



Transforming Leadership: Women, Men, Power and Potential

A Leadership and Innovation Lab

November 2016 to August 2017



TRANSFORMING LEADERSHIP: WOMEN, MEN, POWER AND POTENTIAL

How can we as leaders increase our impact on existing power relations, to achieve greater institutional and social change and reduce inequalities?

For viable solutions to today's complex and interlinked development challenges, decision-makers around the world must be ready to leave outmoded ways of thinking behind and create space for doing things differently. Change is often political in nature and requires the ability to use information about power and politics with comprehension and creativity in order to negotiate viable solutions.

It is widely recognized that diversity in leadership, in particular gender diversity, is an imperative for sustainable development that leads to better performance.

The McKinsey Global Institute argued in 2015 that there will be a 26 percent loss of annual global GDP in 2025 if we keep the current status quo in women's participation compared to a scenario where women can achieve their full potential. The data shows that while inequalities are a critical rights-based challenge, they matter to the whole of society in realizing its full economic potential.

The international community is strongly committed to strengthening governance, in particular equal decision-making power and institutional capacities. However, we still face a gap between theory and practice; between politics and the lived realities.

TRANSFORMING LEADERSHIP: WOMEN, MEN, POWER AND POTENTIAL

The Governance Thematic Group of the Asian Development Bank and the Global Leadership Academy have launched an international dialogue series for leaders and change agents that will provide enabling spaces for real exchange outside of the structural and power-related limitations that mark most institutional and systemic contexts.

In order for real change to take place, to alter traditional structures of power and leadership, we need to transform mindsets and (corporate) cultures. We need to move from thinking politically to working differently – highlighting politically astute and interactive solution-focused leadership. Therefore the key question of the lab is: How can we as leaders increase our impact on existing power relations, to achieve greater institutional and social change and reduce inequalities? This also means asking how to best make use of the vast experiences of striving towards gender diversity in leadership, turning theory into practice. How can we deepen our awareness of power relations in developing individual leadership skills?

OUR APPROACH

The lab is a multi-stakeholder dialogue process where we engage everyone in creating a safe learning environment that gives all participants the space to explore one another's perspectives, to look at their challenges in new ways, to reflect, and to be inspired. Beginning with impulses of the whole-systems approach of Deep Democracy, participating leaders and change agents are assisted to actively co-create the process of meeting their learning needs. The process introduced in the second meeting in Berlin provides an opportunity to delve deeper into the 'how' of change processes and to explore how the exercise of leadership addresses conflicting agendas of multi-stakeholder groups whose support is critical to the success of change initiatives. 'Negotiating Strategic Change' is an approach for leaders and change agents to proactively engage multi-stakeholder groups in confronting constraints to collaborative action through the use of an integrated methodology: the discipline of strategic communication and the practical application of conflict management and negotiation principles and techniques.

There will be three workshops. Between face-to-face modules, peer online conversations and professional coaching sessions will enable participants to review lessons learnt from the workshops and explore how these insights can evolve and grow in their contexts. Throughout the process participants are encouraged to develop specific actions, to initiate and shape transformation in their home contexts and spheres of influence, to facilitate positive development changes, sometimes in very challenging circumstances or even "against the odds".

The lab aims at the following key objectives:

- To engage critically with the challenges of transforming power relations and leadership and to build strategic alliances
- To create the opportunity to advance personal leadership
- To enable participants to enrich existing projects and develop new change projects in their own institution or country
- To link lessons learnt of the lab with the global discourse on gender diversity in leadership

THE DIALOGUE PROCESS

PREPARATION &
INTERVIEWS

COACHING

COACHING

PHNOM PENH,
CAMBODIA
22 - 24 NOV
2016

BERLIN,
GERMANY
28 - 30 MAR
2017

TOKYO,
JAPAN
29 - 31 AUG
2017

TRANSFER INTO WORK CONTEXT



PARTICIPANTS

The lab is designed for a diverse group of high-ranking participants from the worlds of policymaking, business, development practice, academia and civil society. The lab targets experienced leaders and change agents, men and women, who might otherwise never enter into dialogue with each other. A variety of ethnic identities, different leadership experiences, and philosophical, religious, and political viewpoints are represented. The experiences and perspectives participants bring to the lab promote a creative exchange across continents and strengthen cross-sectoral thinking. Participants come from Albania, Argentina, Bhutan, Cambodia, Cameroon, Canada, Egypt, Germany, India, Indonesia, Kuwait, Mexico, the Netherlands, Pakistan, Philippines, Serbia, South Africa, Spain, Uganda, United States, Viet Nam and Zambia.

PARTICIPANTS

40



PARTICIPANTS

22



COUNTRIES



IRUM AHSAN
PHILIPPINES

Asian Development Bank
Senior Counsel,
Office of the General Counsel

Irums Ahsan completed her legal education from the London School of Economics and Political Science. Before joining ADB, she practiced as a contentious and non-contentious legal counsel in Pakistan, in addition to teaching law. During the last 9 years at ADB, Irum has been working on multi-sector projects for inclusive growth. She is a core member of Law and Policy Reform team of the legal department. Among others, she is also working on judicial capacity development on environment and climate change and legal literacy for women. She has been working with Chief justices and senior ministry officials. She is the committee member of ADB's governance thematic group. Irum is also an advocate for gender consciousness and for women's rights and steers the gender discussion in ADB very actively.

Motivation

I am keen on attending this training because having worked with high level and challenging stakeholders, I have realised that we need to rethink the entire concept of leadership. No meaningful development is possible without strong and innovative management and governance. Moreover, if one is to work towards gender equity, the challenge becomes graver. I hope to understand and learn the smart leadership techniques and innovations through this lab. I hope to apply the acquired knowledge in designing skills and leadership training for underprivileged segments of society under my projects and to deal more effectively with our judicial and government counterparts.



HAILA AL-MEKAIMI
KUWAIT

Kuwait University
University Professor

Haila works on issues of democracy, women, and gulf security. She is an active member of various international and regional associations. She also worked as a political consultant for the speaker of the national assembly (2008-2013) and is a columnist at the daily newspaper al-Nahar in Kuwait. She holds a Ph.D and a Master's degree in Political Science from Boston College and the University of Wisconsin respectively. Upon her return to Kuwait, due to her deep faith in inter-cultural dialogue between East and West, she established the Euro-Gulf research Unit in 2004, a strategic center that focuses on inter-cultural dialogue between Europe and the Gulf region.

This year, she was involved in the Yemeni peace talks hosted by Kuwait, and is working on several topics concerning the peace talks and Islamic thought of the new Islamic group – the Houthis, who overthrew Yemen's government. She has conducted several interviews and fieldwork related to the current Yemeni dispute.

Motivation

Kuwaiti women's political representation faces serious challenges. After winning four seats in the 2008 parliamentary elections, there is only one woman minister within the current government cabinet. Considering my academic and political experiences, I would like to encourage women's political participation and also shape my future career focusing on education & public school curriculums to embrace modernization, peace and religious tolerance. Therefore, the lab will provide me with a great opportunity to meet experts, social activists and to exchange ideas and experiences.



JAZIRA ASANOVA
PHILIPPINES

**Asian Development Bank,
Strategy and Policy Department,
Results Management Unit**
Principal Results Management Specialist

Jazira is responsible for leading development of ADB's new corporate results framework aligned with ADB's new longer term corporate strategy, Strategy 2030. She is a Bank-wide focal point for supporting project teams in developing project-level design and monitoring frameworks. Jazira is a member of ADB's Education Sector Group and Climate Change Thematic Group.

In 9 years with ADB, Jazira has led the design and implementation of ADB's support to the education sector in East Asia and Central and West Asia. She has published book chapters and articles on educational reform in developing member countries in peer reviewed journals.

