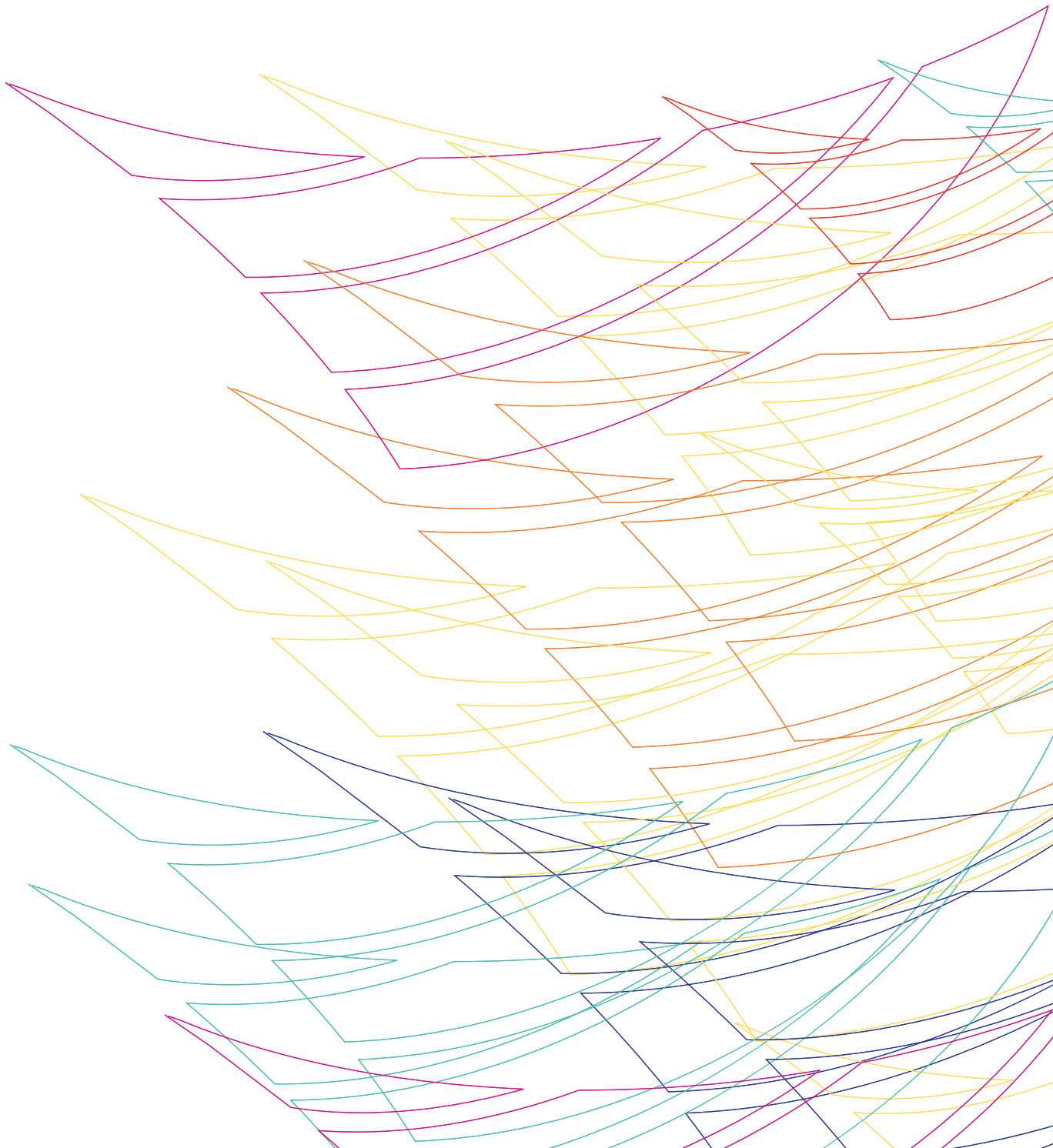
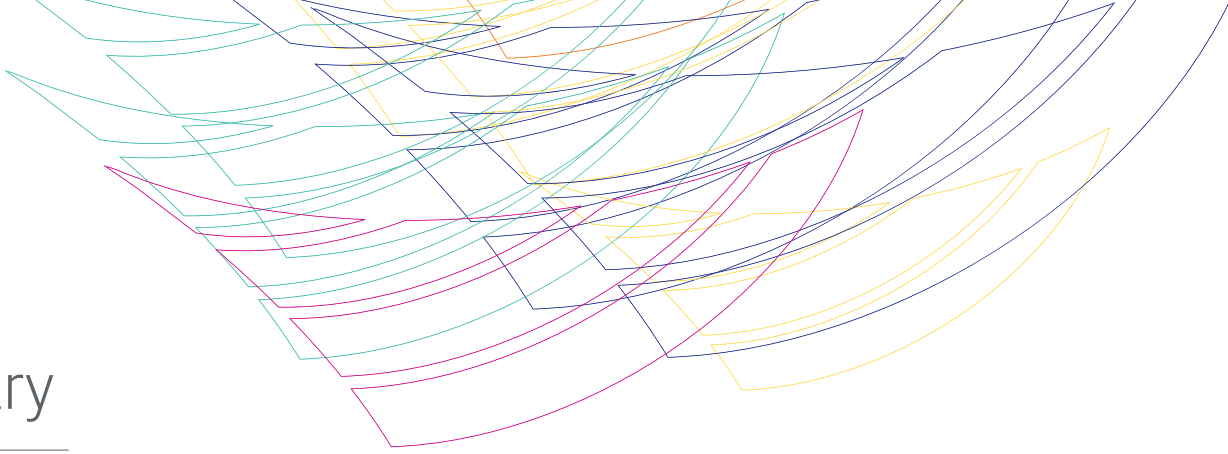


