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CGPA
CENTRE FOR GOVERNANCE AND PUBLIC ACCOUNTABILITY

LOCAL GOVERNMENT, ELECTIONS & RURAL DEVELOPMENT DEPARTMENT
GOVERNMENT OF KHYBER PAKHTUNKHWA

EMPOWERING LEADERSHIP

Gender Responsive & Inclusive Management of Local Services

For: GIZ, Local Council Board,
Local Governance School, Peshawar

Mastering the Art of Management for Organizational Excellence

Foreword

Welcome to the 2-day workshop on Empowering Leadership: Mastering the Art of Management for Organizational Excellence. This program has been meticulously designed to provide you with the tools and insights needed to excel in both management and leadership roles within your organization. Over the next two days, you will engage in a series of activities, discussions, and exercises that aim to bridge the gap between managing tasks effectively and leading teams with vision and inspiration.

Day 1 focuses on the fundamentals of management. You will delve into practical strategies for time management, task prioritization, and effective communication—skills that are essential for ensuring that your team operates efficiently. Additionally, we will explore how to create inclusive communication channels and establish practices that ensure all voices are heard within your team, regardless of gender or background. The day will also cover critical aspects of organizational management, such as setting up and managing committees, and streamlining processes to enhance productivity. This day is structured to provide you with actionable tools that you can implement immediately to improve your daily operations.

Day 2 shifts the focus to leadership. Here, we explore the more nuanced elements of leading a team—motivating stakeholders, fostering collaboration, and driving change. We will emphasize inclusive leadership practices that recognize and value diverse perspectives, ensuring that your leadership approach is both equitable and effective. The sessions are designed to help you develop a leadership style that not only inspires your team but also aligns with the organizational goals. You will learn how to navigate the challenges of leadership, from managing diverse teams to making strategic decisions that have a long-lasting impact.

What sets this workshop apart is its unique approach to integrating the concepts of management and leadership. While management is about doing things right, leadership is about doing the right things. This workshop will show you how these two aspects are not mutually exclusive but rather complement each other in achieving organizational excellence. Throughout the workshop, you will find that we have made every effort to keep the sessions interactive and engaging. Through group activities, role-playing scenarios, and open discussions, you will not only learn from the facilitators but also from your peers.

We encourage you to approach this workshop with an open mind and a willingness to participate actively. By the end of the program, you should feel more confident in your ability to manage your team effectively while leading them towards a shared vision of success. We look forward to your contributions and are excited to embark on this journey of growth and learning together.

Barkatullah Khan Durrani
Director
Local Governance School, Khyber Pakhtunkhwa
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Empowering Leadership: Gender Responsive & Inclusive Management of Local Services

2-day Training of Trainers Workshop for Senior Leaders at
Local Council Board and Local Governance School
Khyber Pakhtunkhwa, Pakistan

Learning Objectives: By the end of the training, the participants will be able to ....

- List effective time management strategies and explain their benefits.
- Discuss motivational techniques and how they can be applied to improve team performance.
- Describe the process of establishing and managing committees effectively.

Timing	Session	Details
Day 1: Mastering Self-Management: Building Foundations for Personal and Professional Success		
9:00 - 10:00	1	**Opening Remarks and Introduction** • Welcome remarks by GIZ, LCB and LGS, including a highlight on the importance of effective management and leadership in nurturing talent and energy within an organization. • An overview of the 2-day Agenda. • An introduction to the Workshop Facilitators and Participants.
10:00 - 11:00	2	**Understanding Core Principles of Management & Leadership** • An introduction to the basic management functions: planning, organizing, staffing, leading, and controlling. • Nuggets of Wisdom – what effective leaders do!
11:00 - 11:15	**Tea Break**	
11:15 - 14:00	3	**Time Management Skills** • Handling paperwork efficiently ("touch it once"). • Strengthening the "no" muscle to set boundaries. • Using technology effectively for productivity. • Filing and document management. • The importance of clear, concise closed loop communication.
14:00 - 14:45	**Lunch Break**	
14:45 - 16:30	4	**Review of Training Module-1 on:** Byelaws for Bus Addas
16:30	**Session Close and Tea**	
Day 2: Leading Others: Cultivating Motivation and Excellence in Teams		
9:00 - 10:00		**Recap of Day 1 and Introduction to Day 2** • Brief discussion on self-management insights. • Overview of managing others and creating positive environments.

Timing	Session	Details
10:00 - 10:45	5	**Motivating Internal and External Stakeholders** • Definition, importance and challenges of motivation. • Practical motivation techniques and reward systems.
10:45 - 11:15	**Tea Break**	
11:30 - 12:30	6	**Building Teams for a Positive Organizational Environment** • Building trust and transparency within teams. • Encouraging open communication and feedback. • Team dynamics and roles.
12:30 - 14:00	7	**Managing Committees Effectively** • The role of committees in decision-making and project management. • Best practices for committee formation, functioning, and closure. • Inquiry Committees and Writing Summary Report.
14:00 - 14:45	**Lunch Break**	
14:45 - 16:30	8	**Review of Training Module-2 on:** Byelaws for Solid Waste Management
16:30 - 17:00	9	**End of Training Feedback and Close** • Closing remarks by GIZ, LCB and LGS
17:00	**Workshop Close and Tea**	

Session-2

Understanding Core Principles of Management & Leadership

Management is the process of coordinating and overseeing the work of others to ensure that tasks are completed efficiently and effectively. It involves planning, organizing, directing, and controlling resources—like people, money, and materials—to meet specific goals. Managers focus on creating order and consistency within an organization, ensuring that daily operations run smoothly and objectives are met. Management is about getting things done through planning and organizing.
In the current diverse workplace, good management is also about gender diversity and inclusion. That means creating a workplace where every person has an equal opportunity to contribute and succeed, regardless of gender, race or background. Inclusive management practices lead to a wider range of perspectives, promote more collaboration while making sure that the voices and concerns all employees are considered in decision-making processes.