Jazira, a Canadian national, holds a Master's degree and a Ph.D. in Education Leadership from Hofstra University, U.S., and has undertaken graduate level study in comparative and international education at Columbia University, New York, U.S. Prior to joining ADB, she held lecturer positions at the University of Toronto's Ontario Institute for Studies in Education (OISE), Canada and Wilfrid Laurier University, Canada.

Motivation

My motivation to join the Leadership and Innovation Lab is to develop skills to contribute to the global climate action, which calls for transformational actions of economic and institutional frameworks to enable new or adapted technologies and business models to replace the old ones. It requires an unprecedented level of global cooperation, and is driven by change agents who can catalyze innovation and adoption of advanced technologies and policies in developing member countries of Asia and the Pacific to reach global climate commitments.



DEEPAK ASHWANI
BHUTAN

Dazin
Founder & Captain

Deepak was born in India in 1986. He has studied Erasmus Mundus Masters in Environmental Management in Portugal and Denmark (2010-12). He is presently Founder & Captain of Dazin, a cooperative project which manufactures cooking fuel and distributes both fuel and efficient cookstove to rural households in Bhutan, that rely on rudimentary open cooking fires and are exposed to deadly smoke, which is solved with the combined solution of affordable fuel cookies and smokeless stoves. Dazin has won several international awards for their unique distribution model, which make their services affordable and reliable for rural households. Deepak has also worked in Rwanda and Zambia with different approaches before founding Dazin in 2014.

Motivation

Deepak has interest in this lab due to his thinking and practical work in the direction of: 'Can we invent a more power sharing, more soulful, more meaningful way to work together, if we change our belief system? Every time that we, as a species, have changed the way we think about the world, we have come up with more powerful types of organizations.' He is already experimenting to build an organization on the basis of gender diversity, self-management and learning from nature to find answers. This lab will help to broaden his perspective to perform the experiments in a better way.



JACQUELINE ASIIMWE
UGANDA

Wellspring Advisors
Country Manager

A lawyer by training, I have used the law as a tool for social justice and have been at the forefront of several campaigns to advance women’s rights. I am very keen on equity and equality in the distribution of resources and I am a member of the Black Monday Movement in Uganda. Black Monday is a citizen led, anti-corruption movement that demands accountability for public resources. I am also very passionate about the governance of my country and have been involved in many campaigns that promote better democratic governance in Uganda. I am a results-oriented, high-energy, hands-on professional and my work experience spans civil society, government, and donor agencies. I am creative and use poetry, drama in the work I do.

Motivation

I come with questions about how to lead and mobilize in new ways that are relevant to fast changing social, political and economic times in my country. I come with questions about how to reposition the work that NGOs do and how to increase their relevance to the discourse democracy, especially in a context of democratic reversals. I come to the lab curious to learn how others are interacting and engaging with politics, what new approaches are out there and what can I adapt back home. I come to the lab against a backdrop of conversations about reigniting social movements as power brokers. Specifically, these conversations have been going on in the women’s movement and we are grappling with defining a new political agenda and what that means in our context. I come curious, willing to listen, to learn and to share my experiences.



CHRIS BARYOMUNSI
UGANDA

Government of Uganda
Minister of State for Housing

I am a medical doctor and public health specialist serving as the Minister of State for Housing in Uganda. I hold degrees in medicine and surgery as well as a Master of Arts degree in Demography. I hold other postgraduate qualifications in HIV/AIDS Management and public health. An elected Member of the Parliament of Uganda since 2006, I have previously worked as a Minister of State for Health in the Ministry of Health, Government of Uganda. Before joining politics, I served as an expert in sexual and reproductive health for several organizations including UNFPA and GIZ (formerly GTZ). I also taught at Makerere University in the departments of population studies and public health.

In my work as a political leader, health administrator and clinician, I have encountered interesting phenomena regarding gender dynamics. I have for instance witnessed how our society in Africa promotes male chauvinism at the expense of the rights of women and girls. This results in heightened disease burden among women. This explains the unacceptably poor health and development indicators such as maternal mortality, infant and child mortality.

Motivation

Participating in this lab will make me have a better appreciation for gender issues and this will enable my service to be more responsive to gender sensitivities. As a manager and policy maker, the training will add a lot of value to my work and the work of the government. Through this training, I am also hopeful that I will get to appreciate how gender dynamics play out in different settings and communities of the world.



THE CHHUN HAK
CAMBODIA

Ministry of Women's Affairs
Deputy Director General of Gender Equality
and Economic Development

The Chhun Hak is Deputy Director General for Gender Equality and Economic Development of the Ministry of Women's Affairs (MoWA) from 2012 to date. In this position, Hak's main function is to lead technical coordination of MoWA for gender mainstreaming and promotion of women in decision-making across government policy and reform programs, and to provide technical support for institutional advocacy, strategic communications and public behavioral change for gender equality and women's empowerment.

He also leads and coordinates the MoWA Young Professional Network by motivating and empowering the young professionals and strengthening their capacities to contribute more effectively in achieving the ministry's goals, priorities and strategies as well as to increase the public impact and visibility of the ministry.

Most of his assignments are to work with senior officials and leaders to promote behavioral change and institutional reform, and also to mobilize and motivate young people who are today's activists and tomorrow's leaders of institutions.

Motivation

He strongly expects that participating in the Transforming Leadership Lab will allow him to explore talents and abilities to cope with major challenges in his work, including how to work more effectively to build the commitment of high level people for accepting reform of the organization; and on how to mobilize the young people to work together as they come from different units, genders and backgrounds, especially as their level of understanding of institutional reform is still limited.



IRENE DE GOEDE
THE NETHERLANDS

Oxfam Novib
Global Monitoring,
Evaluation & Learning Specialist

I am a researcher, advisor and monitoring and evaluation specialist working at Oxfam Novib in The Hague. As part of my current role, I lead the evaluation of Oxfam's change goal on the right to be heard with a specific focus on transforming power relations. Additionally, I evaluate the effectiveness of our advocacy and campaigning in a nine-country program on finance for development and I am co-developing a research program on influencing within the Oxfam Research Network. Before joining Oxfam, I worked as a psychologist and as a researcher focusing on public opinion and active citizenship.

I enjoy mentoring, designing new projects, leading working groups and connecting and engaging people from different backgrounds in creating new initiatives. I have a background in psychology and international development studies and hold a Ph.D focusing on interpersonal relationships. To learn more about organizational change and development, I am currently pursuing a master's degree in management sciences.

Motivation

I am highly interested in the topics of transforming power relations and inequality and I am looking forward to further dive into these topics with people from all over the world. Additionally, I am highly interested in organizational change and in learning more about engaging and motivating people on a long-term basis, especially when working with people from a distance.



VIJITHA MAHADEVAN EYANGO
UNITED STATES

University of California, Los Angeles
Director, Women's Leadership Initiative

Vijitha M. Eyango is the Director of the Women's Leadership Initiative and visiting faculty with UCLA's International Development Studies program. She began her professional career at UCLA where she taught at the Graduate School of Education and chaired UCLA's Institute for the Study of Gender in Africa. Following UCLA she became senior education and gender advisor to USAID's Asia and Middle East Bureau in Washington DC. In this role she cultivated strategic partnerships with cabinet ministers, bilateral and multi-lateral development agencies, and private sector and civil society partners to design strategies, build consensus and accelerate program implementation. She was appointed as lead education and gender advisor on the US Government's Interagency Afghanistan-Pakistan Task-Force. She served as moderator for the Clinton Global Initiative annual meetings and was recognized by the US Secretary of State for her contributions to gender programming in Afghanistan and Iraq. She left USAID to take up a post with UNICEF as Chief of Education and Gender in Cameroon where she led strategy development and implemented conflict mitigation and emergency response programs. She received a Ph.D in International and Comparative Education from UCLA.