Developing Women Who Lead Change

A Train-the-Trainer Methodology
to Foster Women's Leadership
Development in Myanmar





Summary

The Women’s Leadership Development program offered by the Center for Creative Leadership (CCL®) and the Gender Equality Network (GEN) in Myanmar is a notable example of how leadership development can unleash the talents and potential of women and have an increasingly dramatic impact on a nation.

Myanmar, formerly known as Burma, is a diverse, multilingual nation with over 100 ethnic groups. Since elections in 2010, the country is emerging from a long period of civil and political turmoil to undergo a broad transformation. One change underway is a push towards greater gender equality. In Myanmar, women remain profoundly under-represented in public life and government at both the local and central levels. Leadership is largely considered a male prerogative.

Increasing the number of women in leadership positions is critical not only to give women a voice and ensure their concerns are represented, but also because women’s involvement improves the way leadership and decision-making are practiced. Promoting women’s leadership benefits women and the community and country as a whole.

The Center for Creative Leadership’s Leadership Beyond Boundaries (LBB) team partnered with the GEN, an inter-agency network of national and international organizations, to develop a team of local trainers who would work to develop women leaders across sectors and regions in the country. We conducted an eight-day train-the-trainer program and formed a support network for 16 facilitators from development agencies based in Myanmar. Participating agencies were specifically chosen because they offered the capacity to drive training deeper into the community.

Following the program, the 16 participating trainers reported significant accomplishments, including delivering training to hundreds of NGO and community leaders, almost all women, across the country. A year later, the trainers and participants are engaged in leading far-reaching efforts in Myanmar. These efforts include:

- Developing and negotiating new national policy and legislation.
- Actively engaging in peace-building efforts in the war-torn north.
- Researching the situation of women in Myanmar and promoting the development of a positive and productive society.
- Developing a center point for civil society advocacy for the creation of a multi-ethnic society.
- Developing and leading large-scale social business initiatives.
- Leading community groups and development in both urban and rural contexts.
- Spearheading action research and collaborative efforts in agriculture, health care and education.



self-clarity

When women have a strong sense of self, they are better able to chart their life’s course based on their own values.

