

# DCED Global Seminar 2024

Investing in Emerging Leaders on MSD/PSD  
programmes

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# Investing in emerging leaders

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## > About us



**Holly Lard Krueger** is a Gender Equality, Disability and Social (GEDSI) and Women's Economic Empowerment (WEE) thought leader and a Managing Partner at the Canopy Lab. She brings 18+ years' experience placing gender equality at the forefront of development programming. Holly has extensive experience advising, implementing and evaluating GEDSI and MSD/PSD programmes. She is a proven strategic leader having managed large programmes, studies and evaluations with diverse teams for bilateral (DFAT, FCDO, USAID, SDC, Sida) and multilateral donors and foundations (IFC, Gate Foundation, World Bank). Holly has a MA from John Hopkins School of Advanced International Studies (SAIS) and has work experience in over 15+ African, Asian and Middle Eastern countries. She is currently based in Egypt.



**Mike Klassen** is a market systems specialist with the BEAM Exchange / DCED Secretariat, where he leads inter-organizational learning processes related to the MSD approach. Key projects include the MSD Competency Framework (2018), MSD Procurement & Contracting Clinics (2020) and the MSD Leadership Clinics (2023). Mike also works as an independent consultant with a variety of leading MSD organizations, including Swisscontact, ACDI/VOCA, Mercy Corps, ILO, WUSC and The Canopy Lab. Mike holds a BSc in Engineering Science, and an MA and PhD in Higher Education, all from the University of Toronto.

## > Why focus on competencies and leadership pathways in MSD?

- **Leading a MSD program requires a suite of competencies** → Few unicorns, most leaders need ongoing support to cultivate/strengthen suite of competencies.
- **MSD's flexible, adaptive approach means program leadership has significant influence over design, partnerships, etc.** → The person in charge matters particularly for diversity and inclusion.
- **Pervasive systemic inequalities in international development including in MSD** → Intentionality needed to achieve diversity, inclusion and localization objectives



Since 2017, BEAM Exchange has studied competencies for staff and team leaders. Results validated through clinic series and published in blog series.



The Canopy Lab's six-part Inclusion & Leadership series, complements BEAM work, by exploring the question of 'who gets to lead market systems development programs, and why?'

# Timeline of work on leadership/leaders in MSD



Gendered differences in the recruitment and retention of senior leaders

Barriers to leadership are increasing

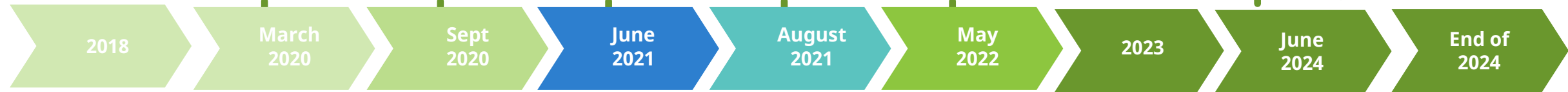
Barriers to leadership roles are negatively affecting the diversity of candidates being proposed for leadership roles

COVID-19 was further exacerbating existing gender inequities, negatively impacting the diversity of the talent pipeline

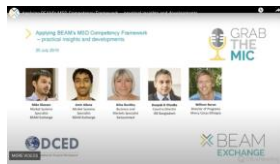
Threats to DEI are real and required employers' (and donors') sustained attention and action

Identified the career catalysts that can enhance national practitioners' transitions to international senior roles

**Who gets to lead international development and why?**



Launch of MSD Competency Framework



Adoption and testing of competency framework



Organizational adoption of competency framework

What makes a good MSD Team Leader?  
Feedback from the BEAM community  
June 21, 2022

