

> Hiring managers for adaptive management - from recruitment to retainment

BEAM Exchange webinar

30 March 2017



> Adaptive management

An approach to programme design, tender, implementation, and evaluation that involves:

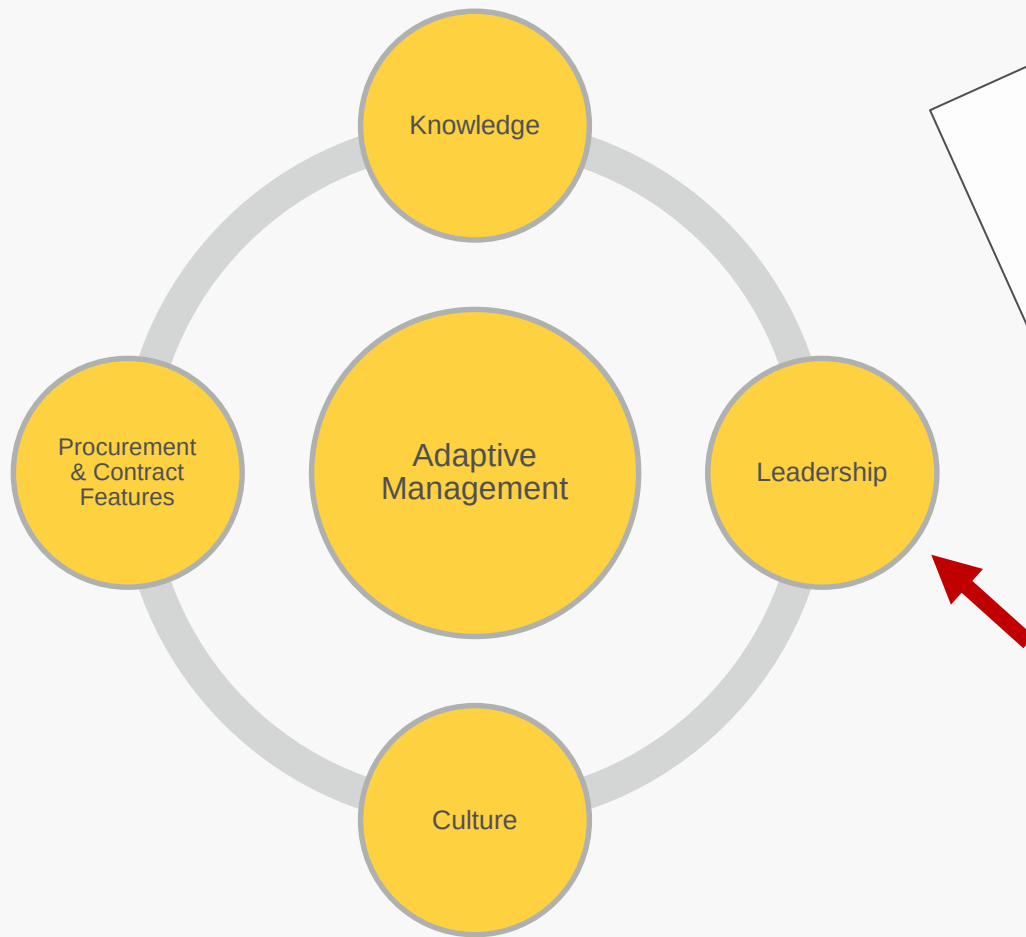
- Deliberately gathering and processing new information
- Purposeful experimentation
- Pivots in strategy, interventions, and work plans

Assumes that the system in which the programme intervenes is dynamic and partially 'unknowable'

- Patterns of behavior, motivations
- Market and political changes
- Cultural beliefs and norms



> The focus of this webinar is one aspect of enabling adaptive management: recruiting team managers



Presenters



**David
Ratliff**

USAID



**Alison
Hemberger**

Mercy Corps



**Matthias
Herr**

HELVETAS



Amir Allana
(Moderator)