Building Sustainable Local Capacity for Leadership Development

Leadership Beyond Boundaries (LBB) is an initiative of the Center for Creative Leadership that is focused on increasing access to leadership development in the world. Since its launch nearly a decade ago, LBB has reached some 50,000 nonprofit, government, and community leaders in 30 countries. LBB often works in concert with local institutions and trainers to provide leadership development opportunities that help drive social and economic change in their communities. GEN is one such community partner.

GEN is an inter-agency network that aims to facilitate the development and implementation of enabling systems, structures and practices for the advancement of women, gender equality, and the realization of women's rights in Myanmar. GEN comprises approximately 105 national and international non-government organizations (NGOs), civil society organizations (CSOs) and networks, UN agencies, and technical resource persons.

GEN engages in strategic advocacy and provides technical support to the government, national women's organizations, and development agencies working in the areas of gender and women's rights. A key component is promoting women's participation in leadership. A study conducted by international NGOs reported that Myanmar has a "long and institutionalized tradition of male leadership," in which men are perceived as "natural leaders" and women as "natural followers." Women themselves may internalize these stereotypes, affecting their own assessment of their abilities and their confidence in taking on leadership roles. Challenges in accessing education and information also have led to limited skills and capacities in technical areas, in addition to limited leadership and management skills.

While greatly needed, leadership development training targeted at marginalized groups in developing countries must address a number of challenges, including:

Lack of resources: Even with support for NGOs and foreign aid, the funds available for leadership development training are limited. Leadership development training must be delivered in a highly efficient, scalable way to produce the highest potential impact.

Language and cultural differences: Much of the leadership development programs and curriculums that have been developed are in Western languages and rely on Western metaphors and common cultural ideas. In a developing nation such as Myanmar, materials need to be translated into one or more local languages. Common activities, metaphors, and concepts also may need to be translated to fit the local culture.

In collaborating with local partners such as GEN, LBB helps ensure that the training methodology is both relevant and affordable. By building a cadre of local trainers, training capacity is embedded in the local community and provides a sustained resource. Since its inception, LBB has helped develop hundreds of leadership trainers in Asia, Africa, the Americas, and Europe. Training institutes also have been established in countries such as Ethiopia, India, Kenya, and Jamaica. In addition, LBB has trained hundreds of teachers and professors at educational institutions to support their ability to develop leadership capacity in students of K-12 schools, colleges, and universities.

Approach

The aim of the program in Myanmar was to build trainer capacity to reach a broad range of women across the country, including nonprofit and community leaders, political leaders, media personnel, and youth. A comprehensive program was created with these goals:

- Develop young women leaders (25 to 60+ years old) and potential leaders to increase women's participation in leadership.
- Develop village women to lead in their families and communities.
- Develop women leaders of community-based organizations to have confidence in their leadership.
- Develop leaders and staff of local, socially active organizations to be effective leaders.
- Develop political leaders to collaborate and serve the whole country.

With the above goals in mind, the LBB team developed a curriculum and trainer toolkit based on a five-part research-based model for women's leadership that extends from self-empowerment to building the capacity of women to develop other women leaders: self-clarity, authenticity, agency, connection, and mentoring. The training curriculum folded in core content from CCL encompassing social identity, leadership personas, mindset, mental models, emotional intelligence, feedback, influence, and coaching skills.

