suresh Bam	Nepal CRS Company, Dhangadhi
14.	Rajesh Yadav	Nepal CRS Company, Janakpur
15.	Mahesh Prasad Pokherel	Nepal CRS Company
16.	Sunil K.C.	Nepal CRS Company
17.	Laxmi Baniya	Nepal CRS Company, Pokhara
18.	Purna Kumari Rana	Nepal CRS Company, Kathmandu
19.	Shantos Pradhan	Nepal CRS Company, Kathmandu
20.	Sunil Babu Tiwari	Nepal CRS Company
21.	Sitaram Subedi	Nepal CRS Company
22.	Sita Ram Pandit	Nepal CRS Company, Butwal
23.	Anuja Karki	Nepal CRS Company
24.	Govinda Bhakta Banepali	Nepal CRS Company
25.	Laxman Nepali	Nepal CRS Company
26.	Shanju Jha	Nepal CRS Company
27.	Amit Pandey	Nepal CRS Company
28.	Dr. Lakshmi Narayan Thakur	FHI 360/GGMS
30.	Hare Ram Bhattarai	FHI 360/GGMS
31.	Smriti Bhattarai	FHI 360/GGMS
32.	Anesh Bhatta Shrama	FHI 360/GGMS
33.	Sajama Nepali	FHI 360/GGMS
29.	Dr. Tatwa P. Timsina	Trainer, ICA Nepal

ANNEX II: WORKSHOP AGENDA



**Annex II Leadership and Management Training**

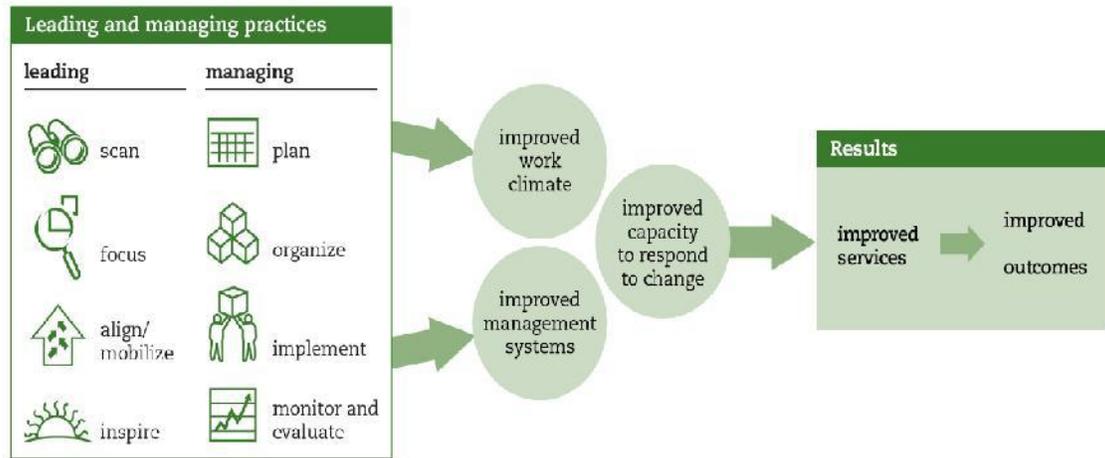
Hotel Country Villa, Nagarkot  
August 5<sup>th</sup> - 8<sup>th</sup> 2014

Time	Topics/Lead Facilitator	Methodology
<b>Day 1, 5<sup>th</sup> August 2014 - Travel to Hotel Country Villa, Nagarkot, 1:00 PM</b>		
15.30- 18.30	<ul style="list-style-type: none"> <li>Welcome and Opening (LNT)</li> <li>Introduction of the Participants and the Course</li> <li>Ground Rules and Team Formation (HRB)</li> <li>Brain-based Learning (TT)</li> <li>Framework for Learning (TT)                             <ul style="list-style-type: none"> <li>- The Mind Map</li> <li>- Appreciative Approach</li> <li>- Using structured communication technique (ORID)</li> <li>- Result framework</li> </ul> </li> </ul>	Lecture Game for introduction Group Work and Presentation Showing video and ppt. slides
<b>Day 2, 6<sup>th</sup> August 2014</b>		
8.30-8.45	<ul style="list-style-type: none"> <li>Review of Day I and team</li> </ul>	ORID discussion
8.45-10:30	<ul style="list-style-type: none"> <li>Leadership and Management (ROLDP)</li> <li>- The Result framework (HRB)</li> </ul>	Lecture Demo and Debrief Individual Brainstorming Group Work Presentation
10:30-13.00	<ul style="list-style-type: none"> <li>Leading and Management Practices: The Challenge Model (TT)</li> <li>Creating Personal and Organizational Vision (HRB)</li> </ul>	Lecture Group Work Presentation
13:00-14:00	<ul style="list-style-type: none"> <li>Lunch Break</li> </ul>	
14:00-15:30	<ul style="list-style-type: none"> <li>Creating a Shared Vision in Picture (TT)</li> </ul>	Lecture Individual brainstorming Group Work Presentation
16:00-16:15	<ul style="list-style-type: none"> <li>Break</li> </ul>	