> David Ratliff



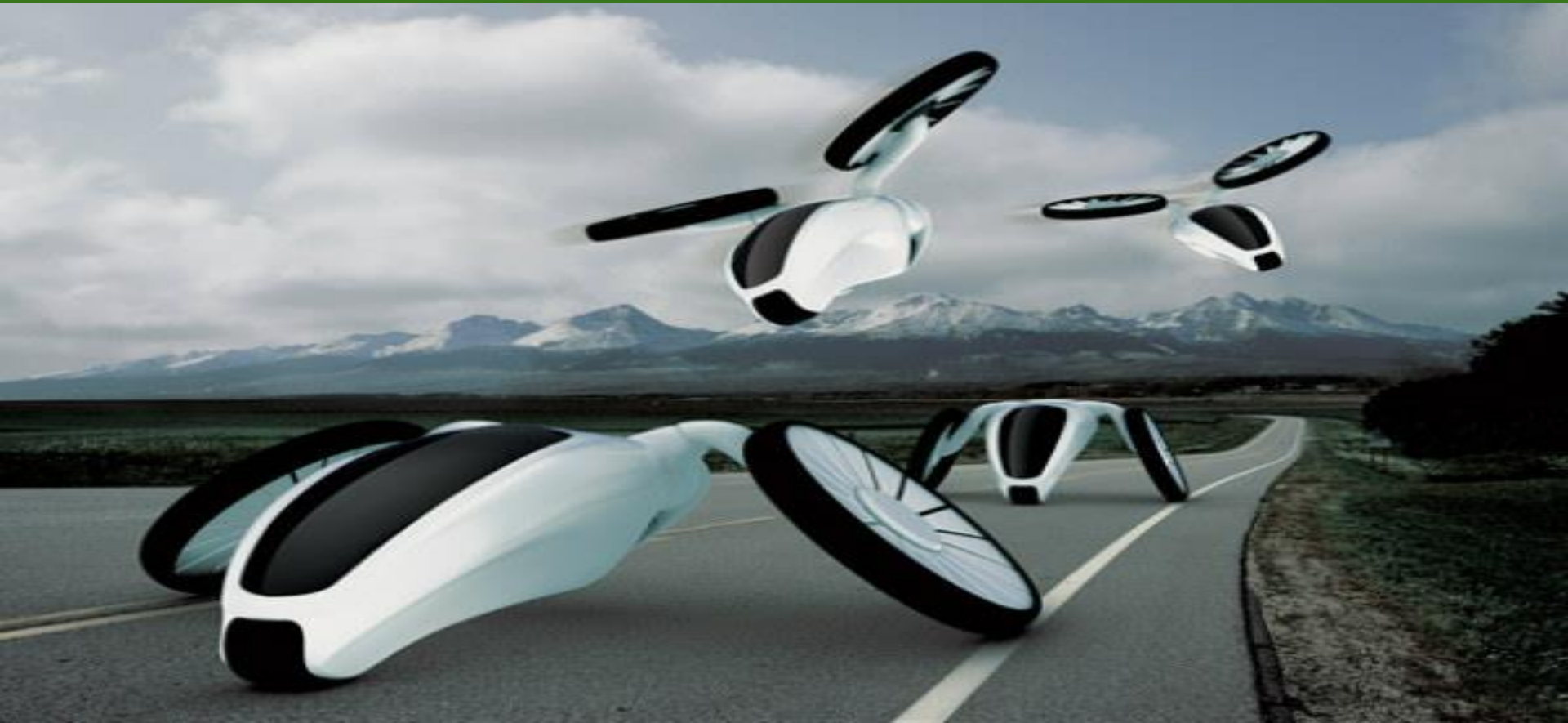
What we are doing!



What we should be doing!



How do we get there?



