

INFLUENCING FOR SENIOR LEADERS:
ANALYSIS, STRATEGY, AND PRACTICE
REGIONAL TRAINING PROGRAMME





“ As part of GELI’s Regional Training Programme, you will join a leadership network across the humanitarian and development sectors. You will enhance your leadership skills and embrace new ideas and approaches that will help you to achieve better results for the people we serve around the globe. The GELI experience is carefully crafted and delivered by a team of renowned academic experts and is grounded in your current issues and challenges. The learning sessions are tailored to your personal development needs and operations. Together, we will create new ways to learn, collaborate and innovate and actively contribute to a much-needed change across the humanitarian system. I look forward to welcoming you to our programme very soon. ”

Panos Moutzis
Executive Director
GELI

COURSE OVERVIEW



Duration:
6 WEEKS



Weeks 2-5 remote learning:
3-4 HRS WEEKLY



Format:
PART-TIME



Class size:
25 SENIOR LEADERS



Method:
**20% THEORY AND 80%
PRACTICAL APPLICATION**



**COURSE
CERTIFICATE**



Week 1 residential workshop:
4 DAYS



**NO
PROGRAMME FEES**

BECOME AN EFFECTIVE INFLUENCER

This course is for leaders that regularly participate in the Humanitarian Country Team (HCT) and/or United Nations Country Teams (UNCTs) or other similar leadership fora, and for leaders that are seeking to become more effective influencers. It will sharpen your ability to exert influence over a variety of stakeholders in your operation, including national and local authorities, non-state actors, donors, political actors, even your own headquarters. You will understand context and the network of stakeholders relevant to your influencing goals. You will explore how impactful influencing strategies combine public and private communications techniques, humanitarian diplomacy, media engagement, and creative responses to the challenges you face.

The course also focuses on the changing humanitarian and development influencing landscape, contemporary operational concerns and intractable ethical dilemmas. Case studies will help you work more effectively with diverse internal teams and external stakeholders at different levels, including multilateral organisations, donor and host governments, non-state actors and affected populations.

The course follows an 80:20 split between practice and theory. It is primarily informed by real life case studies, experiential learning and peer-to-peer knowledge exchange; and is supported by theories and frameworks. Topics are explored through insights and case studies from academics and diplomatic, humanitarian and development leaders, who candidly share the challenges and dilemmas they face in the field. You will be supported to develop a personal project that tackles your specific and immediate career challenges and goals.



A BESPOKE CURRICULUM

The curriculum consists of core and optional learning topics and associated materials that make up the influencing cycle:

- Analysing the context, power dynamics and stakeholder relationships in a given humanitarian or development situation, HCT or UNCT, and how they drive or block change.
- Crafting an overarching influencing strategy based on an understanding of the communications ecosystems, actors, and outcomes faced by the HCTs and UNCTs, and the dilemmas leaders may confront as they seek to realise their objectives.
- Deploying appropriate and complementary private and public influencing tactics to maximise the chances of impactful change whilst understanding the risks involved in each.