ANNEX III: WORKSHOP AGENDA

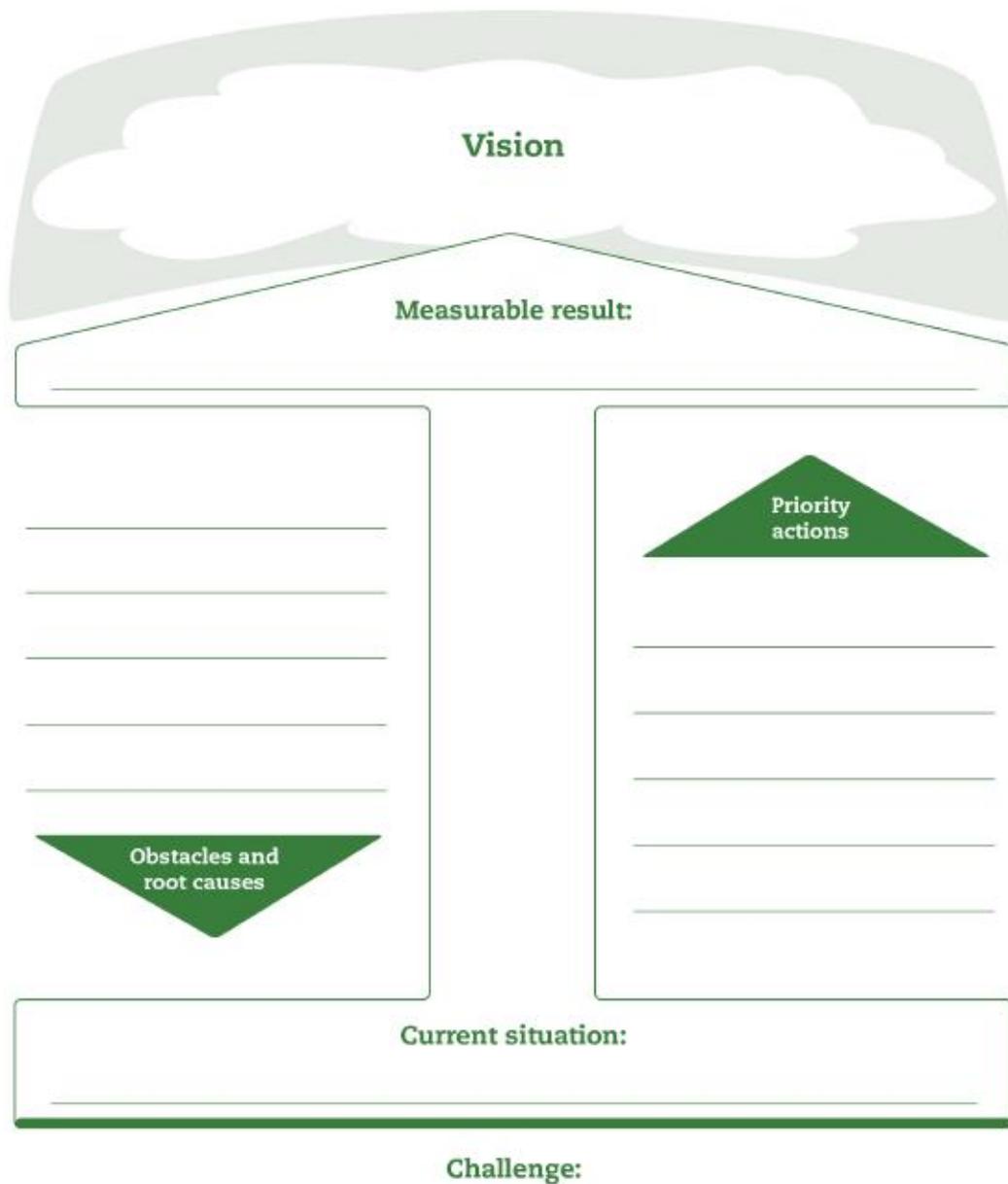
16:15-17:30	<ul style="list-style-type: none"> <li>Developing Measurable Results (HRB)</li> </ul>	Lecture, Group Work, Presentation
17:30-18:00	<ul style="list-style-type: none"> <li>Day End Reflection (TT)</li> </ul>	
<b>Day 3, 7<sup>th</sup> August 2014</b>		
8:30-8:45	<ul style="list-style-type: none"> <li>Review of Day 2 (Participant)</li> </ul>	ORID Discussion
8:45-10:30	<ul style="list-style-type: none"> <li>Analysing Current Situation and Obstacles (TT)</li> <li>Diagnosing Root Causes- Fishbone and Five Whys</li> </ul>	Lecture Individual and Group Work Presentation
10:30-10:45	<ul style="list-style-type: none"> <li>Break</li> </ul>	
10:45-13:00	<ul style="list-style-type: none"> <li>Designing Priority Actions (TT)</li> <li>The Important/Urgent Matrix (HRB)</li> </ul>	Lecture Demo and Debrief Group Work Presentation
13:00-14:00	<ul style="list-style-type: none"> <li>Lunch Break</li> </ul>	
14:00-15:30	<ul style="list-style-type: none"> <li>Stakeholder Analysis: analyzing Stakeholder Interests and Concerns (TT)</li> </ul>	Lecture Demo and Debrief Group Work Presentation
15:30-15:45	<ul style="list-style-type: none"> <li>Break</li> </ul>	
15:45-17:30	<ul style="list-style-type: none"> <li>Developing Challenge Project (HRB)</li> </ul>	Demo and Debrief Group Work
17:30-18:00	<ul style="list-style-type: none"> <li>Day end reflection</li> </ul>	
<b>Day 4, 8<sup>th</sup> August 2014</b>		
8:30-8:45	<ul style="list-style-type: none"> <li>Review of Day 3</li> </ul>	
8:45-10:30	<ul style="list-style-type: none"> <li>Developing Action Plan (TT)</li> <li>Developing Monitoring and Evaluation Plan (HRB)</li> </ul>	Lecture Demo and Debrief Group Work Presentation
10:30-10:45	<ul style="list-style-type: none"> <li>Break</li> </ul>	
10:45-12:00	<ul style="list-style-type: none"> <li>Mobilizing Stakeholders to Commit Resources (TT)</li> </ul>	Demo and Debrief Group Work Presentation
12:00-13:00	<ul style="list-style-type: none"> <li>Understanding Roles in Team work (HRB)</li> </ul>	Lecture Group Work Presentation
13:00-14:00	<ul style="list-style-type: none"> <li>Lunch Break</li> </ul>	
14:00-15:00	<ul style="list-style-type: none"> <li>Personal Leadership Style (Social Styles) (TT)</li> </ul>	Individual Work
15:00-16:00	<ul style="list-style-type: none"> <li>Next Step (HRB)</li> <li>Reflection</li> <li>Certificate Distribution (CRS MD)</li> </ul>	Discussion