> Alison Hemberger





BUILDING ADAPTIVE TEAMS

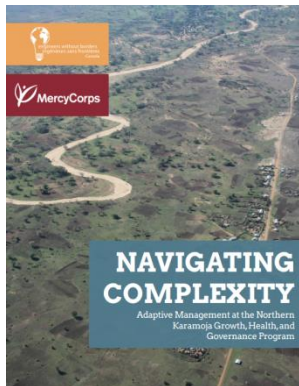
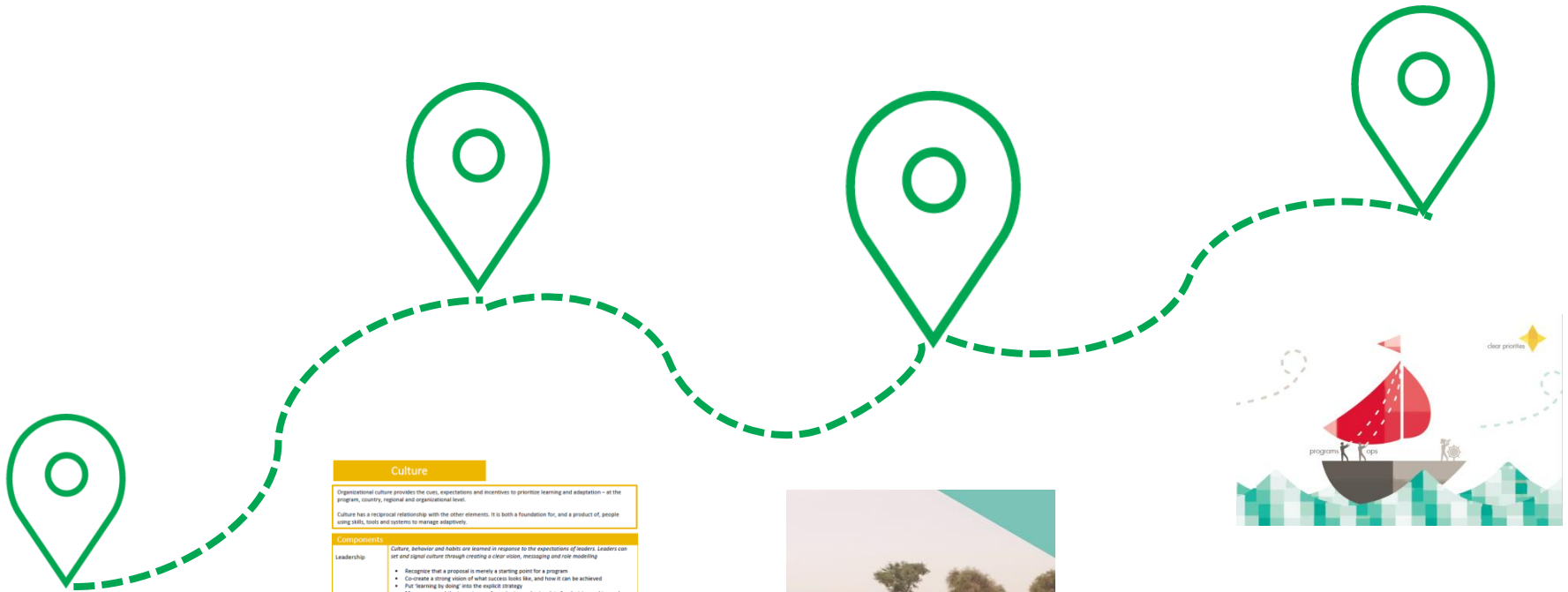
Agency-level Efforts