Interviews and surveys of MSD team leaders



MSD leadership clinics

1. Understanding the context of the situation	2. Shaping the team's capacity	3. Shaping the team's capacity	4. Shaping the team's capacity
<ul style="list-style-type: none"> <li>Identifying opportunities and challenges</li> <li>Building the team's capacity to understand the context</li> <li>Building the team's capacity to understand the context</li> <li>Building the team's capacity to understand the context</li> </ul>	<ul style="list-style-type: none"> <li>Identifying opportunities and challenges</li> <li>Building the team's capacity to understand the context</li> <li>Building the team's capacity to understand the context</li> <li>Building the team's capacity to understand the context</li> </ul>	<ul style="list-style-type: none"> <li>Identifying opportunities and challenges</li> <li>Building the team's capacity to understand the context</li> <li>Building the team's capacity to understand the context</li> <li>Building the team's capacity to understand the context</li> </ul>	<ul style="list-style-type: none"> <li>Identifying opportunities and challenges</li> <li>Building the team's capacity to understand the context</li> <li>Building the team's capacity to understand the context</li> <li>Building the team's capacity to understand the context</li> </ul>

MSD team leader competency framework

## > Six career pathways of MSD leaders



1. **“Growth chamber”** - 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)



# Career catalysts

Enablers of career transitions for national practitioners into international leadership roles

## Five Identified Career Catalysts

01

### MENTORING AND COACHING

Mentoring is a relationship, usually long-term, where a mentor offers advice about the values, norms, and systems of a particular field or organization. Coaching, on the other hand, is a more structured, goal-oriented process where a coach helps an individual develop specific skills or improve performance in a particular area.

04

### TRAINING

Training refers to formal professional development courses. They can focus on hard, technical skills (e.g. market systems development) or they can focus on soft skills (e.g. leadership skills, management, communications, etc.) They tend to be short-term and can span from days to several weeks.

02

### SHORT-TERM ASSIGNMENTS

Also known as temporary duty travel (TDYs), international short-term assignments are those that take place in a country outside of one's own. These assignments, while technically international, occur while the professional is still on a national contract, and thus are not officially (or contractually) considered international assignments.

05

### VISIBILITY

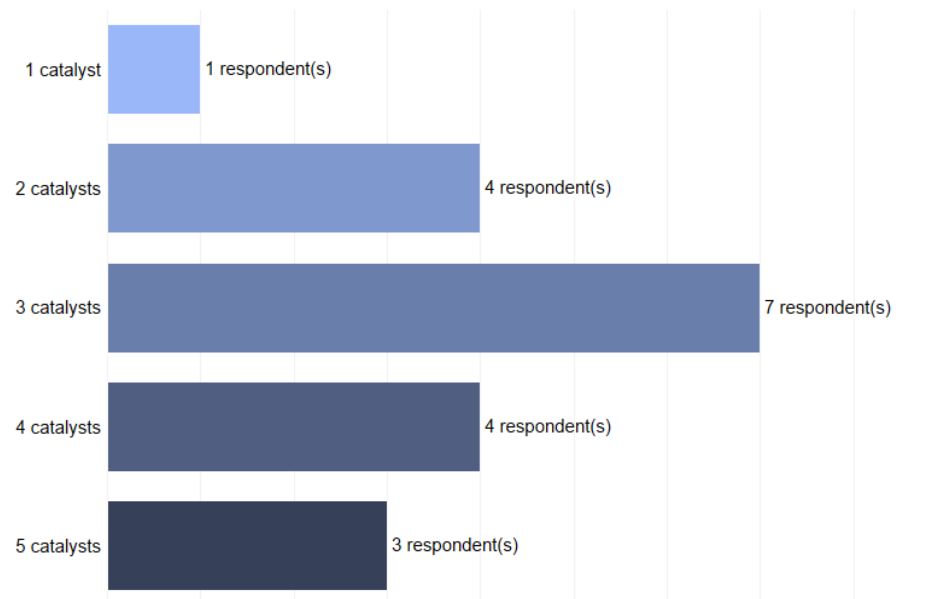
Visibility is when an organization deliberately builds a professional's profile. While an individual can always build their own brand, we focus on how organizations facilitate this process. Visibility likely leads to sponsorship.