## ANNEX III: WORKSHOP MODEL



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

## ANNEX IV: WORKSHOP TECHNIQUES - CHALLENGE MODEL



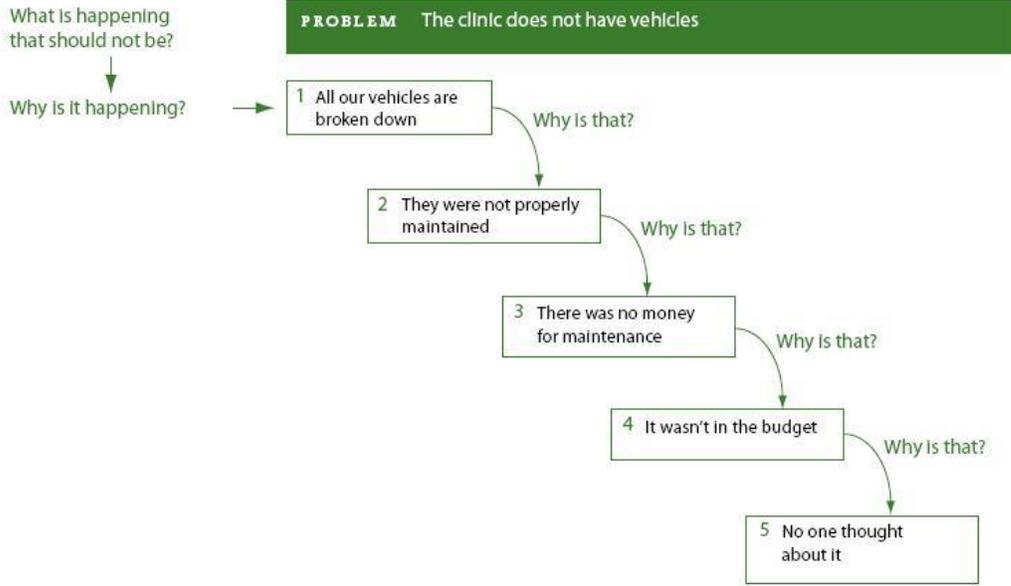
[ How will we achieve our desired result in light of the obstacles we need to overcome? ]