Alison Hemberger

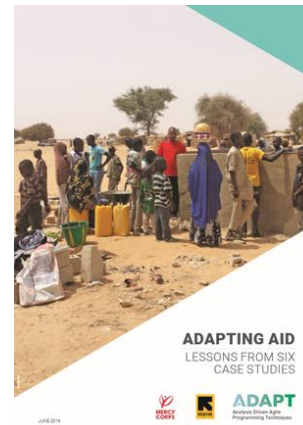
Senior Advisor: Markets and Learning



Mercy Corps' journey



Culture	
Organizational culture provides the cues, expectations and incentives to prioritize learning and adaptation -- at the projects, country, regional and organizational level. Culture has a reciprocal relationship with the other elements. It is both a foundation for, and a product of, people using AML tools and systems to manage adaptively.	
Components	
Leadership	Culture, behavior and habits are learned in response to the expectations of leaders. Leaders can set and signal culture through creating a clear vision, messaging and role modeling - Recognize that a proposal is merely a starting point for a program - Communicate a strong vision of what success looks like, and how it can be achieved - Put "learning by doing" into the explicit strategy - Message around the importance of monitoring and using data for decision making and serves as a role model for these behaviors - Demonstrate careful listening and critical thinking skills, and ask difficult questions - Request and hold team accountable to learn, change, and show evidence of adaptation and impact - Enable and encourage team members to admit when there are problems and coach them to find solutions
Teamwork	In complex contexts, where change is unpredictable, we are most likely to achieve success when we capitalize on the knowledge, creativity and responsiveness of everyone in the team - Encourage teams to provide ideas and feedback and listen critically to each other's input, asking questions to support learning, not to make expert points - Hold team events to celebrate and share learning and adaptation - Give power and decision making authority to those who can see when change is coming and respond to it
Physical cues	The physical environment teams work in can reinforce (or mute) the messages about communication, sharing, learning and empowerment. - Post results chains, vision and graphical representations of goals and results in the office - Set up office for collaborative working (open-plan office mixing people from teams and departments), (swivel chairs to encourage movement, whiteboards)
Reinforce through formal mechanisms	Behaviors and culture must be reinforced by the appropriate formal systems, incentives and structures to be maintained Ensure systems (such as finance, procurement and M&E) and human resources (recruitment, onboarding and incentives) support and reinforce agency expectations of agility and adaptation



ADAPT



Dynamic teams



Appropriate analysis



Responsive decision making



Agile operations



Flexible funding and trusted relationships

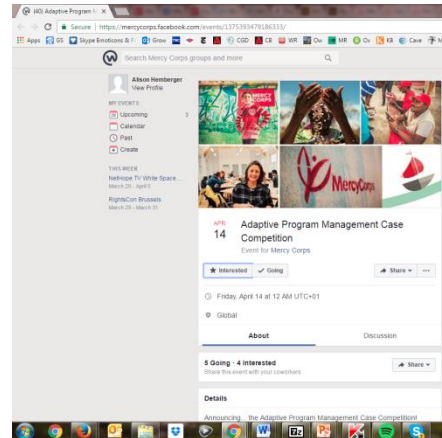
Dynamic teams



- Hire local and adaptive
- Foster an open communication culture
- Provide mentorship and coaching

Programs: Dynamic teams

- Collecting examples
- Showcasing programs
- Sharing (multiple channels!)



The screenshot shows a Facebook post from the Mercy Corps page. The post is titled "Adaptive Program Management Case Competition" and is dated Friday, April 14 at 12 AM UTC+01. It has 8 going and 4 interested reactions. The post includes a video thumbnail and a link to the competition details.

MSD Adaptive Program

Search Mercy Corps groups and more

Alexa Hemberger
New Profile

MY EVENTS
Upcoming
Calendar
Feed
Create

TWO WEEKS
Nehque TV White Space...
March 20 - April 1
RightsCan Brussels
March 20 - March 31

Adaptive Program Management Case Competition
Event for Mercy Corps

Interested Going

Friday, April 14 at 12 AM UTC+01

Global

About Discussion

8 Going 4 Interested
Show the event with your network

Details

Announcing the Adaptive Program Management Case Competition!

YOU CAN JOIN YOUR MOST ACTIVE GROUPS

Market Systems Development
Official Announcements
Monitoring, Evaluation
Adaptive Program Ma...
House of World Engage...

Last updated: March 2017

TIPSHEET: STRUCTURE AND RECRUIT THE PROGRAM TEAM

MSD programs require staff with somewhat different skillset to traditional development programs. Early and ongoing team recruitment is therefore one of the most important tasks for supporting the success of a program.

Why is this important? The people on an MSD team are the most important asset a program has! For MSD programs, it's as much about how we do things as what we do, and having staff with the right skills and mindset is therefore crucial. After program design, interventions will need to adapt based on learning from implementation and shifts in context. To accomplish this, MSD programs must have team members who are critically-thinking problem solvers who are motivated by the opportunity to change market systems and reach program outcomes. This section focuses on the tips and resources needed to recruit dynamic teams.

➤ **When to use this tipsheet:** This tipsheet is relevant when you are planning budget and staff structures for proposal submissions and will be particularly useful at the very start of the program when you are recruiting the program team. This tipsheet is also helpful for recruitment throughout the program cycle, so to make it most useful, we recommend partnering and sharing it with your HR teams.

➤ **What's next?** After recruitment, move onto [Orient the Team and Establish the Team Culture](#).

