

> Where do MSD leaders come from? Building the next generation

18 April 2024



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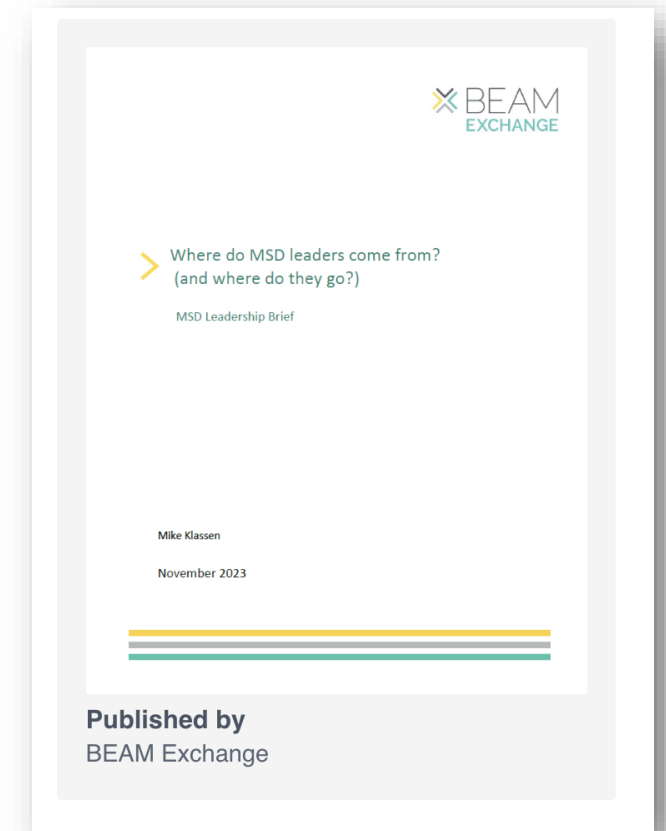


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> Where do MSD leaders come from?



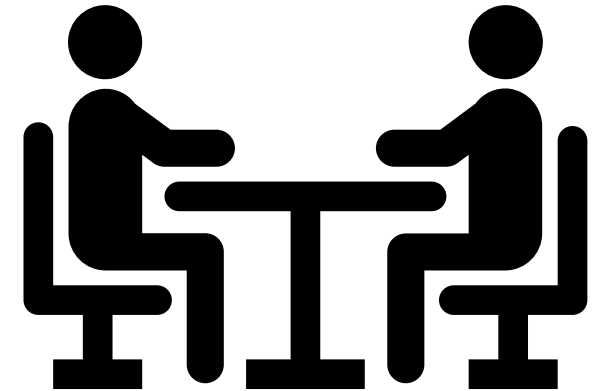
- **Context:** growing number and diversity of MSD programmes
- **Problems:**
 - Historically weak leadership development efforts
 - Fragmented information on career trajectories
- **Approach & scope:**
 - Focus on growing the pipeline of MSD leaders
 - Document & analyze career trajectories & key transitions
- **Leadership:** both a process of influence and a position



> Process: The MSD leadership clinics



- 42 participants from 20+ organisations
 - 8 dedicated breakout groups
 - 6x monthly 'clinic' sessions
- 3 in-depth MSD leadership briefs
 - Nov 2023: "Where do leaders come from?"
 - First half 2024: "What do leaders need to thrive?"
 - Second half 2024: "How to build teams that cultivate leadership?"



> Findings 1: Supports and constraints



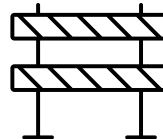
Supporting conditions

1. Managers identify, select & amplify talent
2. Informal relationships, networks and mentorship



Constraints

1. Lack of intentional leadership skill building
2. Closed shop for TLs
3. Short project cycles
4. Turnover and chasing new business



Special situations

1. Crises create opportunities
2. Organisational 'placements'
3. Switching organisations



> Our panelists



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> Findings: Six career pathways



1. **“Growth chamber” / Incubator** - Rapid growth and learning of programme staff



2. **“Unexpected roots & shoots”** – non-technical routes



3. **“Strictly business”** Private sector managers transition to MSD programmes



4. **“Movers & shakers”** Technical leaders transition to international TL & consultants



5. **“Loyal stalwarts”** - transition to organisational leadership positions



6. **“Global nomads”** MSD consultants who become team leaders (and vice versa)

> Recommendations



Implementers:

- **Why – retention** : Focus less on ‘poaching’, more on retention and deepening the talent pool
- **How - intentional career development**: appraisals, country portfolios, multi-year projects

Donors:

- **Signal importance in procurement/design**: de-emphasize qualifications, focus on teams
- **Encourage budgeting for leadership development**: ask implementers for LD plans and check on staff learning and development (individuals and teams).

Q&A session