



AIM CENTER FOR DEVELOPMENT MANAGEMENT

Bridging Leadership

Course Code:	BL
Faculty:	Prof. Ernesto D. Garilao
Sessions:	20 Sessions

Course Description

The development concerns that development managers face throughout Asia are becoming increasingly complex and diverse. Furthermore, with the United Nations' declaration of the Millennium Development Goals (MDGs) "to reduce extreme poverty and the worst forms of human deprivation by 2015," the resolution of these complex and diverse issues becomes increasingly urgent. The complexity of the development concerns, coupled with its diversity and urgency, demand not just the commitment and performance of certain sectors, but of the broader community of stakeholders of the issue.

The Bridging Leadership Course will equip the participants with the necessary knowledge and skills to convene, facilitate, lead, and sustain the collaborative work that current realities require. Drawing from the experiences of actual collaborative work and employing a combination of lectures, structured learning exercises, and simulations, the Workshop will expose the participants to a prescriptive Leadership Framework that will allow them to clarify their core role as development managers in relation to the issues they face and then present concrete ideas on how to bring partner stakeholders together to more effectively address their collective issues.

Course Objectives:

At the end of the course, the participants will be able to:

- Understand the Bridging Leadership Framework, its accompanying concepts, and tools;
- Systematically analyze the issues that they face,
- Clarify their core role as development managers;
- Verbalize their commitment in addressing the concerns that they face; and
- Acquire the knowledge, skills, and tools that are necessary for facilitating and participating in collaborative work in order to achieve the societal outcomes for the communities that are served.

Learning Methodologies and Approaches Used

1. Lecture/discussion
2. Case discussion
3. Dialogue exercises

Evaluation and Feedback Systems

1. Class participation
2. Completion of Workshop Outputs
3. Reflection paper

COURSE DETAILS

SESSION	Topic / Cases / Readings
1	Read: 1) Your Life Story Defines your Leadership 2) Definition of Worldview, Values, Talents and Purpose (From Zen and the Art of Making a Living by Laurence Boldt) 3) Vision Questing 4) Clarifying Values 5) Targeting Talents 6) Pointing to Purpose
2	Read: 1) The Leader and Leadership: What the Leader Must Be, Know and Do 2) Be Yourself – More with Skill
3	Read: 1) The Miraculous Option 2) Systems Thinker: What is Systems Thinking? 3) Facilitating Complex Multi-Stakeholder Processes: A Social Learning Perspective 4) Connective to Source (Zain Hassan) 5) Excerpt from: Theory U: Leading from the Emerging Future Presencing as a Social Technology of Freedom: Introduction 6) Dialogic Approaches to Global Challenges: Moving from “Dialogue Fatigue” to Dialogic Change Processes: A Working Paper 7) Leadership for Societal Transformation
4	Read: 1) About the MDGS: Basics 2) The Perspective of Freedom 3) The Ends and the Means of Development 4) Systems Thinker Guideline
5	Read: Stakeholder Analysis
6-7	Read: Right to Left Planning (Prof. Eduardo A. Morato, Jr.)
8	Read: 1) From the Democratic Dialogue – A Handbook for Practitioners (Bettye Pruitt and Philip Thomas) 2) Chapter 2.2: Exploring the Possibility for Dialogue
9-10	Read: 1) Dialogue 2) Chapter 2: What Makes a Dialogue Unique? 3) Bunaken
11-12	Read: 1) Dialogue 2) Chapter 2: What Makes a Dialogue Unique? 3) Bunaken (continuation of BL 9-10)
13-15	Read: 1) Making Services Work for Poor People (World Development Report 2004) 2) Chapter 5: Conflict Transformation and Four Dimensions of Change 3) Developing A Theory of Change (A Framework for Accountability and Learning for Social Change – A Keystone Guide)
16	Read: 1) Making Services Work for Poor People (World Development Report 2004) 2) Chapter 5: Conflict Transformation and Four Dimensions of Change 3) Developing A Theory of Change (A Framework for Accountability and Learning for Social Change – A Keystone Guide) (continuation of BL 13-15)
17-18	Read: 1) The Partnering Toolbook 2) Managing Partnerships: Tools for Mobilising the Public Sector, Business and Civil Society as Partners in Development
19-20	Read: The Cost of Leadership