1. Tips

This tipsheet is separated into three steps:

1. [Establish the team structure](#)
2. [Develop job descriptions and identify key characteristics for recruitment](#)
3. [Attract, interview and recruit staff](#)

➤ **1. Establish the team structure timelines**

MSD programs require slightly different approaches to team structure compared with traditional development programs, in particular due to the need to be flexible and adaptive. Make sure you partner closely with your HR team so that they can understand and support your team needs. Here are some tips to keep in mind and share with HR as you plan your team structure and recruitment:

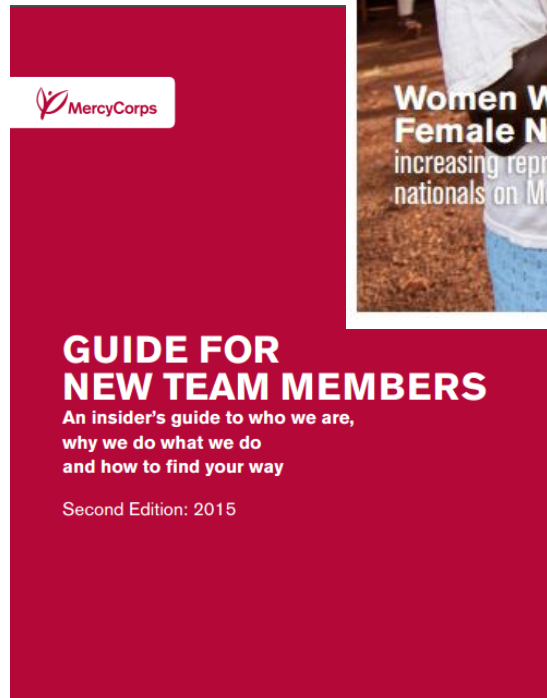
- MSD programs may have **smaller teams** than direct delivery programs because they work through partners who interact with target groups rather than relying on large numbers of field

MERCY CORPS MSD Resource Guide: Identification and Design 1



Agency: Dynamic teams

- Build on existing resources
- Remember the basics
- People team efforts
- Internal collaboration!



Champion adaptive leadership



BACKGROU
By all measures, I
covering five tech
gender and disat
organizations that

In areas frequently expos
in climate, food prices, g
and livestock/crop disea
the systems within which
by facilitating change the



Photo Credit: Mercy Corps Liberia

PROSPECTS PRACTICE PAPER NO.1: ADAPTIVE MANAGEMENT IN PRACTICE

A case study on the Prospects program

APRIL 2016¹

Written by Chris Macley / Prospects Program Manager

Recognizing that aid and development programming takes place in complex contexts, Mercy Corps is increasingly seeking to understand how best to manage programs which iterate, adapt and respond to the consistently evolving settings in which we work. This brief Practice Paper provides some examples of what adaptive management looks like in practice on the Prospects youth employment program in Liberia. It does not seek to function as a manual or set of guidelines, but simply provides some practical examples and insights into how a youth employment program governed by principles of adaptive management operates.

PROSPECTS, LIBERIA

Prospects is a youth empowerment program implemented by Mercy Corps and funded by the Swedish Embassy in Liberia and Chevron, which seeks to equip young Liberians with the skills, information, and opportunities to find meaningful and sustainable employment or self-employment. Prospects combines direct service delivery with efforts to stimulate positive systemic changes in terms of youth² rate in the labour and job hiring markets. The program works across a broad spectrum of youth demographics, engaging over 11,000 youth through a range of services, including psychosocial support, on-the-job training, entrepreneurial support, skills training and job matching services.