## ANNEX V: THE FIVE WHYS TECHNIQUES

### 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



## ANNEX VI: SMART CRITERIA

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 . . .**

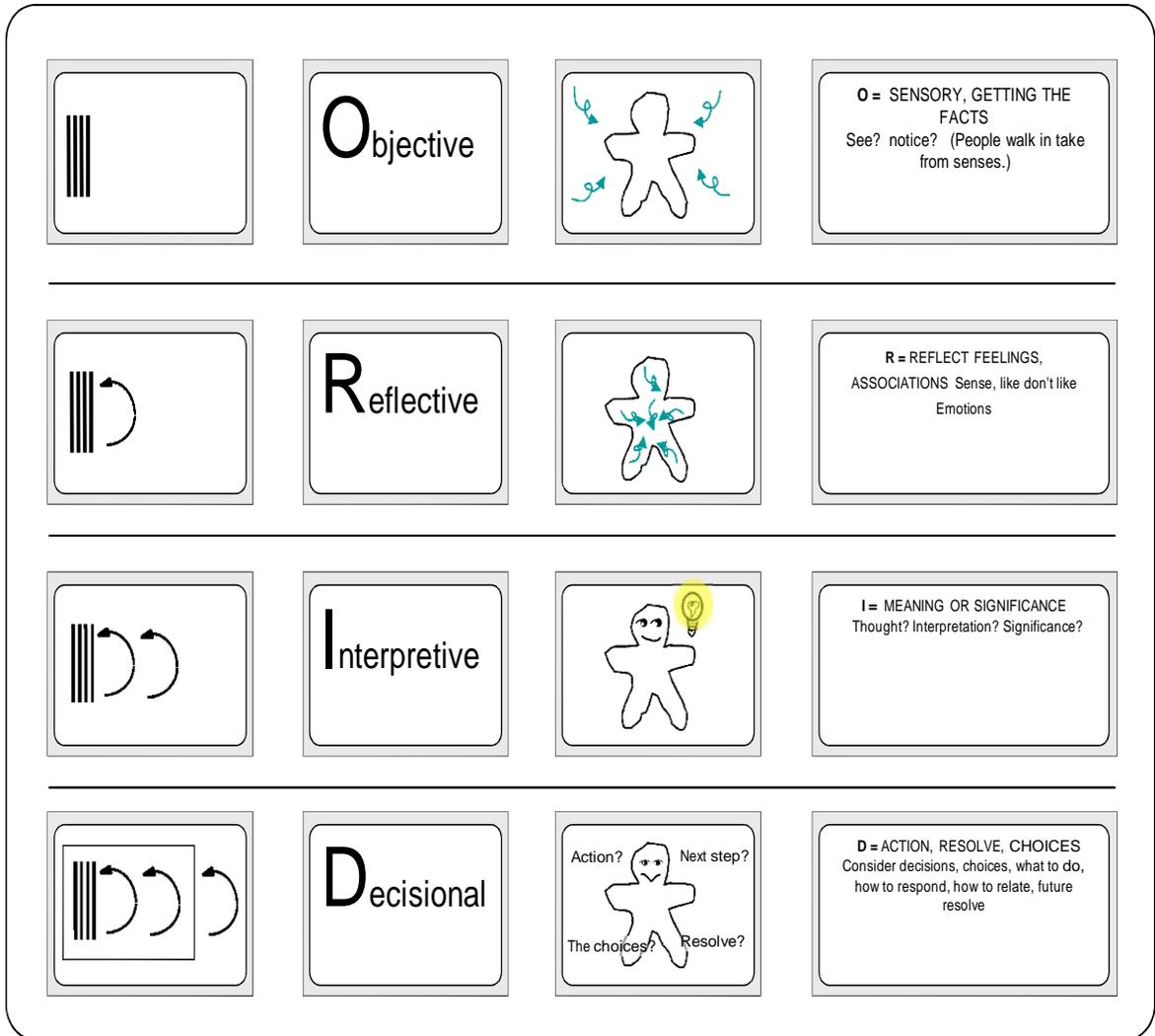
achievable within the time allowed

**Time bound . . .**

with a specific time period for completion.



## ANNEX VIII: ORID METHODOLOGY



ANNEX IX: KEY SOCIAL STYLES

<p><u>Analytical</u> Logical Thorough Serious Systematic Prudent</p>	<p><u>Driver</u> Independent Candid Decisive Pragmatic Efficient</p>
<p><u>Amiable</u> Cooperative Supportive Diplomatic Patient Loyal</p>	<p><u>Expressive</u> Outgoing Enthusiastic Persuasive Fun loving Spontaneous</p>