



NEPAL LEADERSHIP ACADEMY

EXPLORING LEADERSHIP SKILLS



Leaders of tomorrow

Editorial: Leadership
Dr. Purnima Khargosh, Madras, London, Karnataka, 2017
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Leadership crisis source of imbalances

PERHAPS the starting point when examining the imbalances in African leadership would be exploring the crisis in leadership in the continent.

It is a widely held view that Africa has not been able to achieve its objective on the back of a poorly performing economy.

Entrepreneur Type: Business Leader

Thinking about educational leadership

Educational leadership is fundamentally different from other forms of leadership at its core, it is a leadership of the belief of realising the potential of others

- Pranab Man Singh



Engendering change

Reluctance to accept women leadership is a culturalised behaviour

Leadership - 1
Leadership in Pretoria This W

Rural Leadership: Meaning and Characteristics of Rural Leadership

Article shared by: Pooja Mondal

Rural Leadership: Meaning and Characteristics of Rural Leadership!

युवाको नेतृत्व कहिले ?

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कार्यवाहक अध्यक्ष नरेन्द्रलाल श्रेष्ठको प्यानलविचारणीय कार्यक्रम
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Leadership, Authority and Legitimacy

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नेतृत्व क्षमता विकासका लागि उपयुक्त गुणहरू

असल नेतृत्व हामी कहाँ पाउन सक्छौं?

10 Traits Of Great Business Leaders

Micha Kaufman Contributor
I write about the Gig Economy, entrepreneurs and the future of work.

Good leaders make great organisations

BY STEPHEN BOEY
WHAT makes an organisation great or world-class is its people. JMC Consulting's Sita Bhat managing partner Leung Wai Kheong strongly believes.

IBM Forum 2017
8 & 9 April, Sheraton Samsat Hotel

15 Biggest Challenges Women Leaders Face And How To Overcome Them

Forbes
Forbes Coaches Council CommunityVoice

Teens learn leadership skills

Best friends Brittney Potzler and Marcella Manzo's idea of summer vacation fun has a different twist. Instead of hanging out at the mall, soaking up the sun or watching movies, the two teens

Although playing pool, shooting hoops, and helping with art projects are all part of a normal day, the Leader in the making is teaching the

देशको आवश्यकता र कुशल नेतृत्व

आदर्श समाज सम्बाददाता
माघ १८, २०७४

In today's interconnected world, leadership challenges are complex. However, so are the many theories, ideas, and practices around leadership development promising to overcome such challenges. These popular practices of leadership are frequently confined within the ideas of “who” a leader is, rather than “how” one can practice leadership. These perceptions are also often tied to the importance and requirements of power and formal authority to lead.

Nepal Leadership Academy (NLA) is a signature component of the Daayitwa campaign, which envisions a resilient and thriving Nepal where all citizens embrace their responsibilities to collectively transform societal challenges into innovative opportunities. We believe that leadership can be discovered, learnt, and practiced. Our beliefs are guided by the emerging emphasis on the psychological intricacies of leadership—the mental modes from which effective leadership operates. With this belief, NLA builds leadership capacity in change-agents—who are guided by the shared values of collaborating, innovating, and serving and the shared principles of community, justice, and sustainability—to architect effective policy, business and civic solutions that tackle the most grueling adaptive challenges. NLA conducts research, develops curriculums, and provides in-practice leadership coaching to policy, business, and social innovators.

Over the past five years, NLA has provided 32 customized leadership courses to more than 460 innovators working in civic engagement, governance innovation and entrepreneurship. The leadership courses were built on the LEAD framework, co-developed through 18 months of action research at Harvard's Center for Public Leadership by distinguished Harvard Professors Marshall Ganz and Ronald Heifetz, as well as Former Harvard Senior Research Fellow and NLA's Executive Leadership Coach Dr. Pukar Malla.

In addition to the courses, NLA has also organized various events to initiate and continue cross-sectoral dialogue on effective leadership practices within Nepal's context. In 2016, we organized a national Nepal Leadership Conference with Former Chief Justice Rt. Hon. Kalyan Shrestha as the Chief Guest and included the participation of Justice Sapana Pradhan Malla and Former Minister of Health Hon. Gagan Thapa. We have also facilitated five leadership-focused interactive conversations in Kathmandu with 30 to 50 participants at each event and with speakers ranging from Hon. Member of Parliament, Kamala B.K. and former Minister of Commerce, Hon. Ganesh Man Pun to former Prime Minister, Dr. Baburam Bhattarai. Lastly, we have hosted a series of leadership development sessions with 103 youths across Nepal selected as U.S. Embassy Youth Council (USYC) members.