Having an authentic sense of self builds confidence and helps women step forward to become leaders.



authenticity

On the ground in Myanmar, GEN recruited some of the leading women trainers in the country to participate in the Train-the-Trainer (ToT) program, which was held in early 2014. The 16 facilitators came from domains spanning youth, community development, grassroots development in urban slums, and capacity building for political and NGO leaders. The eight-day program was structured in a multi-phased approach, along the lines of “hear one, see one, do one”, that allowed facilitators to learn the new approaches, practice them, receive feedback, and be prepared to adapt and modify the training methodology to local language, context, and culture. Core components included:

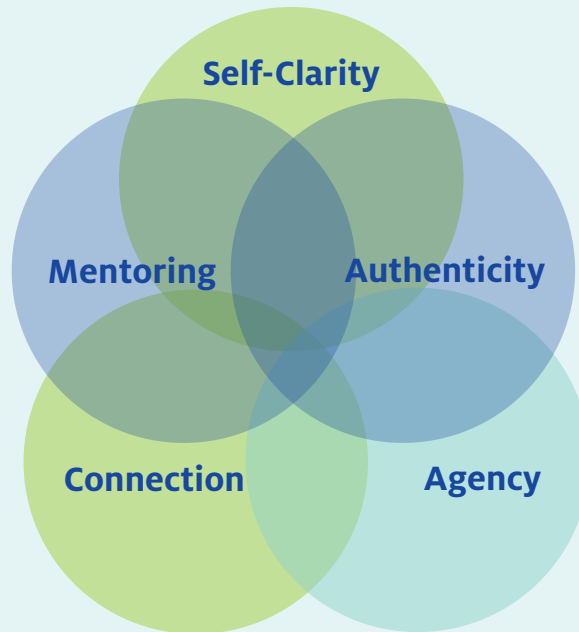
- An initial two-day program in which the trainers experienced the program as participants.
- A trainer ramp-up to learn the “CCL Way” of leadership facilitation and development. The facilitators were instructed in content delivery and provided the background and tools necessary to allow the customization of training based the groups they serve.
- The facilitators were then teamed in groups of four. Each group was tasked with delivering the program to a group of local leaders, including women from top and middle management, facilitators and teachers, front line staff, and young volunteers. The program was delivered in the Myanmar language.
- Following the practice delivery, the trainers received coaching and feedback on their training delivery. They were then provided with planning time to prepare for further training that they would be taking out into the far reaches of Myanmar.

After the program, participants evaluated content and materials used. The tools, toolkit, and workbook were highly rated. Participants found concepts such as mental models, feedback, mindset, social identity, DAC (CCL’s model for leadership), ACS (CCL’s model for leadership development), listening skills, influence, and change the most valuable. Working in English for the ToT, sharing modifications, and helping one another to work through challenges and difficulties in delivering training to different ethnic, contextual, and language participants was also highly valued. This allowed the participants to deeply understand the material, learn how to deliver the content and, perhaps most importantly, learn how to modify content for individual circumstances.

Success Factors

The success of the effort in Myanmar demonstrates the impact that can be created when a diverse group of international and local entities connect and collaborate in an interdependent way. Among the factors that enabled success were recruitment and selection of capable and committed trainers, program design and trainer preparation by CCL, follow-up support and coaching provided by a CCL trainer in Myanmar, and the trainers’ networks and resources used to reach a broad range of women across the country. Each participating organization played a unique and important role, but it was the collective impact of all of the participants acting in unison that truly made the outcomes that were achieved possible.

The Women's Leadership and Empowerment Model



There is a global need for developing women leaders. Leadership development enables a woman to gain increased capacity for creating a fulfilling life by being empowered to make her own choices and have a greater impact on the world. This includes not only acquiring knowledge and skills, but developing confidence to control her life and to act authentically to improve herself, her family, her organization, her community, and the lives of other women.

In many cultures like Myanmar, ideas about leadership begin in the home, where men are commonly considered the household head; these ideas are then reinforced in public and religious life, where men dominate positions of power. GEN states that “Increasing the numbers of women in leadership positions is critical not only to give women a voice and ensure their concerns are represented, but also because women’s

involvement has been shown to improve the way in which leadership and decision-making is practiced. Promoting women’s leadership not only benefits women but also the community and country as a whole.”