Leadership is the ability to inspire and guide others toward a common goal. It's about setting a vision, motivating people, and building a team that works together to achieve something greater than what they could accomplish individually. Leaders focus on influencing and empowering people, encouraging innovation, and driving change within an organization. Leadership is about motivating and guiding people toward a shared vision.
Inclusive leadership goes a step further by actively promoting gender equality and inclusiveness. This type of leadership ensures that diverse voices are heard and valued, creating an environment where everyone—regardless of gender, background, or identity—can contribute to the team's success. Inclusive leaders recognize the strengths that diversity brings, and they work to remove barriers that might prevent anyone from reaching their full potential.

These definitions highlight how management is more about executing tasks, while leadership is about inspiring and guiding people. Management should ensure that tasks are executed in a manner that values all team members' contributions, regardless of gender or background. Similarly, leadership should inspire and guide with an inclusive vision that empowers everyone in the organization.

Both are essential for organizational success, but they involve different skills and approaches.

Nuggets of Wisdom

Lesson-1: Mountain Climbers Make Lousy Mountain Guides!

A highly skilled mountain climber, known for his technical expertise and numerous accolades, was suddenly tasked with a new role: leading groups of climbers up challenging mountain paths. Though he was more than qualified in terms of his climbing skills, guiding others was a completely different challenge.

One day, during a particularly tough climb, the group he was leading became tired, discouraged, and uncertain about continuing. In that moment, the climber realized that his technical skills alone were not enough. He needed to inspire and motivate the group, to help them push past their fear and fatigue. This required empathy, encouragement, and the ability to connect with people—not just the ability to climb.

He found that being a great climber didn't automatically make him a great guide. Leadership in this context meant understanding the group's emotions and encouraging them to believe in their own abilities, something far beyond just technical competence.

What is the moral of the story?

Lesson-2: Are You Your Biggest Enemy?

The egg that breaks from within gives life. When egg is broken from outside, it takes life. One day all the employees reached the office and saw a big advice written on the door.

"Yesterday the person who has been stopping your growth in this company passed away. You are invited to join the funeral."

In the beginning, they got sad for the death of one of their colleagues, but after a while they got curious to know who was the man who stopped their growth.

Everyone thought: 'Well at least the man who stopped my progress died!'

One by one the thrilled employees got closer to the coffin, and when they looked inside they were speechless. They stood shocked in silence, as if someone had touched the deepest part of their soul. There was a mirror inside the coffin and everyone who looked inside could see him/herself.

There was a sign next to the mirror that read:
"There is only one person who is capable to set limits to your growth...It is you. You are the only person who can influence your happiness, success and realization."

Your life does not change when your boss, friend or company changes.....your life changes when you change...you go beyond your limiting beliefs and you realize you are the only one responsible for your life.
It's the way you face life that makes the difference!

If an egg is broken from outside force, life ends, but if it is broken from inside force life begins. Great things always begin from our inside.

What is the moral of the story?

Lesson-3: Do You Make Tough and Timely Decisions?

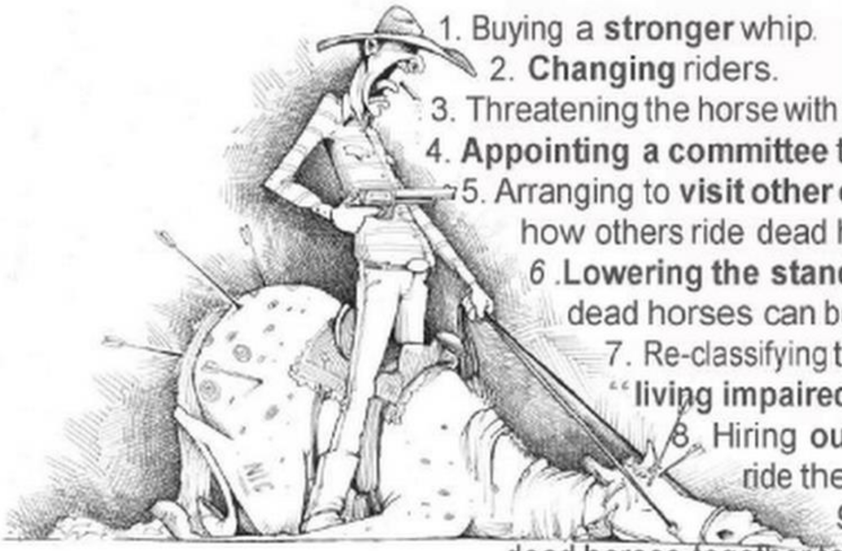
The Dead Horse Theory emphasizes the importance of recognizing failure, making tough decisions, adapting to change, managing resources effectively, and fostering a culture of innovation. It reminds leaders that sometimes, the best course of action is to stop what is not working and pursue new, more effective strategies.