“Leadership is about enabling others to achieve shared purpose in the face of uncertainty. When there’s certainty, when you know what to do, you don’t need leadership. It’s when you don’t know what to do that the art and creativity of leadership matters. It matters even more in enabling others to work together to achieve a common purpose in the face of uncertainty.”

— Professor Marshall Ganz
Rita E. Hauser Senior Lecturer in
Leadership, Organizing, and Civil Society
at Harvard Kennedy School of Government



LEAD FRAMEWORK

The **LEAD** framework, which is utilized in our leadership courses and workshops, comprises of case studies, discussions, and readings for utilizing the following four core leadership capabilities:

1. **Listening to Oneself** – understanding one’s call to action and gaining agency to act;
2. **Empathizing with Others** – understanding the pain points of others in the system;
3. **Analysing Adaptive Issues** – diagnosing issues that require behavioural change among some key actors in the system; and
4. **Doing Collaborative Work** – organizing people into power to achieve progress.

WHAT SETS US APART

We turn our classroom into a lab setting where interactions become data points that provides for an experiential learning environment. The participants are involved in exercises and simulations designed to create the urgency and ambiguity that frequently accompanies real-life leadership challenges. At the end of each topic, the participants analyze the decisions and behaviors that they and their team members exhibited in order to build greater self and group awareness.

Since there is no precise “rule of thumb” for changing people’s mindsets, NLA’s endeavors are largely based on experimentation—the courses are revised regularly, as even the most subtle learnings from over half a decade are implemented. As such, the courses’ structures adapt as they move forward. Theoretical understandings garnered from around the world have been continually examined and applied in the backdrop of the Nepali context.



SAMPLE SIGNATURE WORKSHOPS

These sample workshops build on globally renowned leadership practices such as adaptive leadership, community organizing, and public narrative. The workshops are further contextualized in consultations with our partners.

Leading with Your Story

Leading with Your Story is one of Nepal Leadership Academy's signature workshops that enable participants to:

1. Develop an understanding of adaptive leadership;
2. Articulate their story of why they were called to lead, who they hope to mobilize, and what urgent action needs to be taken



Leading Collaborative Action

This workshop will enable participants to:

1. Develop an understanding of adaptive leadership, technical and adaptive challenges, and the mind-set to navigate such challenges;
2. Learn to build intentional relationships with people as a foundation for transformational leadership teams;
3. Instil core practices of adaptive leadership teams by clarifying team purpose, norms, roles, and responsibilities;
4. Devise action strategy and tactics for mobilizing the team and resources within the organization to navigate its adaptive challenges



Rapid Results Initiative

Rapid Results Initiatives (RRI) deploy a structured process for mobilizing teams to achieve tangible results within 100 days or less, thus enabling teams to advance long-term goals through short-term results. RRI's enable teams to achieve:

1. Progress towards their goal;
2. Understanding on how to deliver tangible results;
3. Understanding on how to deal with implementation risks and challenges
4. Insight on what it takes to sustain and build on their results



“Leadership is a difficult practice personally because it almost always requires you to make a challenging adaptation of yourself... Those are hard choices because they involve both protecting what is most important to you and bidding adieu to something you previously held dear: a relationship, a value, an idea, an image of yourself. Your inspiration taps hidden reserves of promise that sustain people through times that induce despair. You enable people to envision a future that sustains the best from their past while also holding out new possibilities.”

— Professor Ronald A. Heifetz
King Hussein Bin Talal Senior Lecturer in
Public Leadership at Harvard University



Nepal
Leadership
Academy

32
courses

462
participants

Daayitwa Public Service
Fellows

89

50

Daayitwa Innovation Leaders

Local-Level Entrepreneurs

55

151

High School and University
Students

Private Sector Members

44

73

Civil Society Actors

“People are drawn by fear of losses more than gains.” This philosophical underpinning has influenced me in terms of listening and trying to understand what my partners and critics are thinking, wanting, their inner desire...and what are the possible losses limiting them from turning into supporters from opponents. After the Innovation Course, I spent the next 7-8 months talking to many of my opponents. Understanding this dynamic, understanding that they are my colleagues in our shared journey made it easier for me to go talk to them.”

- Kanchan Kharel, Former President of Yuwa
and Daayitwa Innovation Leader 2015



“The course taught how and where to start from, and what path to take after taking the initial steps regarding my business. It taught me how to pace my business venture, instead of attempting to take leaps that haven’t been well thought out. I learnt how to anticipate and plan for future problems, how to build relationship with different people from different walks to forward my business. Otherwise my previous mind-set was that tomorrow’s problems will be thought about only tomorrow.”