¹ Find out more at www.mercycorps.org



Challenges to tackle

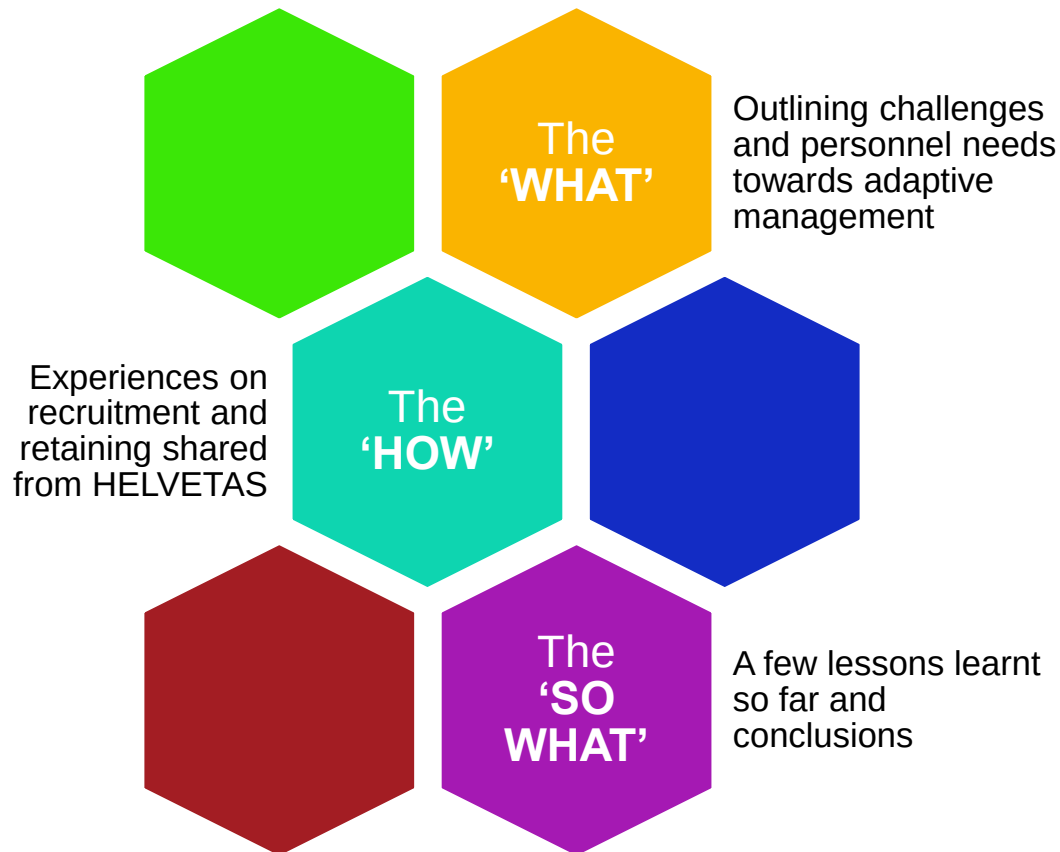
- Policy into practice
- Syncing up systems and processes



> Matthias Herr



An implementer's view on hiring & retaining managers



Matthias Herr

Co-Team Leader Eastern
Europe regional programme

Bern (Switzerland),
30.03.2017

The 'WHAT': context and challenge



ADAPTIVE MANAGEMENT

Complex programmes with systemic change ambitions require facilitative projects that are responsive to changing realities, upcoming opportunities and continuous learning

Finding superman/-woman

Implementers and donors tend to look for managers with super-natural skills in a thin market: a few stars, little upward mobility and willingness to invest into capacity building and innovative management solutions



The 'HOW': Key questions



<http://bricker.info>

WHAT are the requirements
towards project managers?
(**recruitment criteria**)

HOW do we find the right
people? (**recruitment
process**)

What are the organisational
structures in which managers are
embedded? (**retainment strategy**)

The 'HOW': selection criteria



Understanding of
systemic approach

Analytical and
strategic thinking

Communication
and social skills

Broad match with
organisational values

THE 'MUST HAVES'