Motivation

What captured my interest was the lab's innovative platform that brings expert stakeholders into an arena of intense strategic dialogue and change. I see this as a timely opportunity to strengthen our leadership capacity as we collectively come up with new and innovative gender and development design, implementation and evaluation modalities.



JENNIFER FRANCIS
PHILIPPINES

Asian Development Bank, Office of the Special Project Facilitator
Principal Facilitation Specialist

Jennifer Francis works for ADB's Accountability Mechanism and specializes in conflict resolution and problem solving for people affected by ADB-assisted projects. Through open, transparent, and consensus-based approaches, she has successfully resolved complex conflicts in Asia and the Pacific through facilitating, negotiating, and mediating solutions with government and communities.

As a sociologist, Jennifer has spent more than 25 years in the development sector. She has held various positions at ADB in areas of Social Development, Civil Society Engagement and HR involving program development and management, mentoring, coaching, mediating, and training. Prior to joining ADB, she was the Executive Director of the Gender and Water Alliance, a global network.

Motivation

Dealing with complex conflicts can be challenging, particularly when dealing with diverse cultures and traditions. I am looking forward to stepping back, thinking creatively and reflecting during the program so that I can reinvent and experience my work from a whole new perspective. Ideas, thoughts, and suggestions from others can only enrich strategies for conflict resolution. Conflict is normally hated by everyone. We would much rather pretend it's someone else's problem, pretend it is not happening or simply run away from it. Instead, I am convinced that we need to embrace conflict if we want to bring about change. I would like to lead by demonstrating that every conflict has within it the opportunity for positive change – by transforming the problem through transforming those engaged in the conflict.



ADEL GHAZALY AHMED
EGYPT

South Egypt Development Association
General Director

I am working on conflict resolution and gender equity for more than 25 years in Upper Egypt. I am a leader not only in the NGO, but also in the community of Qena governorate and the Upper Egypt area. Gender equity is one of my missions and a cross cutting issue we are working on. In Upper Egypt where I live and work, men control power, authority and leadership, and at the same time discriminate women. Aspects of discrimination are preventing women from inheritance, political participation, from sexual desire through female circumcision, education – 40% of rural women in Upper Egypt are illiterate.

Motivation

I am interested in participating in the lab to update my information in the field of conflict resolution. The lab will give me the chance to apply the lessons learnt to existing and upcoming projects. Also, as a leader, I need to increase our NGO's impact on existing power relations to achieve greater institutional and social change, and reduce inequalities. I need to think outside the box and create space for doing things differently. We need to cover the gap between theory and practice in the field. I want to work on challenges of transforming power relations and leadership for women, and build strategic alliances and improve my leadership capabilities and impact on community. I will use and link lessons learnt in the program with the global discourse on gender diversity in leadership.



MARGARITA GÓMEZ
MEXICO

Public Policy National Lab, Center for Research and Teaching on Economics
Associate Professor and Coordinator of the Innovation, Experimentation and Behavioral Unit

Margarita has more than 10 years of experience working with the Mexican government in security and institutional reform. She served as an Advisor to the Ministry of Defence, where she was responsible for leading the reform of the Mexican Military Education System. As a Senior Advisor of the Minister of Public Security, she was responsible for the implementation of the Federal Police Reform, the design of the Professionalization System and the National Security Information System. She also led the creation of the Center for Security Research and Studies.

Today, Margarita is the Coordinator of the Innovation, Experimentation and Behavioral Unit, which has three objectives: applying behavioral science to design public policies; applying innovative methods to solve social and economic challenges and using experiments to test what public policies work better. She holds a BA in Political Science and International Affairs from CIDE and a Master's of Public Policy from the Blavatnik School of Government at Oxford University.

Motivation

The Lab will provide me with the tools to design better public policies and to continue inspiring the empowerment of women. Likewise, I will bring my experience as a policy maker; as an innovator in the public service and in the academia; and as a woman that has opened doors to other women and has achieved leadership positions in areas where our presence is almost non-existent. I believe that we'll all build together, drawing on our various expertise, goals and interests as we strive to become spirited and better leaders.



ERNAWATI EKO HARTONO
INDONESIA

Ministry of Environment and Forestry
Head of Internal Affairs Cooperation,
Bureau of Planning

As a government employee at the Bureau of Planning, Ministry of Environment and Forestry, I am responsible for managing the Internal Affairs Cooperation since 2015. Besides, I am assigned as the Secretary of the Gender Mainstreaming Working Group of the Ministry of Environment and Forestry, which has the responsibility to ensure, accelerate and optimizing gender mainstreaming within the ministry since 2012.

Motivation

Since, I am assigned as above mentioned, I really have an intention to take part in this lab. My main objective is to accelerate the gender mainstreaming program in the Ministry of Environment and Forestry.

The main challenge we face on gender mainstreaming in the ministry is the lack of women empowerment regarding forest management. Women are only workers, not decision-makers. The forest area in Indonesia is about 130 million hectares. By also empowering women, the utilization of forest would be much more effective and efficient. So, by participating in this lab, I am expecting wider knowledge on how to support action and give consultation to women nearby forest areas. The women need to be supported to become more active and raise abilities to manage the forest and also implement gender equality in forest management.



ZULFIA KARIMOVA
PHILIPPINES

Asian Development Bank
Principal Institutional Coordination
Specialist

Zulfia has held positions and consulting assignments with multi-lateral organizations like ADB, IMF, World Bank, UN; private sector consultancies, INGOs, think tanks/academia, and development partners. Her areas of expertise include education planning and policy, public sector policy and governance reforms, and program development and management, skills development, lifelong education and adult training, resource mobilization and management, HR policy and management, budget planning and management, and capacity building. She has extensive experience in managing policy dialogue with senior government officials and complex programs. Zulfia holds a Master's degree in Engineering and Economics from Tashkent Technical University; an MBA from the KUL, Belgium and Rennes Business School, France; and a Ph.D in International Economics from the University of World Economy and Diplomacy, Uzbekistan.

Motivation

I consider it a great privilege to participate in the lab and look forward to engage in dialogue on strengthening institutional capacity and governance to address complex challenges through sustainable solutions and strategic decisions. I strongly believe in positive transformation and strong advocacy by developing multi-stakeholder coalitions for change and building trust; in power of diversity and equality in leadership, and inter-disciplinary and inclusive dialogue to transform archaic and outdated systems, breaking old stereotypes into new ways of thinking which values differences, personal and professional growth for individuals and institutions and create equal opportunities for all.



IMRAN KHAN
PAKISTAN

Seeds of Peace, Pakistan and Youth and Gender Development Network
Country Director, Pakistan

Imran is the Country Director, Seeds of Peace, Pakistan, which engages young people, especially young girls in inter-faith, inter-sect, and national integration camps focusing on peacebuilding, trust building and leadership. Previously, Imran worked for the Pakistan Poverty Alleviation Fund as Management Executive-Youth for the organization's special initiatives unit. While at the Fund, he worked with four partner organizations with a focus on local livelihoods, youth, and community institutions. Imran also led the national advocacy campaign for inclusion of sexual and reproductive health and rights in youth policy in Pakistan. Having written the first draft of a youth policy declaration in Balochistan, he briefed government officials and other stakeholders on the draft youth policy in April 2012. Imran has spoken on youth participation at international conferences, and has won numerous awards and recognitions – most recently the Swedish Institute's Young Connectors Future Fellowship.

He holds a Master's degree in Gender Studies from Quaid-i-Azam University, and has a Bachelor's degree from the University of Punjab in Political Science and Economics, and has received advanced training on human rights.