THE DEAD HORSE THEORY

The **tribal wisdom** of the Dakota Indians, passed on from **generation to generation**, says that,

"When you discover that you are riding a *dead horse*, the best strategy is to dismount."

However, in modern business, education and government, a whole range of far more advanced strategies often employed, such as.:



1. Buying a **stronger** whip.
2. **Changing** riders.
3. Threatening the horse with **termination**
4. **Appointing a committee** to study the horse.
5. Arranging to **visit other countries** to see how others ride dead horses.
6. **Lowering the standards** so that dead horses can be included.
7. Re-classifying the dead horse as "**living impaired**".
8. Hiring **outside contractors** to ride the dead horse.
9. Harnessing several dead horses together to increase the speed.
10. Providing **additional funding and/or training** to increase the dead horse's performance.
11. Doing a **productivity study** to see if lighter riders would improve the dead horse's performance.
12. Declaring that as the dead horse **does not have to be fed, it is less costly**, carries lower over head, and therefore contributes substantially more to the bottom line of the economy than do some other horses.
13. **Re-writing the expected performance** requirements for all horses.
14. **Promoting** the dead horse to a **supervisory position** of **hiring** another horse.

1. **Recognizing Ineffective Strategies:**

- **Leadership Insight:** Effective leaders must be able to recognize when a strategy, project, or process is no longer working (i.e., the "dead horse"). Ignoring this or trying to force it to work through various means (as humorously illustrated in the theory) only wastes resources and time. Leaders should instead have the courage and wisdom to "dismount" by discontinuing ineffective practices.
  Example: A leader who continues to invest in a failing project, despite clear indicators that it will not succeed, is akin to "buying a stronger whip" for the dead horse. A better approach would be to assess the situation honestly and pivot to a more effective strategy.

2. **Decision-Making and Adaptability:**

- **Leadership Insight:** Good leaders are adaptable and willing to change course when necessary. The Dead Horse Theory suggests that many leaders and organizations fall into the trap of sticking with the familiar, even when it's clearly not working. A strong leader should be able to make tough decisions, such as abandoning a failing strategy and exploring new opportunities.
  Example: Consider a company that continues to invest in outdated technology despite declining market relevance. A leader who is adaptable would recognize this as a "dead horse" and shift resources to more innovative technologies that align with current market demands.

3. **Accountability and Responsibility:**

- **Leadership Insight:** Effective leadership involves accountability—not just to continue with efforts, but to ensure those efforts are fruitful. Persisting with a "dead horse" strategy is often a way of avoiding responsibility for the failure of that strategy. True leadership is about accepting when something isn't working and taking responsibility for changing direction.
  Example: A manager who continues to blame the team for not meeting goals without recognizing that the goals themselves may be unrealistic or based on faulty assumptions is failing in their leadership role. Leadership requires recognizing these issues and taking responsibility for recalibrating the approach.

4. **Resource Management:**

- **Leadership Insight:** Leaders are responsible for the effective allocation of resources. The Dead Horse Theory highlights how ineffective it is to pour resources into a failing endeavor. Leaders must recognize when to stop investing in something that no longer provides value and redirect resources to more promising areas.
  Example: If an organization continues to allocate budget to a project that has shown no return on investment, this represents poor resource management. A leader should recognize the sunk cost fallacy and reallocate resources to projects with better prospects.

5. **Innovation and Change Management:**

- **Leadership Insight:** The Dead Horse Theory shows the reluctance to change and innovate, which can be a major pitfall in leadership. Successful leaders foster a culture of innovation where old ideas are regularly evaluated, and there is openness to change when necessary.
  Example: A company that refuses to innovate its product line, sticking to what worked in the past, might find itself outpaced by competitors. Leadership involves continuously challenging the status quo and embracing new ideas and technologies.

Lesson-4: Do You Exude a Positive and Visionary Attitude?

The Law of Attraction[1] is a philosophical concept that suggests that positive or negative thoughts bring positive or negative experiences into a person's life. It is based on the belief that like attracts like, meaning that by focusing on positive or negative thoughts, a person can bring positive or negative experiences into their life.

Key Principles of the Law of Attraction:

1		**Like Attracts Like:** This is the core principle of the Law of Attraction. It suggests that similar energies attract each other, so positive energy will attract positive outcomes, and negative energy will attract negative outcomes.
2		**Thoughts Become Things:** The idea that your thoughts have power and that by focusing on what you desire, you can manifest it into reality.
3		**The Power of Visualization**: Visualizing your goals and desires as if they have already been achieved is believed to help bring them into reality. Visualization is often paired with positive affirmations.
4		**Emotional State:** Your emotions are seen as a reflection of your vibrational energy. Staying in a positive emotional state is said to attract positive circumstances.
5		**Gratitude:** Expressing gratitude for what you have is believed to attract more things to be grateful for. This is because gratitude is considered a powerful positive emotion

Many people use the Law of Attraction in their daily lives through practices like visualization, positive affirmations, and maintaining a positive outlook on life. It is often integrated into self-help and personal development programs.

The Law of Attraction, which posits that positive thoughts and energy attract positive outcomes, can be closely linked to leadership competence in several ways:

1. Visionary Leadership and Goal Setting:

The Law of Attraction emphasizes the power of clearly visualizing desired outcomes. In leadership, this corresponds to the ability to set a compelling vision and goals for the organization or team. A leader who consistently focuses on positive outcomes and maintains a clear vision is more likely to inspire and motivate their team toward achieving those goals. It is important for leaders to ensure that their vision and goal-setting processes are inclusive, reflecting the diverse perspectives and needs of all team members, regardless of gender.