Leadership
experience

Many years of
experience as PM

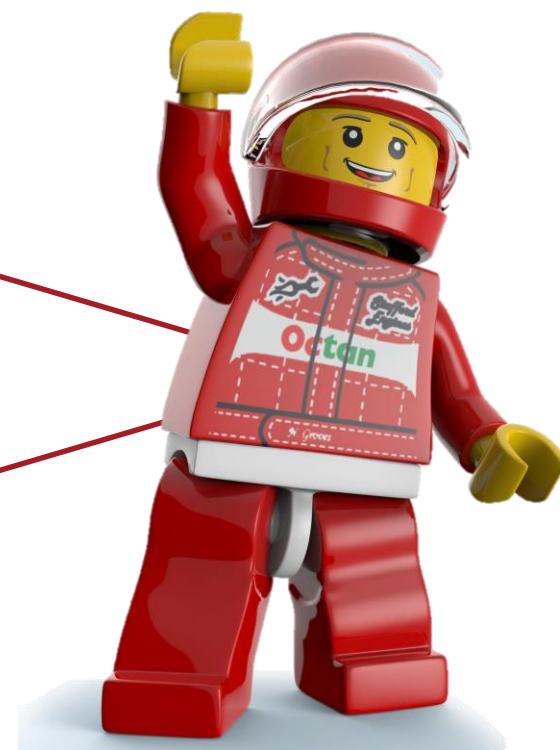
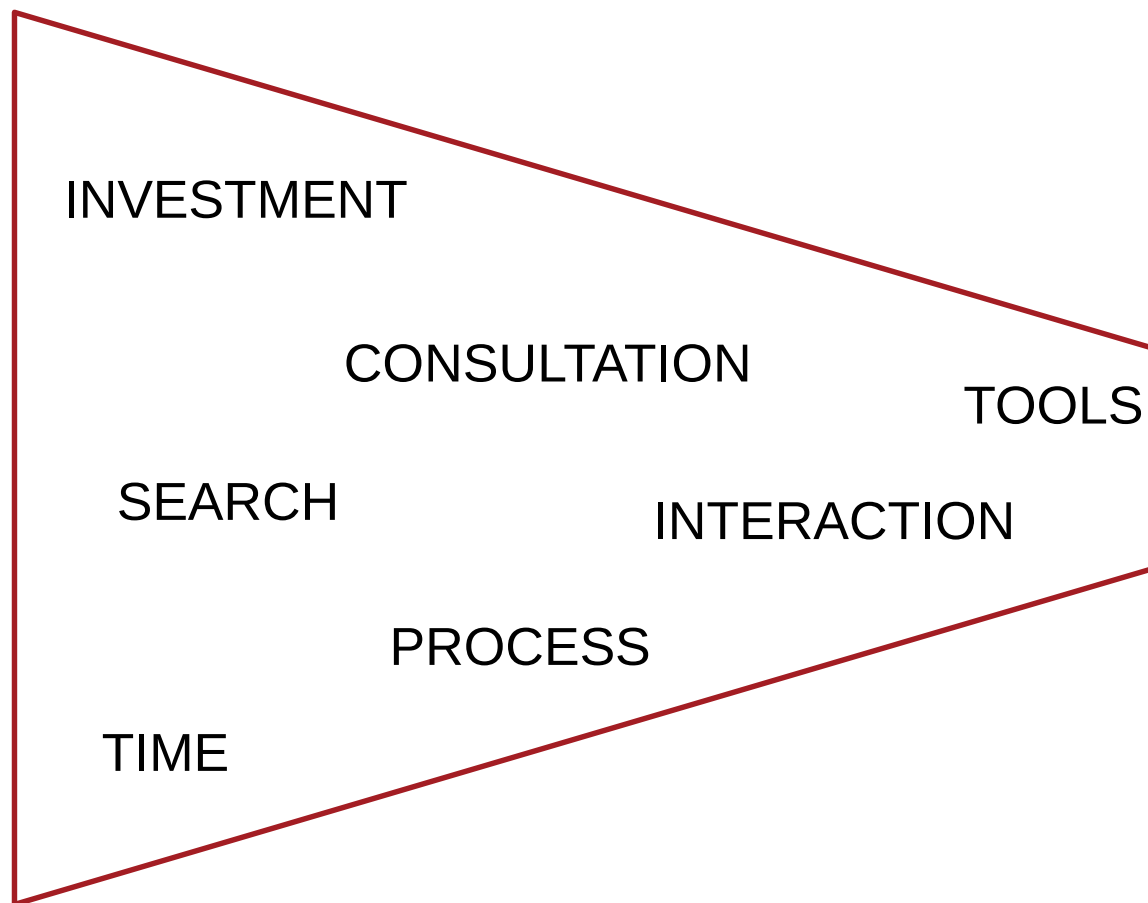
THE 'NICE TO HAVES'