03

### SPONSORSHIP

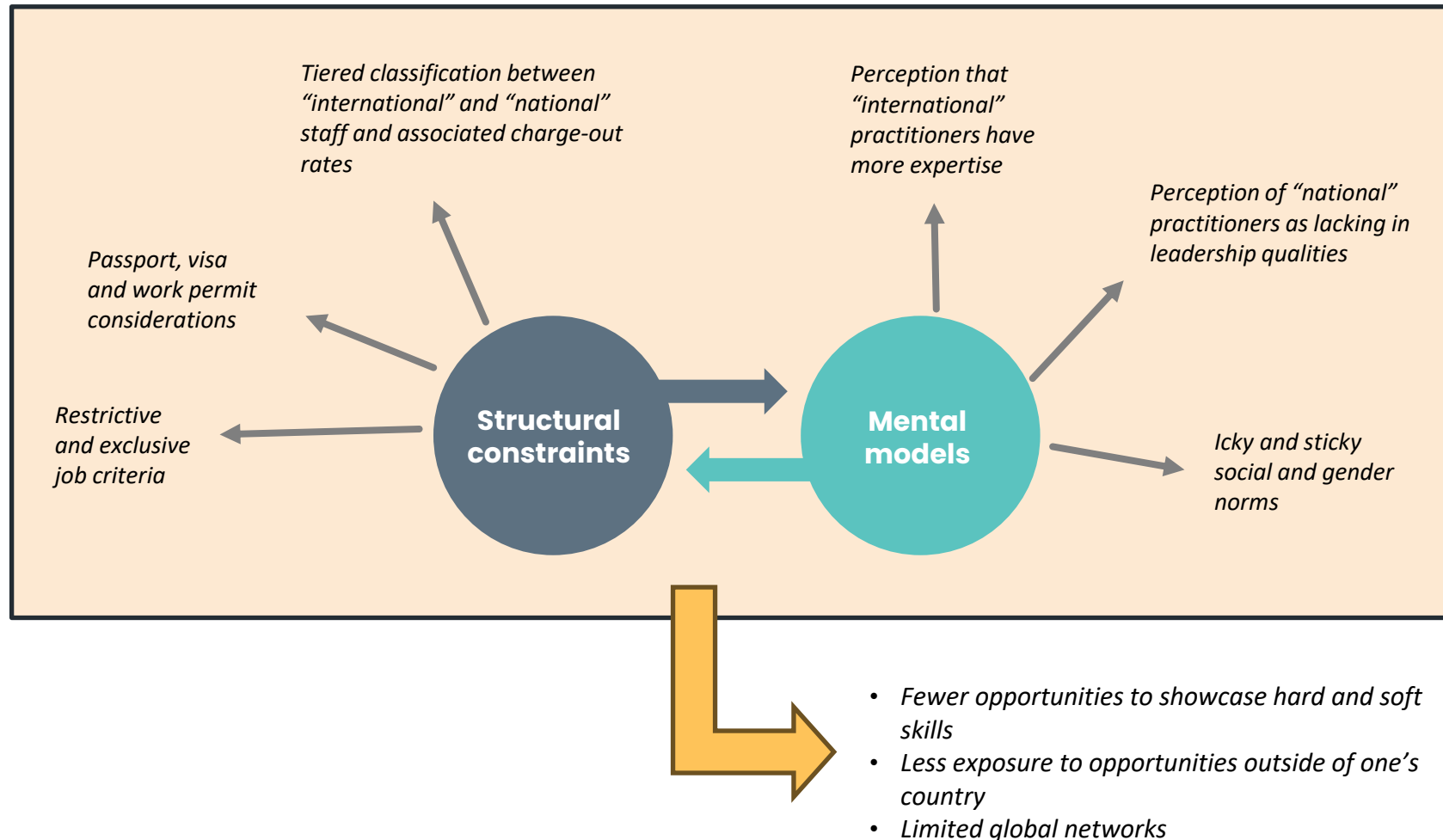
Sponsorship is a relationship where a senior leader or influential individual within an organization actively advocates for an individual's career advancement. Sponsors use their influence and decision-making power to help the individuals pursue and obtain opportunities.