Example: A leader who visualizes and believes in the success of a new initiative is likely to communicate this vision effectively to their team, thereby attracting the necessary support,

[1] Gained widespread popularity in the early 2000s with the publication of the book *"The Secret"* by Rhonda Byrne

resources, and commitment to make it a reality. To foster a more inclusive environment, the leader should also consider how the vision and goals address the interests and concerns of individuals from different genders, ensuring that everyone feels represented and motivated by the shared objectives.

2. Positive Mindset and Resilience:

The Law of Attraction suggests that maintaining a positive mindset attracts positive experiences. For leaders, cultivating a positive attitude, especially in the face of challenges, is crucial for resilience and perseverance.

Example: A leader who remains optimistic during tough times can influence their team to stay motivated and focused, thereby overcoming obstacles and achieving success despite difficulties. This positive energy can be contagious, improving morale and performance.

3. Influence and Inspiration:

Leaders who embody the principles of the Law of Attraction can inspire and influence others more effectively. By consistently projecting confidence, optimism, and a strong belief in their vision, they naturally attract followers who share their enthusiasm and commitment.

Example: A leader who believes in their team's potential and regularly communicates this belief can inspire team members to exceed their own expectations, fostering a culture of high performance and achievement.

4. Emotional Intelligence and Empathy:

The Law of Attraction highlights the importance of emotional alignment and positive energy. In leadership, this translates to emotional intelligence—the ability to manage one’s own emotions and understand others'.

Example: A leader who practices empathy and maintains positive relationships is likely to attract loyalty and dedication from their team, creating a harmonious and productive work environment.

5. Attracting Opportunities:

According to the Law of Attraction, a leader who maintains a mindset open to possibilities is more likely to recognize and seize opportunities as they arise.

Example: A leader who is open to new ideas and embraces innovation will attract opportunities for growth and advancement, positioning their organization for long-term success.

What is the moral of this concept?

Lesson-5: Do You Challenge Existing Paradigms?
Story: The Monkey Experiment

In a research laboratory, an experiment was conducted with a group of ten monkeys to observe their behavior. The monkeys were placed in a large cage, and at the center of the cage, a tall ladder was erected with a bunch of bananas hanging from the top.

Naturally, one of the monkeys noticed the bananas and started climbing the ladder to reach them. However, as soon as the monkey touched the ladder, all the other monkeys were sprayed with cold water. The startled monkeys shrieked and ran around, clearly distressed. Every time a monkey attempted to climb the ladder, the same thing happened—cold water was sprayed on all the other monkeys, creating a strong aversion to anyone trying to get the bananas.

After a while, whenever a monkey would begin to climb the ladder, the others, remembering the cold water, would grab it and beat it up to prevent it from climbing. Eventually, none of the monkeys dared to go near the ladder.

Then, the experiment took a new turn. One monkey was removed from the group and replaced with a new one. Unaware of the cold water, the newcomer saw the bananas and started climbing the ladder. Immediately, the other monkeys pulled him down and beat him up. The new monkey, confused and hurt, quickly learned not to go near the ladder, despite never having experienced the cold water.

One by one, all the original monkeys were replaced with new ones. Each time, the new monkey would try to climb the ladder, and the others would stop him, even though none of them had ever been sprayed with water. The fear and behavior had been ingrained into the group through conditioning, even though the original reason—the cold water—was no longer present.

By the end of the experiment, none of the ten monkeys had ever been sprayed with cold water, yet they all continued to beat up any monkey that attempted to climb the ladder. The behavior persisted without any of the original cause, simply because "that's the way it's always been done."

Linking the Message to Leadership

The story of the monkey experiment offers profound insights into leadership and organizational culture. Here are a few ways to link this message to leadership:

1. Challenge the Status Quo:

Just like the monkeys continued to enforce the behavior without questioning why, organizations often fall into patterns of "this is how we've always done it." Effective leaders should question the status quo, seek to understand the reasons behind existing practices, and encourage innovation and change where necessary.

Example: A new manager who notices an outdated process might ask, "Why do we do it this way?" Instead of accepting the usual response, "Because that's how it's always been done," the leader can investigate and potentially implement more efficient methods.

2. Understand Organizational Conditioning:

The experiment highlights how behaviors can become ingrained in an organization's culture even when the original reason no longer applies. Leaders need to be aware of such conditioning within their teams and work to dismantle unnecessary or counterproductive practices.

Example: When leading a new team or department, a leader might observe certain resistant behaviors. Rather than simply accepting them, the leader should explore the underlying causes and determine whether they are still relevant or need to be addressed.

3. Promote Open Communication and Critical Thinking:

The experiment shows the dangers of blind adherence to rules without understanding their purpose. Leaders should foster a culture of open communication and critical thinking, where team members feel empowered to question practices and suggest improvements.

Example: A leader who regularly encourages team members to bring forward ideas for improvement and critically assess current practices can prevent the kind of stagnation seen in the monkey experiment.

4. Break the Cycle of Unquestioned Behavior:

Leaders have the power to break the cycle of unquestioned behavior by introducing new perspectives and encouraging their teams to think differently. This is particularly important in organizations that have become stuck in old ways of thinking.