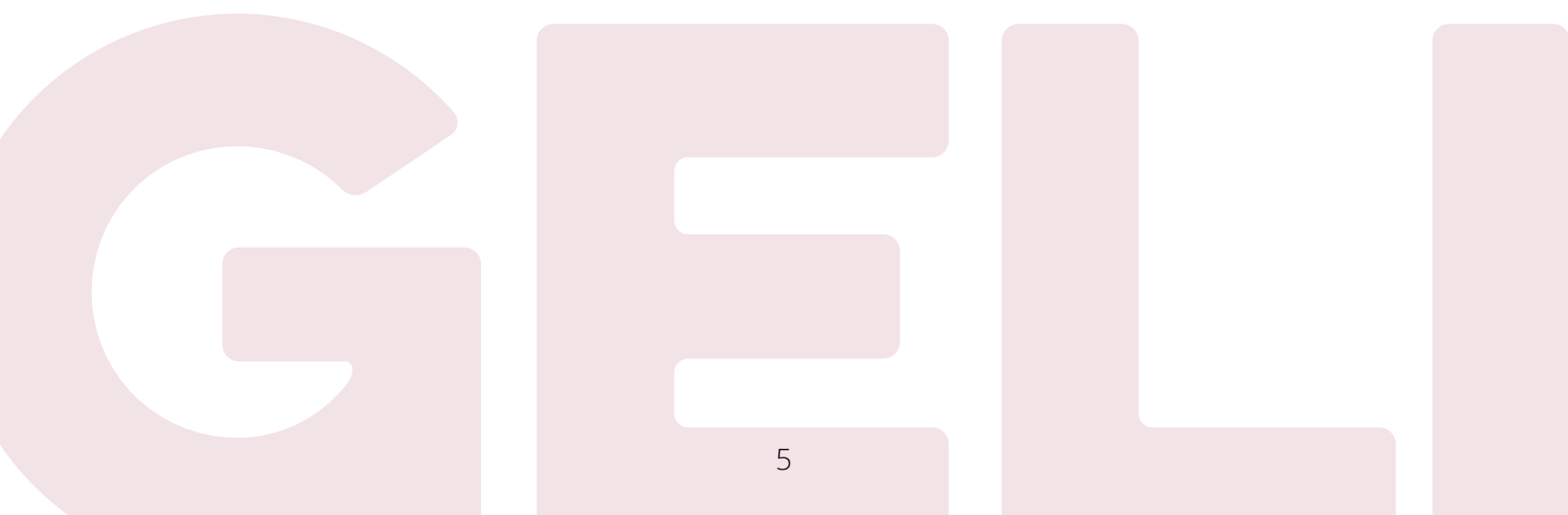
The course begins with a four-day regional residential workshop. You will gain knowledge of core influencing skills through a series of case studies and a group simulation exercise, and craft your personal projects with the help of facilitators and your peers. Experienced 'guest leaders' will also be invited to share their insights during talks and after dinner chats.

Weeks 2-5 move online. You will be asked to select your preferences from 13 optional topics and associated learning materials (see below table). Facilitators will create a bespoke curriculum for the cohort based on these preferences, with an emphasis on small groups following similar learning paths.

Each online week will require 1-2 hours of preparatory work made up of recorded presentations, videos, podcasts and short readings, and a 1-2 hour online participatory session with facilitators and your peers. You will also be able to have 30 minutes per week of one on one time with a designated coach.

| STRATEGY | PRIVATE COMMUNICATIONS | PUBLIC COMMUNICATIONS |
|---|--|---|
| The psychology of communications | Influencing individuals and interpersonal skills | Crisis communications |
| Changing the narrative | Multilateral influencing | Texts, lies and photoshop: a practical guide to combating false narratives online |
| Managing diverse actors and voices | Influencing host and donor governments | Community engagement in strategic and ethical leadership |
| Balancing reputation, advocacy and altruism | Influencing non-state armed groups | Campaigns to influence |
| | | Decolonising in practice: turning rhetoric into action across the influencing cycle |

During week 6, you have the option of presenting your personal project online to your peers and the course facilitators, and to collect their feedback on your progress.





The course will open up new ways of thinking about influencing as part of your leadership in a complex, digitised and globalised arena. Alongside your peers, you'll be introduced to a range of tools that will ensure you can analyse complexity in the influencing landscape, identify how a strategic approach to communication can help you reach your influencing objectives, and understand how to combine public and private communication techniques to achieve success.

Prof Lee Edwards, LSE



Both at the LSE and at Oxfam, I have witnessed the growing realization of the importance of influencing the systems in which we operate – it's not enough just to run 'good projects'. So I'm tremendously excited about this course, which will bring together people at the sharp end of the humanitarian sector and help them learn from the best practitioners (including each other!), examples and tools to hone their abilities to achieve their goals.

Prof Duncan Green, LSE

SUMMARY OF COURSE LOCATIONS

The course will be delivered in five regional hubs and will be open to twenty-five senior field practitioners in each location. If you are interested in applying, please register for the course that is most relevant to where you work. More information on the application and registration process for these courses is on the final page of this brochure.