No, he/she does not
have to be Swiss

Sector-specific
expertise/experience

Regional/country
knowledge and
experience

The HOW: recruitment process



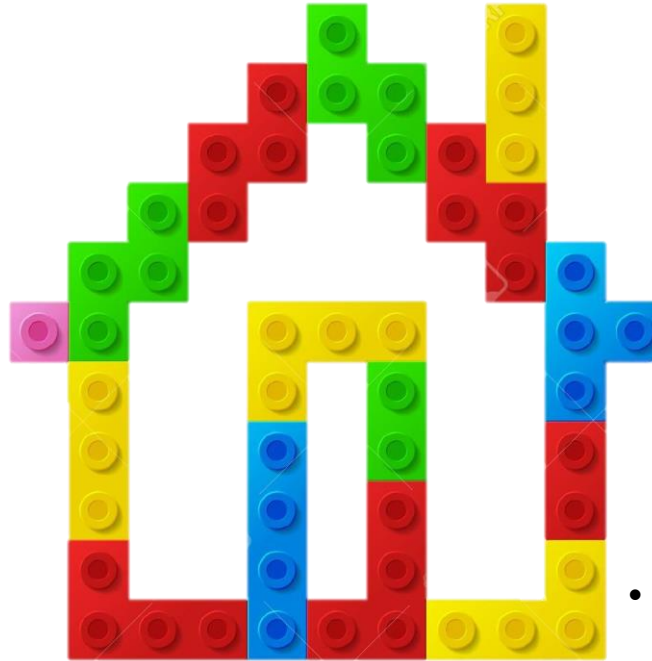
[Lego.wikia.com](https://www.lego.wikia.com)

Your adaptive
manager

The HOW: retainment through support

IMPLEMENTER

- **Backstopping**
 - Management/admin
 - strategic
 - technical
- **(Learning) culture**
- **Perspectives**
- **Processes**
- **Pay & benefits**



DONOR

- **Shared vision and understanding**
 - **Flexibility**
(strategy vs. tactics)
 - **Understanding of requirements towards personnel**
 - **Communication**
- **Participation and interest**
(partnership vs. contracting)

Being project manager is the most important position in your organisation

The 'SO WHAT': some conclusions

Are our (recruitment) processes conducive?

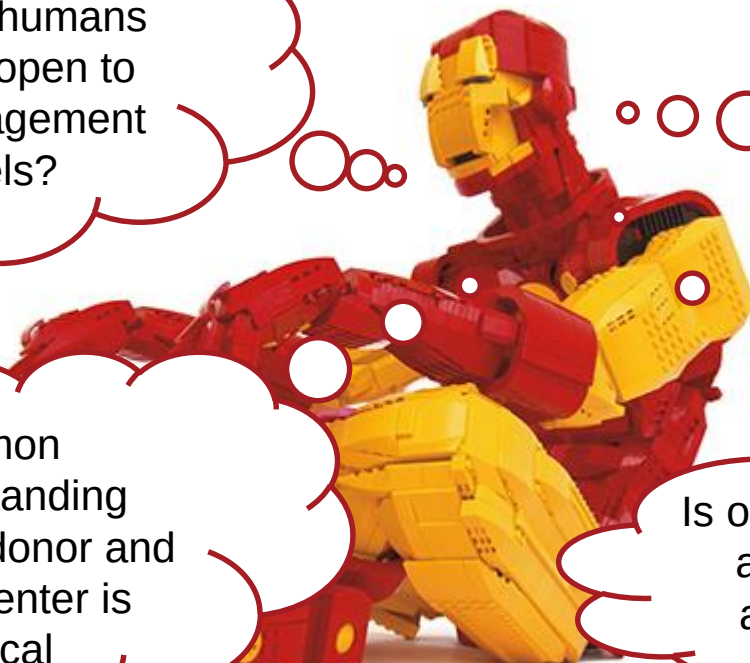
Do we know what we need and how realistic are our expectations?

We are just humans – are we open to new management models?

How much are we willing and able to invest into people ourselves?

Common understanding between donor and implementer is critical

Is our organisational culture and setup conducive for adaptive management?



Discussion and Q & A



**David
Ratliff**

USAID



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Mercy Corps



**Matthias
Herr**

HELVETAS



Amir Allana
(Moderator)

> Thank you

Webinar recording will be made available

We value your feedback. Please take a few minutes to do the survey
(link in the chat box)