Example: When a leader introduces a new initiative, they might encounter resistance rooted in old habits. By explaining the rationale behind the change and showing how it benefits the organization, the leader can help the team move past their conditioned responses.

What is the moral of the story?

Gender Equity, Equality & Inclusion

> Gender equity, equality, and inclusion are essential for achieving inclusive and sustainable development in Solid Waste Management (SWM). It ensure accessibility of services to all community members regardless of gender, age, disability, socio-economic status, or geographic location.

Understanding Gender

1. Refers to the roles, behaviors, activities, expectations, and societal norms that a society considers appropriate for men, women, and other gender identities.
2. It is a social construct that influences how individuals perceive themselves and interact with others.

Understanding Gender Equity and Equality

Gender Equity

- Fair treatment based on respective needs.
- Providing resources and opportunities to address gender-specific challenges.
- Recognizing that men and women have different starting points and may require different support to achieve similar outcomes.

- **Protective Gear and Facilities:** Provide female waste workers with appropriate gear and separate sanitation facilities for safety.
- **Training and Education:** Offer training on managing sanitary waste and recycling initiatives.
- **Community Outreach:** Engage women in programs on recycling and creating reusable products.
- **Support Services:** Provide childcare and support services to increase women's participation.
- **Health and Safety Measures:** Implement harassment prevention and ensure safe working conditions for female workers.

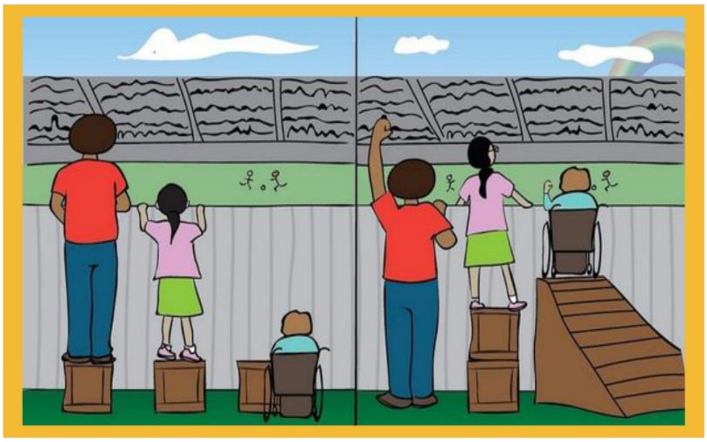
Gender Equality

- Ensuring equal opportunities and rights for all genders.
- Promoting balanced participation in decision-making processes.
- Eliminating gender-based discrimination in all SWM activities.

- **Equal Pay:** Ensure male and female workers receive equal pay for equal work to promote fairness and motivation.
- **Leadership Roles:** Promote women's representation in leadership and decision-making roles to consider their perspectives in planning.
- **Inclusive Policies:** Develop policies to prevent gender-based discrimination in recruitment, promotion, and working conditions.

Understanding Inclusion

- Ensuring that SWM services are accessible to all, including women, children, elderly, disabled, and marginalized groups.
- Promoting participation of all community members in planning and implementation of SWM initiatives.
- Addressing barriers that prevent equitable access to SWM services.



How Can Organizations Progress Towards Gender Equality

- Blind Hiring
- Harnessing Innate Behavioral Skills Of Women
- Formulating Better Retention Policies
- Providing Returnship Opportunities For Women On Career Break
- Internalizing Gender Audit to Foster Gender Equality

Time Management Skills

1. Time - The Ultimate Equalizer

Time is the one resource that is distributed equally among everyone, regardless of their status, wealth, or power.

"Time is the most valuable thing a man can spend." – Theophrastus

2. The Fairness of Time

Fortune, fame, physical attributes and fortune may differ, but everyone gets the same 24 hours a day. Time is the only true leveler.

"God may have been generous with looks, fortune, and fame, but He has been completely fair with time. Everyone has 24 hours – no less, no more."

3. The Irreplaceable Resource

Time cannot be saved, stored, or reclaimed. It must be spent then and there.

"Lost wealth may be replaced by industry, lost knowledge by study, lost health by temperance or medicine, but lost time is gone forever." – Samuel Smiles

4. Maximizing the Gift of Time

You cannot control time, but you can control how you spend it.

"The way we spend our time defines who we are." – Jonathan Estrin

5. Time as a Non-Renewable Resource

Unlike money, energy, or knowledge, once time is gone, it cannot be replenished.

6. Time Management and Success

Successful people understand the value of time and prioritize their activities to make the most of it.

7. Opportunity Cost of Time

Every moment spent on one activity is time not spent on another. The choices you make with your time define your priorities and your future.

Gender and Inclusion in Time Management

Introduction

Time management affects all employees, but gender dynamics and inclusion can play a crucial role in how effectively time is managed in the workplace. Gender-related expectations and work-life balance challenges can disproportionately affect women and other marginalized groups.

Key Points:

1. Gendered Time Pressures:

- Women often face additional caregiving responsibilities, which can affect their availability for work and professional development.
- Time management strategies should be inclusive of diverse needs, such as flexible hours or remote work options.

2. Unconscious Bias in Task Delegation:

- Women and minority employees are often assigned "office housework" (e.g., note-taking, organizing meetings) that detracts from their main responsibilities.
- Inclusive time management means recognizing and addressing these disparities in task allocation.

3. Inclusive Time Management Solutions:

- Offer flexibility to accommodate the diverse time demands of all employees.
- Ensure fair delegation of tasks that promote professional growth across all genders.