Course Locations in 2022



- 10 - 13 April - **Amman (Pilot)**
- 25 - 28 April - **Nairobi (Pilot)**
- 13 - 16 June - **Dakar (Pilot)**
- 05 - 08 Sept - **Panama City**
- 12 - 15 Sept - **Bangkok**
- 03 - 06 Oct - **Nairobi**
- 31 Oct - 03 Nov - **Dakar**

PARTICIPANT SELECTION

The Regional Training Programme is open to senior level practitioners that regularly attend the UNCT and/or HCT meetings or similar leadership fora in a humanitarian or development setting. The course welcomes senior representatives from UN agencies, international and national NGOs and the Red Cross and Red Crescent Movement, including its National Societies. This ensures the cohort is balanced and reflects the range of actors that are represented at the senior level in field operations.

GELI will strive for equal gender representation and geographic diversity in the cohort.

Course fees and participation

There are no tuition fees associated with participating in the course and GELI will cover accommodation costs (four nights) for participants from international and national NGOs, and the Red Cross and Red Crescent Movement, including its National Societies. GELI will also cover travel costs for national NGOs.

GELI requests UN agency participants to cover their own travel and accommodation for the residential workshop.



MEET YOUR FACILITATORS



Dr. Hugo Slim

Dr Hugo Slim has significant experience of humanitarian diplomacy, policymaking and operations. He is also an award winning academic and has led teaching and research at the University of Oxford and Oxford Brookes University. As a consultant, he has advised several Ministries of Foreign Affairs, UN agencies, international NGOs and global businesses. Hugo was Head of Policy and Humanitarian Diplomacy at the International Committee of the Red Cross (ICRC) from 2015-2020 and Chief Scholar at the Centre for Humanitarian Dialogue from 2003-2007. He is currently a Senior Research Fellow at the Las Casas Institute for Social Justice at Blackfriars Hall at the University of Oxford, and a Visiting Professor at Schwarzman College at Tsinghua University.



Professor Duncan Green

Duncan Green is a leading thinker on international development; senior strategic adviser to OxfamGB; and Professor in Practice at the LSE. Author of 7 books on different aspects of international development, most recently 'How Change Happens' (2016) and 'From Poverty to Power' (2012). Co-designed and delivered the 'Make Change Happen' MOOC (Massive Open Online Course, running since 2018). Writes/curates daily From Poverty to Power blog, covering a full range of humanitarian and development issues. At LSE, he teaches (with Dr Tom Kirk), an MA course – 'Advocacy, Campaigning and Grassroots Activism' and convenes a guest lecture series on 'Cutting Edge Issues in Development Thinking and Practice'.



Dr Lee Edwards

Dr Lee Edwards is Director of Graduate Studies for the LSE's Department of Media and Communications. Lee has been teaching and researching strategic communications, and particularly public relations, since 2004. Her interests lie in the way that power operates in and through strategic communications work, and her research focuses on the intersections of strategic communication, power, inequality and social justice. Her teaching is based on the principle of enabling new ways of thinking about strategic communications, its potential for change, and its ability to shape the way we see the world and our place within it. Dr Edwards has a range of experience of senior executive education, from MBA courses (at the University of Manchester), to executive education courses (at Leeds Beckett University), and professional development courses (for the Chartered Institute of Public Relations).



Michel Peremans

Michel Peremans is an international consultant and trainer active in Advocacy, Crisis Management and Communications. He started his career as a TV journalist and after sixteen years he joined the international humanitarian aid organisation Médecins Sans Frontières where he was covering various managerial positions in advocacy, communications, emergency response and operations. Five years later, he joined Greenpeace where he was program director responsible for all aspects of their campaigns. The past ten years he provides interactive, professional training, advice and guidance on Crisis Management, Influencing (analysis, strategy and practices), Communications and Campaigning to a diverse range of international non-profit organisations – e.g. Amnesty International, Avocats Sans Frontières, ECHO, EISF, EUD, MDM, MSF and Open Society Foundations.

CONTACT US

If you are interested in applying to one of the courses you can find more information on our [webpage](#) or register your interest [here](#).

We would love to hear from you or help you answer any questions. You can reach us at info@geli.org.

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