- Sarita Balami,
Rural Entrepreneur, WREAP
(Women-Rural Enterprise Acceleration Program)
Top 10 Finalist - Makwanpur



“Leadership course catered to my values. The fact that it is not conventional leadership and that it questions authority instead of automatically thinking authority equals to leadership is interesting. Plus exploring Nepal was something that I really wanted to do. The course readings went into a depth that I had never thought before regarding leadership and regarding yourself. It is more about looking at leadership as a whole and not just something that you do alone, or something that you do superficially. It is a part of who you are. I learned a lot about myself and have tools from the course to go out and exercise leadership in a new way.”

- Sofie Christiane Brøgger Jensen, Mahindra United World College of India
Graduate, Nepal Leadership Trek 2017 Participant



“All the concepts, tools and moments were useful but the one that I found the most impactful was the introduction to adaptive leadership and public narrative as it had key takeaways that could be implemented in my work scope. Through this I have learned to identify the adaptive challenges in more clarity as I am able to structure the problem and understand who must be involved to tackle the issue, and how not to tackle the issue with technical solutions. Also, learning to structure my public narrative will certainly enhance my communication style with my team.”

- Samikshya Singh, FuseMachines Project Manager of the Technology
Department, Leading with Your Story Course 2019 Participant



“I feel the concepts and tools learnt during the workshop could be applied in my personal and academic life. The main example of its application in academic life would be the use of narrative construction while writing my personal essay for college application. In personal life, the tools that would come in handy are differentiating between technical and adaptive challenges I could face at any point in life, building intentional relationships with different people and planning projects in a team.”

- Yashaswi Malla, Ullens School IB Student,
Leading from Within Course 2018 Participant



“I have realized that the leadership Course taken during the Daayitwa Public Service Fellowship, and work at REAP was a turning point of my life with significant impact. I believe my thoughts have matured and become more analytical because of the course...as the course was highly reflective and compels the participants to do a lot of internal thinking, problem diagnosing, and coordination.”

- Aman Shrestha, Daayitwa Public Service Fellow 2015,
Leading Innovation Course Participant



“Partnering with Nepal Leadership Academy during the Youth Co:Lab Nepal II was an amazing experience...NLA led a session on 'Building Intentional Relationships for Entrepreneurship, which became very fruitful to the participants. As the program was youth-targeted and interactive, the participants enjoyed the session thoroughly. 'The session was insightful in building a transformational- long-term relationship which works to change the organizational culture', said one of the participants. We would like to express a huge vote of gratitude to NLA for conducting such a fruitful session in Youth Co:Lab. We look forward to our continued collaboration in the days to come.”

- Binita Karki,
Event Coordinator for Youth Co:Lab Nepal
Communication and Documentation Officer, AYON



DR. PUKAR MALLA

Executive Coach

Dr. Malla has been leading parallel careers as a leadership coach, a community organizer, and an innovation specialist. He has been organizing youth to lead innovative solutions in government, businesses and civil society. As a Former Senior Research Fellow at Harvard Center for Public Leadership, he investigated and piloted frameworks for communities of innovators to lead change. As a Senior Innovation Policy Specialist at the World Bank, he supported governments of India, China and Ghana to promote innovation and inclusive growth. In prior career, he led technology designs at Intel, AMD, Silicon Graphics, and a Silicon Valley start-up, and secured 2 US patents. He received his Bachelors from Swarthmore College with focus on engineering and economics. He spent 3 years at Cornell, where he attained MS/PhD in Electrical Engineering with a Minor in Business Management. He earned his MPA from Harvard Kennedy School. While at Harvard, he also led the university-wide Harvard Graduate Student Government as its elected President.