1 **Handling paperwork efficiently ("touch it once")**

Practical skills for effective time management

Introduction

Below find practical tips for managing paperwork and digital communication effectively using the 'Touch It Once' principle. This principle is a time management technique that encourages handling each task or document only once, minimizing time spent on revisiting the same tasks.

Physical Paperwork

1 ☐ Decide Immediately: When you first encounter a document, decide what action is needed—whether to act, delegate, file, or discard.

2 ☐ **Act Immediately:** If an action takes less than 5 minutes, do it right away.

3 ☐ **File or Trash:** File the document in its appropriate place or discard it if no further action is required.

Handling Digital Communication

4 ☐ **Email Management:** Apply the 'Touch It Once' principle by deciding, responding, delegating, or filing emails immediately.

5 ☐ **WhatsApp and Messaging Apps:** Mute non-urgent groups and set specific times during the day to check messages.

Time Management

6 ☐ Schedule specific times for handling paperwork, emails, and messages.

7 ☐ Use 'Do Not Disturb' modes during focused work periods to avoid distractions.

Attitude and Mindset

8 ☐ Recognize that managing paperwork and communication is part of your role, and it requires dedicated time.

9 ☐ Maintain a proactive attitude: 'This is what I am paid to do.'

Remember

- ✓ Implement the 'Touch It Once' principle for both physical and digital tasks.
- ✓ Set regular times to manage paperwork and digital communication.
- ✓ Stay in control of your workflow by planning your tasks and avoiding being reactive.

The Importance of Saying 'No' in Effective Time Management

Saying "no" is a critical skill in time management. It helps individuals maintain focus, manage their workload, and meet their commitments without becoming overwhelmed.

1. **Prevents Overcommitment:**
Overcommitting leads to stress, burnout, and reduced productivity. It ensures that you can dedicate adequate time to the tasks that matter most.

2. **Maintains Focus on Priorities:**
Saying "no" allows you to focus on your most important tasks and goals. It helps you allocate your time and energy to what aligns with your objectives.

3. **Preserves Credibility:**
Regularly overpromising and underdelivering can damage your reputation. By saying "no" when necessary, you manage expectations realistically.

4. **Enhances Quality of Work:**
Fewer tasks allow for more attention to detail and higher quality outcomes. It prevents the dilution of effort across too many responsibilities.

Learning to say "no" is a powerful tool in time management. It helps you protect your time, energy, and focus, leading to greater productivity and job satisfaction.

Why is It Challenging for People to Say 'No'?

Many people struggle with saying "no," even when they know it's necessary. Understanding why it's difficult can help in developing strategies to overcome this challenge.

1. **Desire to Please Others:**
Many individuals fear disappointing others or being perceived as uncooperative. They worry about damaging relationships or being seen as unhelpful.

2. **Fear of Missing Out (FOMO):**
Saying "no" can feel like missing out on opportunities or being left behind. People might fear they'll be overlooked for future opportunities if they decline.

3. **Guilt and Responsibility:**
Some feel a strong sense of duty or guilt when saying "no," especially to colleagues or superiors. They may believe it's their responsibility to help, even at their own expense.

4. **Lack of Confidence:**
Low self-esteem or lack of assertiveness can make it difficult to refuse requests. People may fear confrontation or negative reactions.

5. **Unclear Priorities:**
Without a clear understanding of their priorities, people may find it hard to determine when to say "no." This leads to a tendency to agree to everything without evaluating the impact.

Guidelines for Saying 'No' Effectively

Saying "no" doesn't have to be negative or confrontational. With the right approach, it can be done respectfully and effectively.

1. **Be Clear and Direct:**
Avoid ambiguity. Clearly state your decision to decline without leaving room for misinterpretation.

Example: "I won't be able to take on this project due to my current workload."

2. **Offer an Alternative (When Appropriate):**
Suggest a different solution or recommend someone else who might be able to help.

Example: "I can't take this on right now, but perhaps [colleague's name] could assist."

3. **Don't Over-Explain:**
A simple, honest reason is sufficient. Over-explaining can lead to unnecessary negotiations or pressure.

Example: "I'm unable to commit to this as I need to focus on existing priorities."

4. **Be Polite but Firm:**
Use polite language, but stand by your decision. Being overly apologetic can undermine your position.

Example: "Thank you for thinking of me, but I'll have to decline."

5. **Practice Consistency:**
Regularly saying "no" when necessary helps reinforce your boundaries. Consistency builds respect and reduces the likelihood of pushback.

Strategies for Saying 'No'

Having a strategy in place can make it easier to say "no" when necessary. Below are some practical strategies to help you decline requests effectively.

1. **Prioritize Your Commitments:**
Evaluate requests against your current commitments and priorities. If the new request doesn't align with your priorities, it's easier to justify saying "no."

2. **Use the "Sandwich" Technique:**
Frame your "no" between two positive statements.

Example: "I appreciate you considering me for this, but I'm unable to take it on right now. I'm sure you'll find a great solution, and I'm happy to help with something else in the future."

3. **Delay Your Response:**
Buy time by asking to consider the request before responding.

Example: "Let me check my schedule and get back to you." This allows you to assess your workload and respond thoughtfully.

4. Practice Assertiveness:
Work on being assertive in your communication. This involves being firm but respectful. Role-play scenarios where you need to say "no" to build confidence.