Motivation

Having grown up in a conflict area, and with professional experience working with youth in these regions, I strongly believe that democracy is a crucial means of empowerment. I am motivated to share my experience and interact with other leaders through this lab and I am hoping that this will be a turning point in my life.



PHILIP KITZBERGER
ARGENTINA

Universidad Torcuato Di Tella
Professor at the Political Science and International Studies Department

I was born in 1969 in Montevideo, Uruguay, and raised in Buenos Aires where I presently live with my wife and daughter. I studied political science and philosophy at the Universities of Buenos Aires and Cologne. I presently work at the Universidad Torcuato Di Tella as a researcher of the National Council for Scientific and Technological Research (Conicet) and as professor of political science and media studies. My research and teaching focus on the role of media and journalism in the political process in Latin America's democracies, a subject on which I have published numerous articles, book chapters and two books.

Motivation

My professional research foci fit with the broader concerns of the lab with change and inequalities.

In contexts of deep inequalities – such as Latin America's – certain media structures and practices (comprising old and new media), may help reproduce the unequal status-quo, or may, on the contrary, empower the less well-off and help redress inequalities. My main concern lies precisely here: what kind of media institutional arrangements provide better chances in redressing existing inequalities?

Political stakes, existing media structures and embedded professional cultures are the main impediments of change in the communications realm. My journalist training activities and professional interactions with media practitioners have instructed me about the importance of changing minds, practices and of promoting new policy agendas. The opportunities for change offered by the new technologies can only be seized if new forms of awareness and appropriate institutional frameworks are in place.



SILKE LECHNER
GERMANY

Federal Foreign Office, Germany
Staff member

Silke Lechner has served as Program Director and Vice-Secretary General of the German Protestant Kirchentag for 10 years. In November 2016 she started with the setting up of a project on “Religion and Peace” within the Federal Foreign Office of Germany.

She holds a Ph.D from the London School of Economics and Political Science for the research on “Presidents and Economic Policy-making: The Politics of Tax Reform in Bolivia and Ecuador”. Prior to that, Silke was the Chairperson of the World Student Christian Federation (WSCF) for the Europe region and a Staff at the Latin America Office of the World Student Christian Federation (WSCF) in Quito, Ecuador.

Motivation

“Power corresponds to the human ability not just to act but to act in concert.” (Hannah Arendt. On Violence. London 1970, 45.)

Reading about the programme I got excited about the possibility to discuss questions of diversity, of empowerment and of leadership in an interactive global format. I strongly believe in the power of co-operation in the sense Hannah Arendt describes it. I think that the global lab has the potential to provide a space in which people from around the world act in concert – by discussing one’s own projects, by enriching it with the eyes of the other and by finding common threads.



DESI ALBERT MAMA HIT
INDONESIA

Indonesian Navy
Vice-Admiral and Special Staff
to the Chief of the Indonesian Navy

Vice Admiral Dr. Desi Albert Mamahit, MSc, is a highly decorated, and senior Naval officer, currently serving as the Special Staff to the Chief of the Indonesian Navy. A graduate of the elite Indonesian Naval Academy, over the course of his career he has received training from naval schools in the U.S. & U.K.

He has served in several international assignments including for the UN. As a strategic military leader, Dr. Desi has deep expertise in leadership having previously served in prestigious positions, such as the Commander of the Sea Security forces of the Western Fleet in the important Indian Ocean region. At present, he is also the Chancellor (Rector) of the University of Defence in Indonesia, and head of Bakamla, their Maritime Security Agency.

Motivation

My interest lies in the opportunity to discuss about leadership & problem solving with other participants from many backgrounds and countries. The questions of how we as leaders can increase our impact on existing power relations, to achieve greater institutional & social change and reduce inequalities are really challenging. The Indonesian President Joko Widodo’s (Jokowi) concept of a “global maritime fulcrum,” the centerpiece of his administration, represents a national vision & development agenda to rebuild the country’s maritime culture and expand its economy. Against this backdrop, the challenges are on how to explore the impact of Indonesia’s maritime vision in foreign & defense policy, and examine the strategic challenges facing the Indonesian Government for the next five years – to identify and solve those problems.



JOEL V. MANGAHAS
PHILIPPINES

Asian Development Bank, Southeast Asia Department, Human and Social Development Division
Senior Social Sector Specialist

Since joining the ADB in 2009, Mr. Mangahas has made significant contributions to ADB's lending and non-lending operations, portfolio management, and knowledge management. He has led and supported the processing and administration of development financing in ADB's developing member countries to support community-driven development, education, health, governance, post-disaster assistance, and social protection.

Prior to joining ADB, Mr. Mangahas had extensive consulting experience with international development organizations. Mr. Mangahas was an educator for many years with solid experience in teaching, educational administration, and policy research. He was a professor of public administration at the University of the Philippines.

He has doctorates in Economics and Political Science from Kobe University and in Asian Studies from University of the Philippines. He holds an MBA (with Merit) from the University of Bradford, Master's in Public Administration (Dean's List) from University of the Philippines, and in Policy Science (with Excellence) from Saitama University. He obtained his Bachelor of Arts degree from University of the Philippines.

Motivation

I am keen in participating in a leadership program that provides opportunities to learn alternative models to enhance the impact of development work, particularly in poor and disadvantaged communities. I look forward to benefiting from the program's innovative approach for exchanging views and experiences with peers and experts, and applying the concepts and lessons learnt to improve the delivery of products and services to our clients.



ANA LUCIA MARQUEZ ESCOBEDO
MEXICO

The Hunger Project Mexico
Advocacy and Public Policy Manager

I am the Advocacy and Public Policy Manager in The Hunger Project in Mexico. I currently work with civil society networks, international organizations and the Mexican government to position gender-focused community-based development in national policies and international agendas such as the 2030 Agenda, the G20 and the UN gender and climate change conferences. I have a degree in international relations and human rights from Knox College in the United States and have experience in advocacy and design, fundraising, implementation, and evaluation of gender and development projects. I'm part of the Kellogg Fellows Leadership Alliance and I'm currently pursuing a graduate school degree in Comparative Public Policy from FLACSO Mexico.

Motivation

Throughout my job, I have learned that an active participation of excluded groups in decision-making, such as women, youth, and rural and indigenous people is the key to achieving gender equality and development. I'm excited about participating in this lab due to its transformative nature. It will be an opportunity to continue reflecting on power relations and social norms and learn new ways of promoting gender leadership from colleagues from different fields and countries. I look forward to sharing experiences from a Latin American grassroots and public policy perspective. I hope that the lab becomes an opportunity to establish new connections in order to promote collective and systemic change and advance towards gender diversity in leadership.



KATHARINA MILLER
SPAIN

3C Compliance
Founding Partner

Being a qualified lawyer in Spain and Germany and a national of both countries, I have been the Spanish co-ordinator for the European Project “European Women Shareholders Demand Gender Equality” (EWSGDGE), funded by the PROGRESS Programme of the European Union (EU) and co-funded by the German Federal Ministry of Women, German Women Lawyers Association (DJB). We have finally understood that nobody gives up power, influence or money voluntarily, and that action is needed. Therefore, we have attended almost 120 AGM in 12 EU member states and have been asking questions about the listed companies’ female leadership, recruitment pools and gender diversity strategies.

As an expert member of TELEFÓNICA “Stakeholder panel on responsible business”, I am trying to convince them, that promoting women in leadership positions benefits everybody. Without heterogeneity of the workforce we do not stimulate innovation or creativity, and the companies do not benefit from the different talents, experiences and perspectives that each employee and leader brings. I also advised another Spanish listed company, GAMESA, about a gender diversity strategy within their company.