## Number of Catalysts





**Our study shows that national practitioners need to overcome many barriers to obtaining international senior status.**









## Experimentation & Learning





- **Ailsa Buckley**, Inclusive Systems Development Global Guardian, Swisscontact
  - **Alison Hemberger**, Director-Market Systems Mercy Corps
  - **Hayden Aaronson**, Managing Director, Market and Food Systems, ACDI/VOCA
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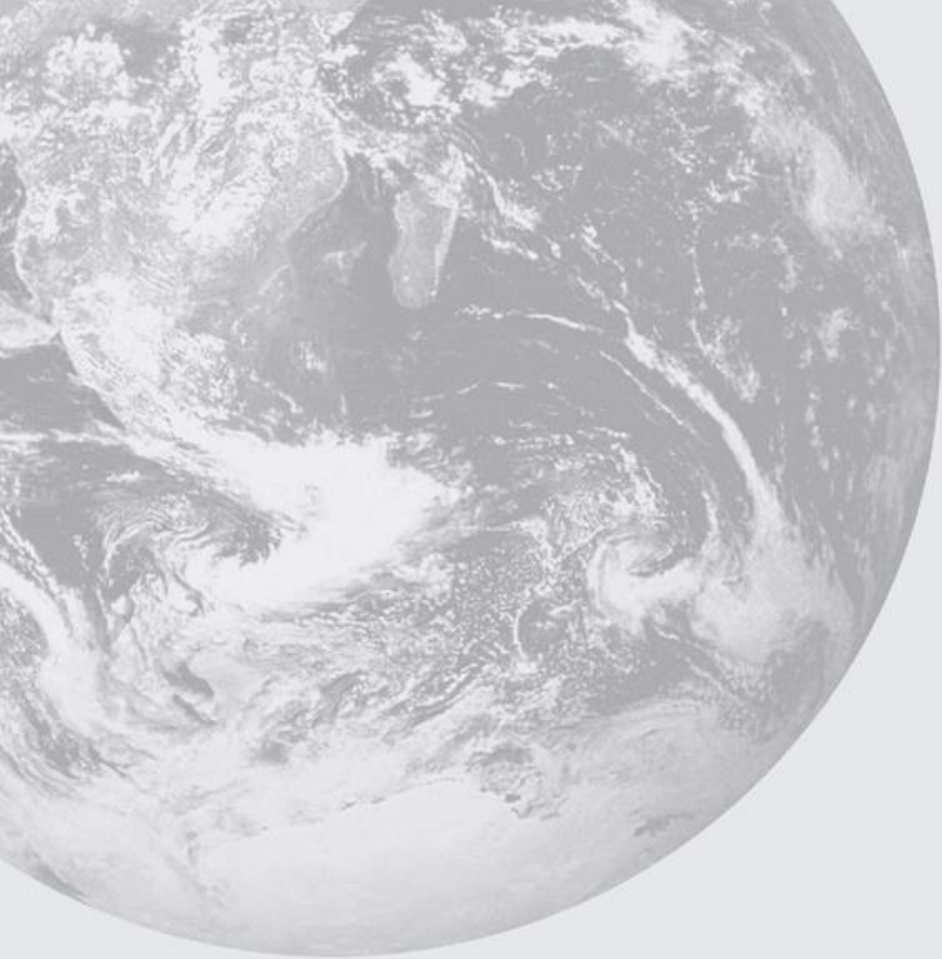
## Panel questions



1. What is the change initiative you are leading? and why?
  2. What's working? What are the enablers of this change process?
  3. Where are you getting stuck? Why?
  4. What advice do you have for others trying to initiate organizational change related to the careers of emerging leaders?
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# QUESTIONS