5. Set Clear Boundaries:
Define your limits and communicate them clearly to others.

Example: "I'm only available for project meetings on Tuesdays and Thursdays, so I won't be able to attend the meeting on Monday."

6. Leverage Your Calendar:
Use your calendar to visually assess your availability. If your calendar is full, it's easier to say "no" by showing that your time is already committed.

3 **Using technology effectively for productivity**

Practical skills for effective time management

Introduction

Technology has become an integral part of productivity in the modern workplace. This handout outlines essential tools and best practices for enhancing productivity through writing tools, task management, calendar management, and note-taking apps.

1. Writing Tools for Enhanced Productivity

Key Tools:

- **ChatGPT:** AI-driven tool for generating ideas, drafts, and content.
- **Grammarly:** A powerful grammar and style checker that refines your writing.
- **Hemingway Editor:** Helps simplify complex sentences and improve readability.
- **Google Docs/Word:** Platforms for collaborative writing with real-time editing.

Practical Applications:

- **Content Creation:** Quickly draft blog posts, emails, and reports using ChatGPT.
- **Editing:** Use Grammarly to polish and perfect your drafts.
- **Clarity and Style:** Simplify and clarify your writing with Hemingway.
- **Collaboration:** Use Google Docs for team-based editing and feedback.

2. Task Management Tools

Key Tools:

- **Trello:** Visual task management with boards, lists, and cards.
- **Asana:** Track tasks, deadlines, and milestones in collaborative projects.
- **Todoist:** A simple, effective task list app for personal task management.
- **Microsoft To Do:** Integrated with Microsoft 365 for seamless task tracking.

Best Practices:

- **Organize Tasks:** Use boards and lists to prioritize tasks.
- **Set Deadlines:** Ensure all tasks have clear deadlines and reminders.
- **Track Progress:** Regularly update task status to maintain momentum.

3. Calendar Management Tools

Key Tools:

- **Google Calendar:** Schedule meetings, set reminders, and share calendars with ease.
- **Outlook Calendar:** Integrated with email for comprehensive scheduling.
- **Calendly:** Automates the meeting scheduling process.
- **Apple Calendar:** Syncs across Apple devices for on-the-go management.

Best Practices:

- **Block Time:** Schedule specific blocks of time for focused work.
- **Set Reminders:** Use reminders to stay on top of important deadlines.
- **Automate Scheduling:** Reduce back-and-forth emails with tools like Calendly.

4. Note-Taking Apps

Key Tools:

- **Evernote:** A versatile app for storing notes, documents, and web clippings.
- **OneNote:** A digital notebook ideal for organizing notes and collaborating.
- **Notion:** An all-in-one workspace for notes, tasks, and project management.
- **Google Keep:** A simple, intuitive note-taking app accessible from any device.

Best Practices:

- **Organize Notes:** Create notebooks and tags to categorize your notes.
- **Integrate with Tasks:** Link notes to tasks for easy reference.
- **Review Regularly:** Regularly review and update your notes to keep them relevant.

Choosing the Right Tools for Your Needs

Key Considerations:

- **Assess Your Workflow:** Identify where technology can streamline your processes.
- **Ease of Integration:** Ensure tools work well together and with your existing systems.
- **User Experience:** Choose tools that are user-friendly and easy to adopt.
- **Budget:** Consider the cost of premium features and whether they meet your needs.

Summary of Best Practices

- **Writing tools** like ChatGPT and Grammarly can significantly enhance your writing efficiency and quality.
- **Task management tools** keep your projects organized and on track.
- **Calendar management tools** ensure you stay on schedule and manage your time effectively.
- **Note-taking apps** help you capture and organize ideas and information efficiently.
- **Choose tools** that integrate well with your workflow and offer the features you need.

4	**Filing and document management**

Practical skills for effective time management

Introduction

Effective filing and document management are essential for the smooth functioning of government offices. This sub-session outlines the best practices for managing both physical (hard) and digital (soft) documents, emphasizing hierarchical principles tailored to the needs of government work.

Importance of Filing in Local Government Work

Filing systems are crucial for:

- **Accountability:** Ensuring transparency and traceability in government processes.
- **Efficiency:** Facilitating quick retrieval of important documents for decision-making.
- **Compliance:** Adhering to legal and regulatory requirements.
- **Continuity:** In government offices, transfers and postings of staff are common occurrences. Filing systems serve as the essential thread that maintains continuity in the face of these changes. Well-organized files ensure that incoming personnel can seamlessly take over responsibilities without losing vital information, thereby preserving the institutional memory and ensuring the smooth operation of government functions.

Discussion Questions:

Instruction:
In your small groups, discuss the following. Think about both digital and physical filing systems, as both are crucial in modern government offices. Each group will present their findings and suggestions to the rest of the participants.

Activity

15 minutes

Question-1: What are the three most difficult challenges you face with regard to filing and documentation in your department?

Question-2: What are three best practices you have implemented in your filing and documentation processes that have improved efficiency or compliance?

Question-3: Considering the challenges and best practices discussed, what are three opportunities for improving your filing and document management system?

Part-1: Understanding the Communication Loop

In a government office responsible for processing permits, the head of the department, Mr. Khan, sends an email to his assistant, Ms. Ali, instructing her to prepare a report on recent permit applications by the end of the week. He specifies that the report should include a detailed analysis of application trends over the past quarter.