In addition, I am a member, and in some cases head of various NGOs, including the European Women Lawyers Associations (EWLA), DJB and ZONTA. I am a speaker at various conferences and events such as the W20 in Istanbul, promoting gender diversity on Boards of Directors, and the overall economic empowerment of women. I also write for several Spanish and English blogs, including Huffington Post and Compromiso Empresarial.



TODD MINERSON
CANADA

White Ribbon
Executive Director

Let’s talk about hats. My dedication and passion for gender equality and ending violence against women and girls is best described through the various hats I wear.

The first hat is as the Executive Director of White Ribbon (WR). www.whiteribbon.ca WR is a Canadian based NGO working with men and boys on ending all forms of gender-based violence. We are entering our 25th year, support activities in over 70 countries around the world, and are the largest effort of men and boys working to end violence against women and girls.

Another hat within WR is as CEO of Parker P. Consulting www.parkerpconsulting.com, a social enterprise we have started to help bring gender equality solutions to the private sector. We have worked with mining companies, universities, and militaries in developing unique solutions on gender and violence prevention.

Internationally, I wear two interesting hats as well. I am a member of the UN Women Global Civil Society Advisory Group. In addition, I am currently the Co-Chair of the Global MenEngage Alliance, an alliance of over 600 NGO’s working with men and boys on gender equality.

Last but not least, there are two intriguing policy hats I wear in Canada. As a member of the National Advisory Committee on GBV Framework with our federal government, and a member of the Premier’s Permanent Roundtable in my home province of Ontario where I am part of groups looking at policy responses to the gender question.

But most of all, it is the hat I wear everyday as a father of a young daughter and son, that drives my passion for gender equality.



SIMSON MWALE
ZAMBIA

Zambia Catholic University
Lecturer & Head of Department,
Development Studies

Simson is a young population scientist, educator and activist with vast knowledge and experience in the fields of human rights, population studies, peace building and conflict management, and development work. He is a Population Studies' Doctoral Student at the University of Zambia. He holds Master's of Peace and Conflict Studies, of Population Studies, of Communication for Development, Postgraduate Diploma in Human Rights Law, and Bachelor's of Sacred Theology and a Diploma in Philosophy. His articles and work in consultancy are well received and published by both local and international press. He is well versed in modern trends of sustainable development, regional integration, conflict resolution and social policy research and analysis.

Motivation

I am interested in taking part in the lab as I strongly believe that both women and men can together contribute to the development of their particular countries and the globe. I was raised up by parents, who relied so much on their socially and culturally constructed realities of perceiving women as inferior to men. I think that my participation in the lab will enable me to appreciate more fully the gendered power-relations that continue to relegate women to second choice in leadership positions despite some of them demonstrating exceptional capabilities to lead corporate and public institutions. Participating in the lab would further enhance my lecturing skills and greatly contribute to the necessary knowledge needed to transform the many students being raised to consider women's place as confined to certain sections of the home.



JUDE THADDUES NJIKEM
CAMEROON

**Center for Sustainable Development,
Community Centre for Integrated
Development**
Executive Director

I am an initiator and the Executive Director of the Centre for Sustainable Development and Entrepreneurship at Saint Monica University, Cameroon and double as voluntary Executive Director at Community Centre for Integrated Development. A youth worker and leader with over half a decade of experience on issues of human rights, gender and youth participation, I hold other posts of responsibilities as Board Member and Advocacy Team Member of several other organizations notably United Network of Young Peace Builders, and Centre for Education and Entrepreneurial Development. I am also an Associate Fellow at the Royal Commonwealth Society.

Motivation

Working with institutions mostly managed by men, the question has always remained on how we can transform our leadership to be more inclusive while creating space for women, younger people to showcase their potential, therefore it is my hope that my participation in this lab will help me understand how to share power so I can become more inclusive while helping others develop their potential. Additionally, there are a lot of bottlenecks within the different organizations I direct, notably around power dynamics.

I feel motivated in participating in this lab as I hope it will develop my personal leadership skills while building capacity that will help me augment present projects that I am managing and increase impact on existing power relations while achieving greater institutional and social change.



MARKO OBRADOVIC
SERBIA

Commission for Protection of Competition Commissioner

Marko obtained his degree in Foreign and Domestic Trade at the Faculty of Economics of the University of Belgrade and a MA degree in Public Administration (MPA) at the Kennedy School, Harvard University, USA.

In the public sector he worked on strengthening of the public administration capacity in Serbia as an Expert on Mission and Deputy Director of a UNDP-led project, after which he continued his career as advisor for financial markets to the Deputy Prime Minister Miroslav Labus.

In the private sector he was engaged as main advisor on the project of establishing the first investment fund in Serbia, and later as a Corporate Advisor to the owner of the largest private company in Serbia – Delta Holding.

After returning from the USA, he engaged in several projects in Serbia, Bosnia and Herzegovina, Macedonia, Moldova and Kazakhstan, where he provided expert services for both public and private sector. His main focus was on efficiency, effectiveness and purposeful analysis of the public policies and work/impact assessment of the respective public institutions. He also provided expert services in markets analysis, investment planning and business development, including designing and implementation of the tourism development policies and strategic & operational marketing & management of specific tourist destinations.

In October 2014 he was elected a Member of the Commission for Protection of Competition for a 5 year term by the National Assembly of the Republic of Serbia. Marko was the first economist to be elected to this position in the Republic of Serbia.



MUHAMMAD OWAIS
PAKISTAN

Pakistan Army Major

Major Muhammad Owais from Pakistan's Army is a military logistician by profession with a dynamic experience of being Assistant Commanding Officer of the mother arsenal of the Pakistan Army in its capital alongside operating in different warzones throughout the global war on terror. Moreover, equipping United Nations peace keeping missions across the globe where so ever the Pakistan Army was deployed has been a prime task of his work.

Motivation

Leadership for women has largely been identified in terms of improving their status in the society with the implicit assumption that women in developing countries, in general, occupy an inferior status. Following this line of thinking, certain indicators have been identified like education, employment, political participation etc. that determine the status of women in a society. An improvement in these indicators is supposed to better the lives of women.

However, there are social, traditional and religious challenges. I want to attend the lab for the purpose of interacting with other global leaders, learn and share varied experiences from different regions of the world on the topic and then later on implement them at home to help create future genuine effective leadership irrespective of gender discrimination.



DANJIEL PANTIC
SERBIA

Serbian Association of Managers
Founding Member and Vice President

Having worked at Deloitte & Touché, Yugoslavia and the Economics Institute in Belgrade, as Adviser and Researcher in tax and legal practice, Mr. Pantic became Founder and Managing Partner of the HD European Consulting Group, a consultancy company providing project management services.

Mr. Pantic has been an initiator, founding member and elected Vice President of the Serbian Association of Managers, an organization gathering executives and managers from Serbia.

He has served as elected Secretary General of the European Movement in Serbia, one of the leading NGO advocating facilitated integration of Serbia into the EU.

Danjel Pantic has been leading numerous internationally financed projects, mainly focused on promoting development concepts. He has developed outstanding negotiation skills and has cultivated a wide network of contacts within Serbia's public sector as well as worldwide with other consulting companies and partner institutions.

Motivation

Today, regions or rather clusters of countries are often faced with simultaneous challenges which are by nature horizontal and a precondition for sustainable growth such as but not limited to gender issues, associated demographic challenges and the concept of direct democracy.

In a number of cases, exchange of best practices can be substantial as certain regions can offer experience in sequencing and setting up goals. I am willing to offer experiences from hands on work in Serbia and throughout the Balkans in promoting new development concepts, mobilizing stakeholders and creating new agendas leading towards democratic stability and economic growth.