CCL developed the Women’s Leadership and Empowerment model to address this need. The Women’s Leadership & Empowerment Toolkit has three main components to empower women: 1) assessment tools to help women look within and examine their identity, leadership skills and challenges, and set developmental goals; 2) challenge-oriented, experiential team-based activities to understand leadership dynamics and enhance leadership skills as women; and 3) support through a peer learning model that enables participants to share their challenges and chart a course for greater effectiveness.

The five-part model used for the toolkit is grounded in research and adapted to developing world contexts:

- **Self-Clarity**

Women who have self-clarity see themselves clearly and have a greater sense of self. Self-clarity comes from understanding one's values, motivations, and behaviors. Women have a myriad of roles—daughter, wife, mother, employee, etc. The toolkit provides ways for women to assess their world, set goals, and sometimes make choices that go against cultural or familial expectations.

- **Authenticity**

The toolkit provides exercises that help women explore deeply held beliefs, values and priorities, likes, and dislikes, and help women develop authenticity, or an authentic sense of self. To help in confidence building, the activities in the toolkit also guide an examination of current choices, behaviors, and trade-offs in relation to the priorities the women set for themselves.

- **Agency**

The toolkit also helps women strengthen their willingness and capacity to take action and control their own destiny. Agency means that they recognize their right to determine their own choices and to make choices that work in their life. Developing agency is critical in helping women embrace different, more positive ways of living and working. It also helps them identify and prioritize issues for action, formulating a positive vision for the future and strengthening their willingness and capacity to take action.

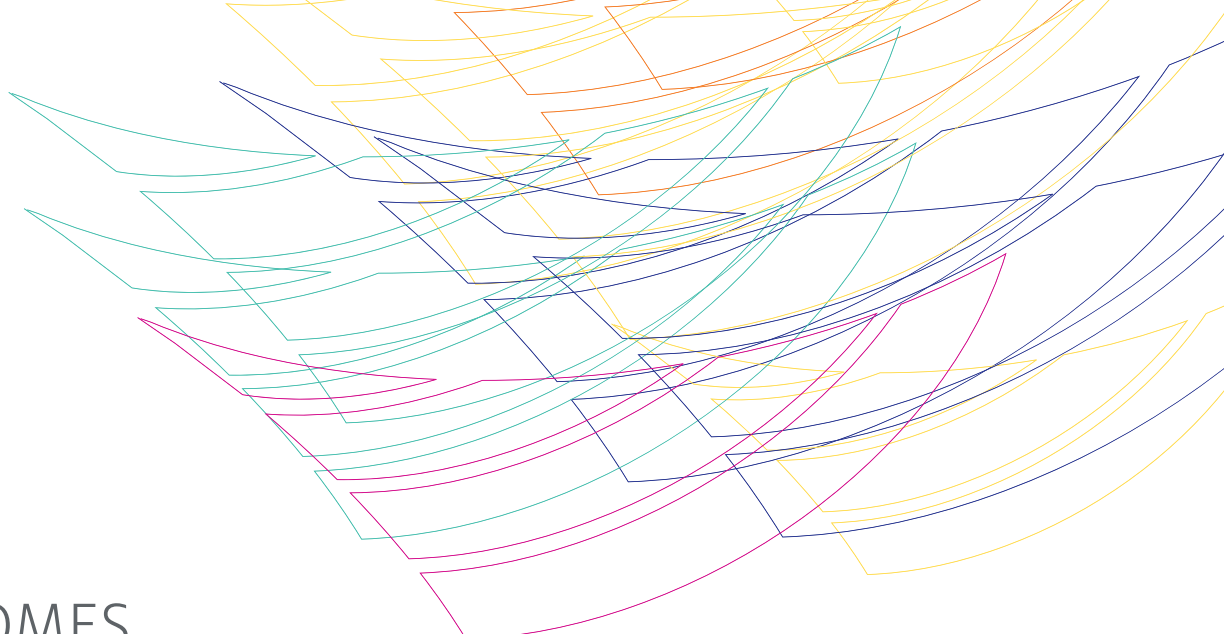
- **Connection**

Solidarity among women, built on a foundation of leadership, is an important step in empowerment. Developing relationships and support systems helps women maintain their commitment to act as change agents and help women begin to see other women in similar roles.