Diva Shrestha

Director and Coaching Advisor

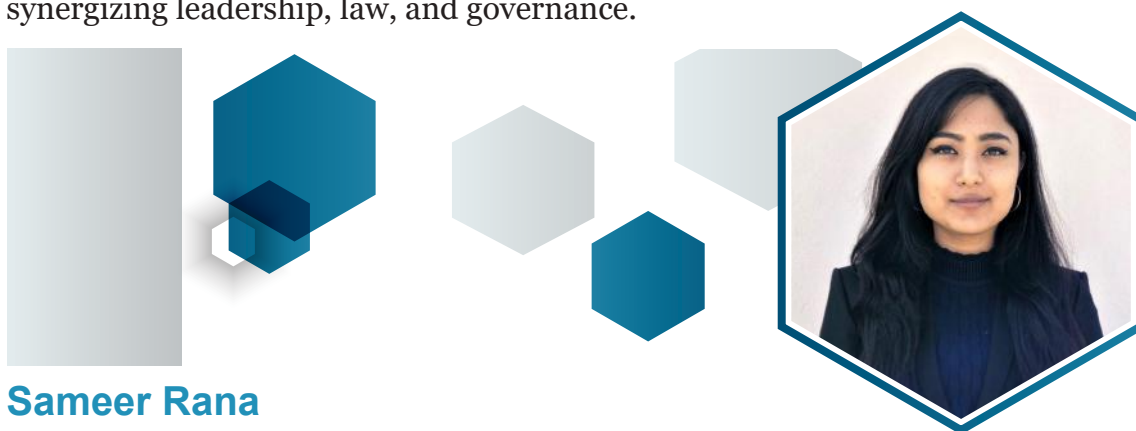
Diva Shrestha is passionate about developing the leadership capabilities of change-agents and believes that change is only effective if citizens from different generations, genders, and socio-economic backgrounds co-define the country's evolving perspectives. She is particularly interested in studying and identifying leadership practices that inculcate behavior and mindset change towards progress and impact. Her professional journey includes eight years of senior leadership roles in admissions and financial aid offices at Nazareth College, Bucknell University, and Colby College in the U.S. She served as a Board Member for Nepal ko Yuwa (Daayitwa U.S.) and co-led the Nepal Rising campaign. She has been fortunate to travel across four continents and looks forward to exploring Nepal. Since returning to Nepal in 2018 after spending 12 formative years in the U.S., she has been crafting her own leadership journey through the management of the Youth Engagement for Youth Employment Campaign and leading the Academy. She is taking this opportunity to understand the challenges and realities of the community that she calls home and reintegrate into the daily intricacies of life in Nepal. Along with ensuring the organization's growth, she also administers courses to high school students as a Coach and has worked as a Coaching Advisor for multiple courses. She has a Masters in Public Policy with a concentration in International Development and Education Policy from the University of Maryland, College Park, and a Bachelors from Nazareth College in Rochester, NY.



Apurba K.C.

Senior Leadership Officer

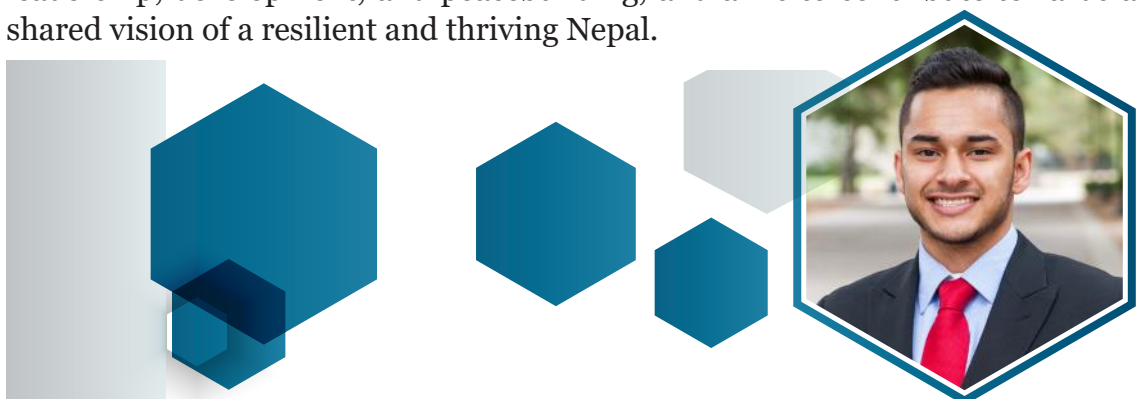
Apurba K.C. is an advocate at Nepal Bar Council. She's a Dean's List law and liberal arts graduate of Tribhuvan University; currently pursuing a Masters in Constitutional and International Law. She has built foundational experience in leadership, youth engagement, and advocacy through her leadership in YUWA as an executive board member (2016-2018). Her internship at the International Legal Foundation counselling indigent clients, and work with The Carter Center as an LTO Assistant during Nepal's legislative elections of 2017, fuelled her interest in working with the grassroots communities. Building on this passion, she has been working at Nepal Leadership Academy since January 2018, conducting research, design, and evaluation of NLA's leadership courses, along with proposal development. She has worked as Coaching Advisor in 8 leadership courses including cohorts belonging to Daayitwa Public Service Fellowship 2018 and Yuwa Aaja Campaigners 2018. She is deeply interested in interventions synergizing leadership, law, and governance.