SOPHEA PHEUNG
CAMBODIA

CamASEAN Youth's Future
Safe City Project's Leader

I hold a B.A in Environmental Science and work at CamASEAN Youth's Future. I am an activist and have worked for social justice, human rights and advocacy for the minorities and marginalized groups including LGBTIQ, disability, sex workers, drug user, prisoners, people living with HIV/AIDS, land grabbing of indigenous peoples', youth, children and women.

The current focus of my work lies in the Cambodian Woman and Choice project, advocating for integration of minorities, marginalized and LGBT.

Furthermore, I am working on a safe city for minorities, building capacities of marginalized people to become activists to challenge oppressive discourses on culture, tradition, social norms and the patriarchal system.

Within the initiative "stop bullying at school" I support advocacy for positive changes to building peace, stop violence, stigma and inclusion of LGBTI by training teachers.

Further advocacy initiatives of my work focus on abortion rights and root causes of unsafe abortion and building allies for LGBT within the Parents Friend Relative of LGBT project.

Motivation

My activist experience is why I am interested in this lab. Most of the time, I build capacities and leadership of young people in rural and isolated areas. This lab will be helpful for me to share my own experience but also to advance my work and add values to what my team and I have done.

Through the lab, I would like to get a strategic vision to collaboratively work with government officials in advocating for understanding, acceptance and support to human rights for ALL as well as monitoring and feedback mechanisms.



PHUONG – NGUYEN THUY UYEN
VIET NAM

TOMATO Children's Home
Founder and CEO

Phuong Nguyen is a female entrepreneur and an educational activist. She is the Founder and CEO of TOMATO Children's Home – a women-led organization providing innovative early education programs for children.

Before starting her entrepreneurial journey, she served as the Deputy Managing Director of PACE Institute of Management. Phuong has been actively involved in social activities since her youth. She was elected as the President of 80s Generation Network in college and awarded the title "Vietnamese Youth Ambassador" in 2015 and "YouthSpeak Ambassador" in 2016 by AIESEC. After getting married and becoming a mother, Phuong was strongly inspired to take part in various social responsibility projects for the wellbeing of women and children, e.g as an associate expert to Ho Chi Minh City's Club House. In 2016, she also co-founded THE CATERPIES – a social enterprise to empower parents and educators.

Phuong has published three books and was a frequent contributor for Ho Chi Minh City's Women Magazine and Tuoi Tre Newspaper.

Motivation

I am strongly motivated to participate in the lab to seek insights on how to unleash the inner power of myself and of the women who I am working with. Every day in my work I meet and talk to so many women who are fighting an internal battle with themselves. They are moms who struggle to find a balance between family and work, between their own dreams and what the societal paradigms expect them to do. As I can see my story in their stories, I feel empathy for them. And I also feel responsible for creating a better world for myself and for our Vietnamese women.



MUHAMAD RAYAN
INDONESIA

GIZ FORCLIME
Senior Advisor, Climate Policy and
Information Knowledge Management

I am currently working for GIZ FORCLIME Indonesia as Senior Advisor for Climate Policy and Information Knowledge Management. In this position, I am also responsible for policy development support for the Ministry of Environment and Forestry including the Governance and Gender Mainstreaming policy.

In 2015, GIZ FORCLIME won the first prize in GIZ Indonesia, Asean and Timor Leste Communicating Gender 2015 for its activities supporting the partner.

I have over 10 years' experience in development work with various international development bodies such as IFC, GTZ and UNFPA.

Motivation

I am motivated to participate in the lab because I was involved with Climate Leadership Program where the process and its impacts uplifted my skills and competency.

My other motivation is to learn and to share in the lab on how to achieve sustainability in gender mainstreaming in line with the UN Economic and Social Council definition, "Mainstreaming a gender perspective is the process of assessing the implications for women and men of any planned action, including legislation, policies or programmes, in all areas and at all levels."



LYAZIZA SABYROVA
PHILIPPINES

Asian Development Bank, Central and West Asia Regional Department, Regional Cooperation and Operations Coordination Division
Principal; Regional Economist

After obtaining her Ph.D degree in Economics from Indiana University (Bloomington, IN, USA), Lyaziza joined ADB in 2000, and worked on infrastructure projects in the People's Republic of China, Central Asian, and South Caucasus countries. In 2006–2008 she was posted in ADB's Resident Mission in the Kyrgyz Republic, and led the preparation of the Joint Country Support Strategy for the Kyrgyz Republic from the ADB side (together with DFID, the Swiss Development Agency, the World Bank, and UN Agencies). From 2008–2011 she was on a special leave from the ADB, during which she co-founded an independent economic think tank in Kazakhstan, the RAKURS Center for Economic Analysis. Till recently, she had been leading the work on ADB's Country Partnership Strategy for Armenia, and is currently involved in ADB's analytical economic work.

Motivation

My motivation to join the Transforming Leadership Lab is to brainstorm, learn, and exchange ideas with the participants on political economy aspects of implementing institutional reforms in developing countries. The context in which international finance organizations work in often involves a merger of business and political elites, weak rule of law and competitive environment, and the general lack of trust in the existing institutions from public at large. I am interested to learn how to engage meaningfully and more effectively into a policy dialogue with these governments, and how to pursue governance reforms in such a context.



NORIO SAITO
VIET NAM

Asian Development Bank, Southeast Asia Department
Deputy Country Director,
Viet Nam Resident Mission

Norio Saito has more than 23 years of professional experience in loan and TA processing and implementation, policy and strategy development, engaging co-financing and policy dialogue, climate change mitigation and adaptation, and environmental and social safeguards. He has initiated several project design innovations in the urban and water sectors. He holds a Ph.D in Environmental Science (on urban climate change adaptation) from Ibaraki University, Japan; a Master's degree in Environmental Economics and Policy from Duke University, USA; and a Bachelor's degree in Geography from the University of Tokyo, Japan. Prior to joining ADB in 2008, he worked for about 15 years in the Japan Bank for International Cooperation/Japan International Cooperation Agency (JBIC/JICA).

Motivation

My current responsibility includes managing about 60 staff of diverse background and experience. Our office aims at helping further development of Viet Nam, but there are many challenges to deliver results on the ground in a timely manner. Transformational change is necessary, but considering different interests of multi-stakeholders, it is a formidable task. So I am interested to learn more on how we can effectively bring in changes, through innovation and leadership, which will create positive impacts. I look forward to this unique opportunity to engage in dialogue with and learn from other participants with different backgrounds, experience, and nationalities.



ANNA SAKIQI
ALBANIA

Prime Minister's Office
Head of Delivery Unit

Anna Sakiqi is the Head of Delivery Unit working at the Prime Minister's Office. She is a seasoned professional with deep cross-industry experience who can identify and analyse trends in complex operating environments; remove obstacles to create value; and improve efficiency to cut costs and increase accountability. She has a combination of strong management, analytical and technical skills, and has the ability to focus on real issues and kick-start implementation.

She joined the position as Head of Delivery Unit in January 2014. The unit was established to advance key reforms and develop a systematic and evidence-based approach to policy implementation.

Her previous experience working in the private sector include as a Financial Analyst, Management Accountant and as an Internal Auditor in different industries.

She graduated in Business Economics from the University of Bologna and holds a Master's of Science in Business Administration from the same university. She is a finalist for the Chartered Institute of Management Accountant (CIMA) certificate. She also holds an Executive Education certificate, "Leading Economic Growth" from Harvard University.

She speaks Italian, English and Albanian. Her country experience includes: Italy, Great Britain and Albania.



NATALIA SANCHEZ
SOUTH AFRICA

Kili Partners
Managing Partner

Born in Ecuador, Natalia has lived and worked in more than 15 countries, and gained extensive experience in emerging markets in Africa, Eurasia and Latin America. This exposure in leadership roles has given her a wide understanding of growth opportunities in different markets and industries.