- **Mentoring**

Mentoring is a way for leaders to develop other leaders. Mentoring doesn't just benefit individuals; it can affect the whole community and impact the lives of generations.

The core themes are infused into more than a dozen training modules designed to develop women leaders. Together the modules move participants through a process that begins with examining their identity and mental models to understanding others and building essential leadership skills to creating an inspiring vision for the future.



OUTCOMES

Within four months of the program, the 16 trainers presented more than 28 workshops in which over 670 people, mostly women, participated. Almost half of the workshops were held in states and divisions outside of Yangon, the country’s capital city, and were given in several languages. The participants were primarily leaders of local NGOs and village CBOs, but many leaders of different political parties and a growing group of business women also participated.

During two follow-up sessions, the new community of trainers developed and enhanced relationships, shared and analyzed successes and challenges, and celebrated the spread of women’s leadership development into new regions and sectors. As a result, the participants have been able to rely on one another for advice, encouragement and ideas as they’ve taken their

learning back to their communities. In many cases, trainers partnered to share resources, networked to expand training opportunities and to deliver training programs. They also shared ideas and innovations in presenting and teaching leadership development. In one instance, two trainers joined together to deliver training in two different languages.

The trainers modified the Women’s Empowerment Leadership Development toolkit for use with young people, people with disabilities, and villagers who didn’t have previous leadership development experience. Trainers also used the tools and training from CCL to enhance other programs they conducted, such as training on gender, violence against women, accountability, and community management.



Leaders pass along knowledge and support to others to build a leadership community.

mentoring

connection



Developing relationships and support systems helps women maintain their commitment to act as change agents.

Among the notable accomplishments:

- In Northern Shan State, a trainer had a workshop with 30 political leaders, women and men, from ten political parties. They had never met before and initially were competitive, partisan-focused, and pessimistic. Over the course of the workshop, participants moved from operating and thinking in silos to focusing on the whole nation and exploring positive possibilities for the future.
- Leadership training was offered to a group of women with disabilities for the first time. Attendance was challenging as participants dealt with transportation and childcare issues. The women were initially very physically uncomfortable and wouldn't participate. The trainer moved the session to an accessible location where the women would be more comfortable. She used icebreaker games and activities that the women felt they could do well to engage them. The president of a women's and children's association came to open the session and ended up staying for the entire three-day program, and stated a commitment to moving forward with the training in that village. The president of the Disabled Women's Association, who had previously turned down a study abroad scholarship, rethought what was possible and was scheduled to leave the country to undertake higher education in June 2014.
- The coaching techniques that program participants learned helped resolve interpersonal, organizational, and community conflicts. In one case, these techniques helped a village group talk through and resolve longstanding conflicts.

CCL-trained facilitators reported that as they delivered workshops to a variety of groups, they learned the material even more deeply and further strengthened their understanding of the tools and techniques previously learned. Furthermore, there have been a number of requests for additional workshops facilitated by these trainers. Several of the trainers work for international NGOs and networks with financial resources available to fund more training. The trainers are leveraging their own networks to insure there are financial as well as human resources available to continue to expand the impact of their leadership development work throughout Myanmar.

LBB continues to actively roll out leadership development opportunities for women and girls. Recent endeavors include initiatives targeted at developing women leaders in the governments of new democracies, preparing young women to lead social justice efforts, a statewide effort to develop women at the grassroots level to drive positive change in local communities, and a gender sensitization intervention to reduce harassment and violence against women in India.

LBB Alumna is a Recipient of the International Women of Courage Award

On March 5, 2015, LBB alumna, May Sabe Phyu was one of 10 women chosen to receive the 2015 International Women of Courage Award, a prestigious honor from the United States Department of State.