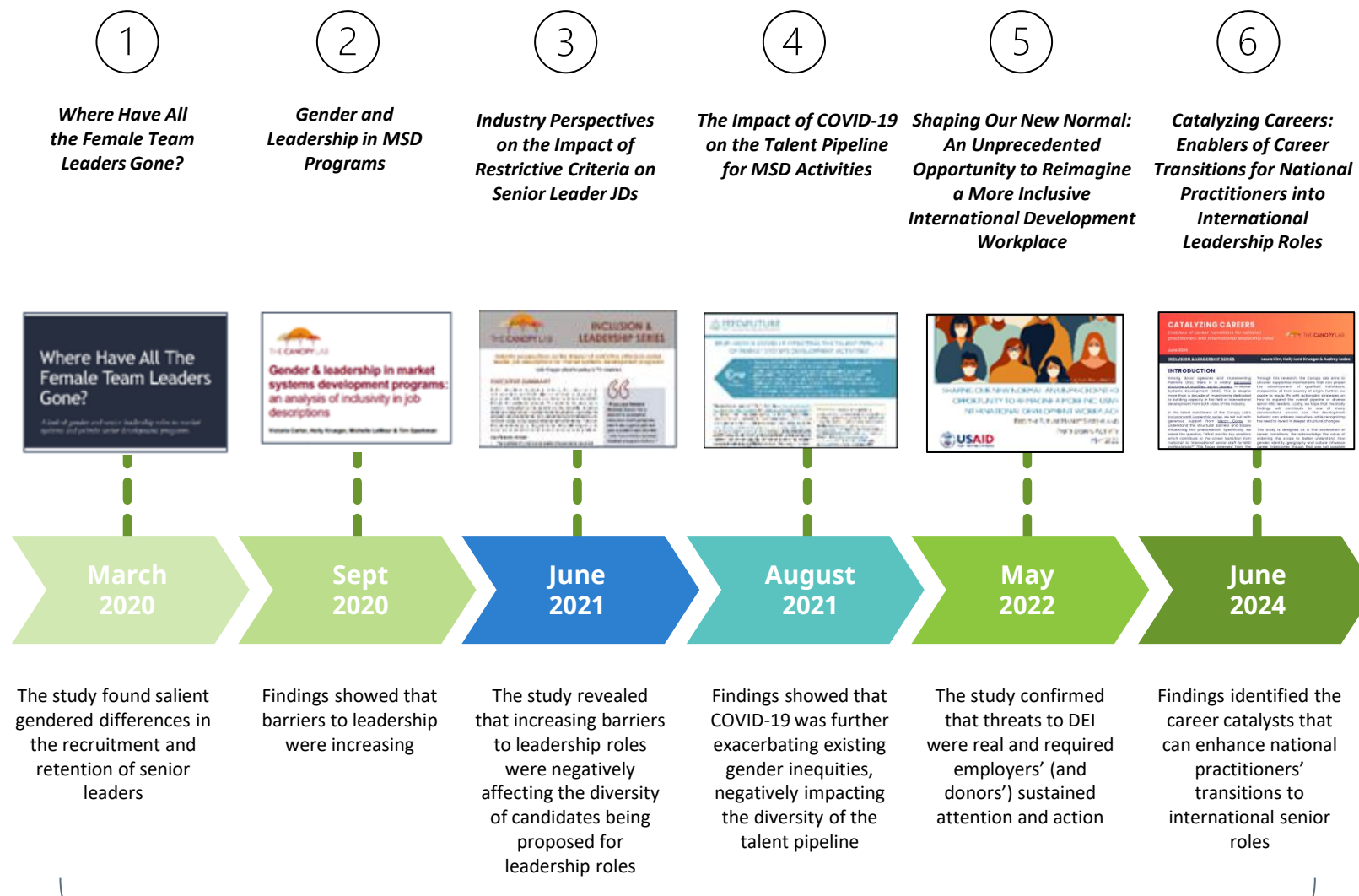
The Donor Committee for Enterprise Development

# Backup slides





# Inclusion and Leadership (I&L) Series



**Who gets to lead international development and why?**

# > Team Leader Competency Framework

	I. Manage a portfolio of interventions	II. Shaping the team's learning culture	III. Creating the space to operate	IV. Adaptive operations
	<i>Deal-making, experimentation, and capacity building within a broader vision of systemic change</i>	<i>Culture, motivation and capacity.</i>	<i>Managing the most influential relationships internally and externally</i>	<i>Making Finance, Procurement and HR more flexible and 'fit for MSD'</i>
A	Build the team's capacity to find and manage partnerships	<u>Creating a culture of performance, with supports for learning</u>	<u>Managing donor relationships</u>	<u>Finance</u> : Strategic budget management, optimize resources over time
B	Technical understanding and application of MSD	<u>Creating an effective structure for technical teams</u>	<u>Managing relationships with implementer HQ</u>	<u>Operations/grants</u> : Use the right instruments for the right partnerships
C	<u>Develop and share a vision for how the system might evolve</u>	<u>Encouraging open flows of information and feedback in a high-trust environment</u>	<u>Navigating local politics</u>	<u>Human Resources</u> : Taking control of recruitment, promotion & performance
D	Connect interventions to the systemic change vision	<u>Building bridges between MRM: and technical teams</u>	<u>Empowering Deputy and investing in their growth</u>	