As Manager of the Africa Desk at Roedl and Partner, she assisted non-African investors and international institutions with their African projects. Natalia is co-founder and managing partner of Kili Partners – an advisory and project development firm that assists clients to access growth opportunities and markets across the African continent. She is also a key advisor for government relations and crisis management to the political advisory agency Más Poder and a member of the Institute of Business Advisors of South Africa.

Natalia has a postgraduate degree in Management and Entrepreneurship from the University of Cape Town. She holds a BA in International Relations and Diplomacy obtained in Paris and Heidelberg. She speaks Spanish, English, French, Portuguese, Italian, and German and is currently learning Mandarin.

Motivation

As Kili Partners develops projects in Africa in infrastructure, telecommunications, fintech, healthcare, energy and agriculture to transform opportunity into prosperity, Natalia wants to purposefully design ventures that transform social and power structures and that contribute to good and better societies.



GAURAV SHARMA
GERMANY

Stiftung Wissenschaft und Politik Fellow

Gaurav Sharma is the recipient of the German Chancellor Fellowship for year 2015-2016, by the Alexander von-Humboldt Foundation. He is also the recipient of the 'Young Leader' in the 'Crans Montana Forum', class of 2014-2017. Currently, he is a Fellow at the German Institute for International and Security Affairs, Asia Division in Berlin. Gaurav was the Political Advisor at the Embassy of the Federal Republic of Germany, New Delhi, from 2012 to 2015. From 2011 to 2012 he was a Research Assistant at the Centre for Land Warfare Studies, New Delhi. From 2010 to 2011 he studied at the Geneva Centre for Security Policy and did his Masters of Advanced Studies in International and European Security. Gaurav did his Bachelor's in Information Technology and as an engineer, worked in various software banking technology firms in Mumbai, Singapore and Australia.

His main areas of interest focus on India's strategic partnership with important nation states – U.S., Germany, France, Israel and United Kingdom inclusive of India's defence strategic engagement partnerships.

Motivation

The Transforming Leadership Lab is an ideation methodology, where Gaurav wants to explore the sentiments of the socio-economic interface and share India's vision and ideas in the sector of education and semi-skilled labour issues. Gaurav would also like to utilize the platform to share India's growing potential and support for grass-root based initiatives as part of the public-welfare programs run by the government.



MANOJ SHARMA
PHILIPPINES

Asian Development Bank, South Asia Department, Urban Development and Water Division Principal Urban Development Specialist

Manoj Sharma is Principal Urban Development Specialist in the South Asia Department of the Asian Development Bank. Manoj has 25 years of experience working with ADB and the Government of India. He has led multi-sector teams for designing and implementing complex and innovative projects for urban infrastructure and economic corridors development in several countries in Asia. He has also led policy dialogues at senior levels of the governments for substantive reforms for industrial development, urban governance including capacity building of urban local bodies, and infrastructure financing including structuring and financially closing public-private partnership projects. Manoj has also supported the strategic development of the urban, water and industrial sectors at ADB and the countries in South Asia. He is a graduate in Civil Engineering, postgraduate in Management, and a CFA Charter holder. Prior to joining ADB, he worked in the Indian Administrative Service.

Motivation

My work requires me to be a leader and a change agent for not only conceptualizing and designing but also following through successful implementation of innovative projects for member countries of the Asian Development Bank. I am passionate about making a change in the lives of the people, especially the poor and the disadvantaged sections, of Asia, and look forward to hearing and understanding new ideas and approaches to improve myself as a leader. I am excited to be able to share and learn from experiences of other participants who will attend the program from different parts of the world.



SONA SHRESTHA
INDONESIA

**Asian Development Bank,
Southeast Asia Department,
Indonesia Resident Mission
Deputy Country Director**

Sona Shrestha is Deputy Country Director at the Asian Development Bank's Indonesia Resident Mission. Shrestha assumed this role in May 2016. Prior to this, she was ADB's Principal Country Economist for the Philippines.

Shrestha joined ADB as an economist in 2003. Since then, she has led project teams in the areas of financial sector reforms, private sector development and regional trade in several Central, West and South Asian countries. From 2012 to 2014, she was the Senior Advisor to ADB's Vice-President for East Asia, Southeast Asia and the Pacific, where she worked on the full range of strategy, policy and operational issues pertaining to these three regions.

Shrestha has over 16 years of policy research and operations experience. Before joining ADB, Shrestha worked as Senior Economist at the Reserve Bank of Australia.

Shrestha holds a Ph.D in Economics from the University of California and Bachelor of Arts degree in Economics from the Smith College.

Motivation

My main motivation for joining this program is its unique and innovative approach to combining individual development with systemic and institutional reform. I look forward to sharing ideas and experiences on effective means for engaging with a diverse set of stakeholders with different vested interests and in driving change in these contexts.



SUSAN TEUTEBERG
GERMANY

**Alphabet International –
daughter of BMW Group
Change Manager**

For a little more than two years I have been responsible for driving the change process of the main project in our organization (a BMW daughter focusing on mobility services like classical corporate car leasing plus new concepts like mobility budgets, electric fleet potential), named "OASIS" – ONE Alphabet Strategy and International Solutions. Being a huge IT project, the aim is to achieve a fundamental business transformation for the entire company which prepares and arms it for new mobility concepts to enter a tough and changing market – the automotive industry.

Before this I went through several strategic HR functions within BMW like designing Employer Branding strategies, developing assessment centers and standards for recruitment processes. Directly before Alphabet, I spent four years as manager for international leadership development.

(A long time ago) I studied linguistics in Hamburg and London, later working for a management consulting company in Frankfurt named Cambridge Technology Partners.

Motivation

When I read about this programme I was taken in by the topics – being a mother of two sharing a job card with another mother in a highly flexible environment – I think there is still a lot of opportunities and homework out there. Second attraction for me is the outlook to share thoughts and ideas with an international group from diverse professional backgrounds. To gain – and share – food for thought – me working in automotive, in my universe, and others working in completely different worlds. I think we can only benefit from each other's experiences and perspectives.



CHIMI THONDEN
PHILIPPINES

Asian Development Bank, Pacific Department, Urban, Social Development & Public Management Division
Senior Education Specialist

Chimi Thonden's career includes a strong focus on expanding access to quality education and basic services for the most vulnerable populations, including refugees, women, children, and remote and marginalized communities. She has worked with international development and refugee organizations focused on education reform as well as children and youth services for over 20 years.

Ms. Thonden currently leads the development of ADB's education sector projects in the Pacific region. Prior to joining ADB in 2012, she developed large-scale education assistance programs with USAID/Indonesia and education-in-conflict programs with USAID/Nepal for nearly ten years. She also led grant and technical assistance-based programs in underserved communities in Oakland, California and New York City.

She holds a Master's degree in International Education from the Harvard Graduate School of Education and a Bachelor's degree from Barnard College, Columbia University. Ms. Thonden was born in India as a Tibetan refugee, grew up in the U.S. has worked in the U.S., India, Nepal, Indonesia, and the Pacific Islands.

Motivation

I am interested to learn from global experiences and gain insights on how to push boundaries on gender empowerment within traditional structures of power, particularly through education reform. As an educationist, I believe that the value of life-long learning is critical to promoting awareness and behavioral change. I would like to explore how I can further promote such change on a personal level within my own cultural communities as well as in my inherited culture of work.