When Phyu attended LBB's Train-the-Trainer program, she was already a vocal advocate for the rights of women and ethnic minorities in Myanmar, a country that is still struggling with its 2010 transition from a military regime to a mainly civilian government.

As the head of the Gender Equality Network (GEN), Phyu has led efforts to end discrimination against women, ethnic, and religious minorities in Myanmar. Phyu also cofounded the Kachin Peace Network and the Kachin Women's Peace Network. Kachin State is an area in Myanmar that is home to a wide variety of different ethnic populations and has been disproportionately affected by long-standing civil conflicts.

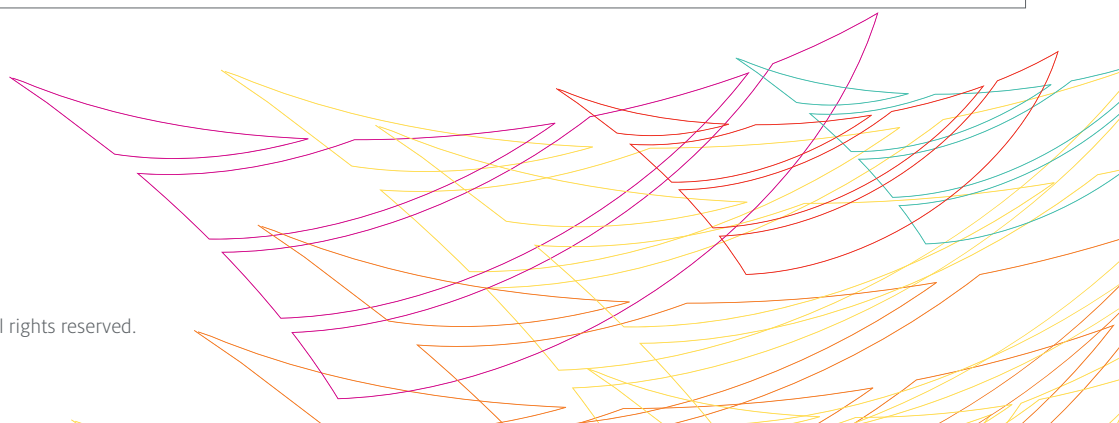
The 38-year-old mother of three is committed to her efforts at ending gender-based violence and promoting women's involvement in the peace process in her country even though she regularly faces threats, harassment, and legal charges. In

an interview in the *Irrawaddy* newspaper, Phyu said her children once asked about her work. She responded, "I told them this is not the time to sit and wait for someone to help this country; this is the time to try for ourselves."

Phyu is currently working with other activists and government officials to move a landmark Prevention of Violence Against Women law through to the Myanmar Parliament.

The International Women of Courage Award was established in 2007 and is awarded annually to women who have shown extraordinary courage in promoting human rights, often at great personal risk. The award is the only one of its kind to recognize emerging women leaders worldwide. When distributing the 2015 awards, Deputy Secretary of State Heather Higginbottom said, "These honorees demonstrate to us what is possible when women stand up for their rights and freedoms, but they also demonstrate that we have a long road still to travel to achieve justice and equality for all."

The Center for Creative Leadership is proud to partner with GEN in Myanmar.





agency

As leaders, women can take action to control their own destinies and shape the world.



Center for
Creative
Leadership®

The Center for Creative Leadership (CCL®) is a top-ranked, global provider of leadership development. By leveraging the power of leadership to drive results that matter most to clients, CCL transforms individual leaders, teams, organizations and society. Our array of cutting-edge solutions is steeped in extensive research and experience gained from working with hundreds of thousands of leaders at all levels. Ranked among the world's Top 5 providers of executive education by the *Financial Times* and in the Top 10 by *Bloomberg Businessweek*, CCL has offices in Greensboro, NC; Colorado Springs, CO; San Diego, CA; Brussels, Belgium; Moscow, Russia; Addis Ababa, Ethiopia; Johannesburg, South Africa; Singapore; Gurgaon, India; and Shanghai, China.

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