Sameer Rana

Partnerships and Communication Officer

Sameer Rana graduated from Pomona College in Claremont, California with a BA in International Relations, while also studying abroad on the School for International Training's International Studies and Diplomacy Program in Geneva and at Sciences Po in Paris. Besides serving as Head Mentor for the International Student Mentor Program on campus, he also held summer internships in New York with BRAC USA and UNAIDS. Following graduation, Sameer returned to Kathmandu and joined the International Center for Transitional Justice (ICTJ) Nepal, where he conducted qualitative research, facilitated capacity-building workshops, and drafted program reports. At NLA, he provides communications support for leadership development courses given to young change-agents and assists in forming strategic partnerships with private sector companies, national and international NGOs, universities, and high schools. He has also worked as a Coaching Advisor for 5 courses including the Daayitwa Public Service 2018 Fellows. He is passionate about the nexus between leadership, development, and peacebuilding, and aims to contribute towards a shared vision of a resilient and thriving Nepal.



Riya Tiwari

Program and Outreach Associate

Riya Tiwari studied Economics, Anthropology and Sociology at Knox College, USA. She has worked for various organizations in both the nonprofit and for-profit sectors. During her experience at the United Nations Asia-Pacific headquarters, she worked with Civic Society and Governance team in finalizing the draft of the regional Youth Project on Leadership, Innovation, and Entrepreneurship that is currently implemented in UN country offices throughout Asia-Pacific. Most recently, she was employed at The Salvation Army divisional headquarters in Chicago. She served as a primary liaison and coordinated activities of Salvation Army Corp Centers in Chicagoland, Northern Illinois, and Northern Indiana. In addition, she supported the organization in tasks such as collaboration with private sectors and government entities, data management, fundraising, and reporting. With an avid interest in youth development, program implementation, and outreach, Riya is enthusiastic to provide a new perspective and effectively contribute to the mission of NLA.



Rest of the Family

NLA's genesis can be traced to the Nepal Leadership Lab at Daayitwa, our sister organization, which offered leadership courses that aspired to nurture competent leaders by not only invigorating their zeal to lead, but also by providing them with practical tools to sharpen their competencies. Daayitwa works to promote inclusive economic growth, strengthen governance of public service delivery, and foster resilience and leadership in local communities. NLA continues to collaborate and work closely with the Daayitwa team.



NLA and Daayitwa Collaborative Courses

Below are some additional courses that Nepal Leadership Academy has offered in collaboration with Daayitwa.

Yuwa Aaja! - Youth Engagement for Youth Employment

The Yuwa Aaja! Campaign is designed around the premise that if we enhance the innovation and leadership capability of youth, then they will productively tackle policy and practice barriers to youth employment through reform campaigns. This campaign aims to address youth employment challenges at grassroots and government levels, by engaging youth not just as beneficiaries but also advocates, agents, and actors of the development process. Youth from four professional spheres – politics, civil society, bureaucracy, and private sector – are chosen and trained through NLA to become Daayitwa Innovation Leaders - Youth Employment who then run advocacy campaigns for policy reform on domestic youth employment.

Daayitwa Public Service Fellowship

Daayitwa conducts policy research and advocates for economic policy reform. One way these policy reform engagements are carried out is through the Daayitwa Nepal Public Service Fellowship program, in which young Nepalis that are academically and professionally trained in various countries are placed in public agencies and with parliamentarians to conduct evidence based policy research on public projects. Since 2013, Daayitwa has worked with 89 Fellows, 20 Public Agencies and 25 Members of Parliament on 89 policy research projects. Daayitwa has partnered with various academicians and academic institutions to conduct rigorous research work. The leadership course provides critical adaptive skills needed to thrive in their work with public agencies and stakeholders.

Rural Enterprise Acceleration Program

The Rural Enterprise Acceleration Program (REAP) leverages an innovative two-pronged approach to empower rural youth and women in increasing their income, creating new jobs, and improving livelihoods in the local communities. Firstly, REAP nurtures adaptive leadership skills of rural youth and women so they realize and act on the push from inside - the agency to bring systemic change in their lives and in their local communities. Secondly, the project helps build technical expertise of youth and women so they can realize and act on the pull from outside - the potential to grow their businesses by achieving increased income and supporting their communities to improve livelihoods.

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