ANNAPURNA VANCHESWARAN
INDIA

The Energy and Resources Institute
Senior Director – Sustainable Development Outreach and Youth Education

A Ph.D in Sustainable Development and Corporate Social Responsibility (CSR) from the Indian Institute of Technology, Delhi, India and a Bachelor of Science from the Delhi University, my work in TERI for over two and half decades has helped me gain the benefit of a huge intellectual think tank, with knowledge resource cutting across global borders and to actively be engaged with and be part of multi task teams working on challenging and diverse projects that address priority issues in the areas of climate change, environment and sustainability.

Since 2010, I have been associated with TERI University as an Adjunct Faculty and as Vice President, TERI, North America overseeing TERI's programmes and activities in the region.

Motivation

My interests and yearnings while progressing in my career has been to address transformational challenges that confront the bottom end of the spectrum of industry and society at large. The Transforming Leadership Lab appeals to me not just for its content and process but largely owing to my interest arising from both my curiosity and intent to see if I could imbibe specific leadership skills to be able to make an impact over a large section of society particularly the vulnerable. Through this Leadership and Innovation Lab, I would like to support personal and intellectual freedom for women in a focused and concentrated manner that could yield significant achievements for women and society as a whole.



THE GLOBAL LEADERSHIP ACADEMY

Worldwide, leaders and change agents face increasingly complex and dynamic challenges. At the same time, the vast majority of leadership development measures focusing on individuals have little impact at an organisational level and are limited to training courses and conferences. This is where the Global Leadership Academy comes in and addresses global issues and works with its international partners to provide reflective dialogue spaces ('Leadership and Innovation Labs'). Based on new perspectives and insights, leaders and change agents from the fields of policy-making, business, academia and civil society develop innovative approaches and solutions to problems in their areas of influence.

The Global Leadership Academy, funded by the German Federal Ministry for Economic Cooperation and Development (BMZ), is a central component in GIZ's range of services for international human capacity development.

THE ASIAN DEVELOPMENT BANK

The ADB aims for an Asia and Pacific free from poverty. While it has achieved a significant reduction in extreme poverty, the region remains home to about two-thirds of the world's extremely poor. With USD 27.17 billion in total operations in 2015 and 3105 employees from across its 67 members, ADB in partnership with member governments, independent specialists and other financial institutions is focused on delivering projects that create economic and development impact. It has 48 regional members and 19 non-regional members.

The Governance Thematic Group is ADB's internal network for knowledge sharing and cross-departmental coordination in the areas of governance, public sector management and capacity development. The Group plays a crucial role in promoting governance issues in ADB and delivering quality operations in developing member countries.



HOSTING TEAM



MAREIKE ZENKER
GIZ Global Leadership Academy
Germany

Role in the Leadership and Innovation Lab:

CO-CONVENOR

Mareike is convinced of the importance of social dimensions in all development areas. Connecting different people and fostering exchange has always been a central aspect of her professional life. She has been actively involved in different global and regional networks.

Before joining the Global Leadership Academy in 2015 she was heading a project on strengthening women's rights in Indonesia directly targeting at building links between different stakeholders at different levels and sectors. She has been working in various positions supporting governance issues and projects in Asia, Africa and the MENA-region. She graduated in Sociology and is trained intensively in Change Management.



CLAUDIA BUENTJEN
Asian Development Bank, Sustainable
Development and Climate Change
Department, Thematic Advisory
Service Cluster;
Principal Public Management Specialist
Philippines

Role in the Leadership and Innovation Lab:

CO-CONVENOR

Claudia holds a Dr. rer. pol in International Economics and has more than 20 years of experience working on policy reforms and country programming in Asia in various staff positions at ADB and GIZ. In her current position in the Governance Thematic Group of the Asian Development Bank, she provides platforms for innovation and learning at projects, programs and organizational levels. She regularly hosts international events, writes blogs, serves as the editor of ADB's Governance Brief publication, and manages and supports pilot projects in the areas of decentralization, service delivery, climate change, and social accountability. She firmly believes in the power of leadership and multi-stakeholder engagement for reforms.



CABY VERZOSA
Change Interventions for
Development, LLC
 USA

Role in the Leadership and Innovation Lab:

FACILITATOR

Caby Verzosa has extensive experience in the design, implementation, and evaluation of change interventions in developing countries worldwide. She has worked at the World Bank Group headquarters and with international development organizations in Washington DC and in the Asia region.

Her work on change interventions in various sectors integrated field-based technical assistance with learning and knowledge-sharing systems. Her core competencies include: Conflict Management, Multi-Stakeholder Engagement, Coalition Building, Social Marketing, Strategic Communication, eLearning, and Online Games. She has facilitated workshops and conducted follow-up coaching sessions (from 6 months to 2 years) with reform teams. Her work in various sectors included: governance and anti-corruption; public sector management; public-private partnerships; environment, biodiversity, and conservation; health, nutrition, and reproductive health; water and sanitation; female secondary education; early childhood development; and social protection. Change interventions, such as those on girls' education, early childhood development, reproductive health, water and sanitation, addressed gender-related issues, challenging existing social norms and promoting shared roles in securing the well-being of families and communities.

Caby has a PhD in Intercultural Communication and Conflict Management from the University of Maryland at College Park, a Master of Public Administration from the University of the Philippines, and a Bachelor of Arts in Broadcasting from the University of the Philippines.



THOMAS FIUTAK
Technological Leadership Institute,
University of Minnesota-Twin Cities
 USA

Role in the Leadership and Innovation Lab:

FACILITATOR

Thomas Fiutak, Ed.D., is currently Senior Fellow in the Technological Leadership Institute, University of Minnesota-Twin Cities as well as Lecturer in the faculty of the Conservation Biology. He has taught Conflict Management, and Mediation Systems in the Humphrey Institute for Public Affairs at the University of Minnesota and initiated and directed the Conflict and Change Center which coordinated research in the areas of negotiation, mediation models, and conflict management systems. He established the University Mediation Program providing mediation services directly to faculty and academic staff and directed interventions into sixteen academic and non-academic university related departments. His specific focus has been on organizational and conflict cultures and their effect on the negotiation arenas they create. Since 1985 as Fellow at the Salzburg Seminar (Austria) on Dispute Resolution, he has provided negotiation training for policy makers, government officials, educators, judges, private sector negotiators, leaders of non-government organizations, and financial officers in North America, as well as 15 other countries in Asian, Europe, and Africa. A founding member of Mediators Beyond Borders, International, he co-leads the Climate Change Project and has observer status with the United Nations Convention on Climate Change. His book, *Le Médiateur dans l'arène: Réflexion sur l'art de la médiation* (Eres, 2009), (The Mediator in the Arena: Reflection on the Art of Mediation) reflects his approach to mediation. He can be reached at conflictchange@gmail.com.



MAX SCHUPBACH
Deep Democracy Institute
USA

Role in the Leadership and Innovation Lab:

FACILITATOR “MEETING 1”

Max is president of the Deep Democracy Institute. He is together with Arnold and Amy Mindell a co-founder of the Process Work and Deep Democracy movement and has co-founded most of its international institutes and training programs.

He coaches leaders across industries, governments and spiritual communities and consults a wide variety of organizations worldwide. His work is featured in many national TV and Press programs that you can find on the Deep Democracy website.



ELLEN SCHUPBACH
Deep Democracy Institute
USA

Role in the Leadership and Innovation Lab:

FACILITATOR “MEETING 1”

Ellen is executive director of the Deep Democracy Institute. She coaches individuals internationally, and studies and teaches process work and deep democracy in a large variety of locations and cultures throughout the globe. Her particular focus is on assisting individuals and groups to bring their deepest hopes and inspirations into the reality of their everyday lives.

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A dialogue process jointly convened by the Asian Development Bank and the Global Leadership Academy, the latter commissioned by the German Federal Ministry for Economic Cooperation and Development (BMZ), and implemented by the Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH.

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