Scenario 1: No Feedback (Worst)

Mr. Khan sends the email to Ms. Ali. She reads it but does not respond. Mr. Khan is left uncertain whether she received or understood the message, including the requirement for data analysis, leading to potential delays if the task is not completed on time.

Implication
Lack of response can lead to confusion and inefficiency, as Mr. Khan cannot be sure that Ms. Ali is aware of the data analysis component

Scenario 2: Acknowledgment (Better)

After receiving the email, Ms. Ali replies, "Received your email." This acknowledgment reassures Mr. Khan that she got the message but does not confirm her understanding of the data analysis requirement.

Implication
While Mr. Khan knows the message was received, he remains unsure whether Ms. Ali understands the full scope of the task, including data analysis.

Scenario 3: Acknowledgment and Understanding (Even Better)

Ms. Ali replies, "Received your email. I understand that you want a report on recent permit applications, including a detailed analysis of trends over the past quarter, by Friday. I'll ensure it's ready by then."

Implication
This response indicates that Ms. Ali not only received the message but also understands the specifics of what is required, including the data analysis component and the timeline.

Scenario 4: Full Loop Closure (Best)

Ms. Ali replies, "Received your email. I understand that you want a detailed report on recent permit applications, including an analysis of trends over the past quarter, by Friday. I'll have it ready by then." Mr. Khan then confirms, "Thank you for the confirmation, Ms. Ali. Let me know if you need any additional information."

Implication
The loop is closed with confirmation from both parties. Mr. Khan confirms receipt of Ms. Ali's understanding and offers further assistance if needed, ensuring both are aligned, particularly with the data analysis expectations.

Part 2: Evaluating Scenarios

Scenario 1:
A project manager emails the team about a meeting at 10 AM. No one responds.

Loop Status

Implication

Scenario 2:
A staff member sends a message to IT requesting technical support. IT replies, "Request received."

Loop Status

Implication

Scenario 3:
A director sends a memo about a policy change. The recipient replies, "Got it. I understand the new policy takes effect next month, and I will implement the necessary changes in my department."

Loop Status

Implication

Scenario 4:
An HR officer announces a new training schedule via email. A recipient replies, "I saw the email. Do we need to register for the sessions, or are they automatically scheduled?"

Loop Status

Implication

Scenario 5:
A supervisor assigns a task via chat. The employee replies, "Understood. I'll complete it by tomorrow. I'll follow the updated guidelines as discussed last week." The supervisor confirms, "Thanks, looking forward to it."

Loop Status
Implication

Scenario 6:
An administrator sends an urgent memo, but the recipients only acknowledge receipt after the deadline has passed.

Loop Status
Implication

Scenario 7:
A finance officer requests budget reports by the end of the day. A team member replies, "Received, but need clarification on the report format. Are there specific sections you want highlighted?" The officer responds with the necessary details.

Loop Status
Implication

Scenario 8:
A department head emails an agenda for a meeting. A member replies with a confirmation and adds, "Please let me know if there are any changes to the time or topics." The head responds, "Will do, thanks."

Loop Status
Implication

Motivating Internal and External Stakeholders

Defining Motivation

Motivation is the internal drive that prompts an individual to take action toward achieving a goal.
"Motivation is the art of getting people to do what you want them to do because they want to do it."
Dwight D. Eisenhower

Why Motivation Matters

- Enhances productivity and efficiency.
- Improves job satisfaction and morale.
- Reduces turnover and absenteeism.
- Fosters a positive organizational culture.

Unique Challenges of Motivation

- Rigid structures and hierarchies can stifle initiative.
- Limited financial incentives due to budget constraints.
- Potential for complacency due to job security and tenure.

Motivating Without Money

Intrinsic Motivators:

- **Sense of Purpose:** Connect tasks to the larger mission of the organization.
- **Recognition:** Regularly acknowledge and celebrate achievements.
- **Opportunities for Growth:** Offer training, development, and career advancement opportunities.
- **Autonomy:** Empower employees by giving them more control over how they complete their work.

Extrinsic Motivators:

- **Recognition Programs:** Implement awards, certificates, and public acknowledgment.
- **Work Environment:** Improve workplace conditions, such as office aesthetics and work-life balance initiatives.
- **Peer Recognition:** Encourage peer-to-peer acknowledgment through team-building activities and peer awards.
- **Visual:** A two-column chart comparing intrinsic and extrinsic motivators.

Implementing Motivation Strategies in LCB and LGS

Actionable Steps:

- **Create a Recognition Program:** Start small with "Employee of the Month" or "Best Team Contribution" awards.
- **Promote Purpose:** Regularly remind employees how their work contributes to the community's well-being.
- **Encourage Professional Growth:** Offer workshops or training sessions to help employees develop new skills.
- **Foster a Collaborative Environment:** Break down silos by organizing inter-departmental projects and activities.

"People often say that motivation doesn't last. Well, neither does bathing—that's why we recommend it daily." – Zig Ziglar

Motivating Stakeholders – A Checklist

Motivating both internal and external stakeholders to contribute positively and with high quality to organizations like the Local Government Board (LGB) and Local Governance School (LGS) involves implementing strategies that address their needs, expectations, and the unique dynamics of each group. Here are some practical tips to enhance motivation for both internal and external stakeholders:

Motivating Internal Stakeholders

1. Clear Communication and Goal Alignment

Regularly communicate the organization's vision, mission, and goals to ensure that all employees understand their roles and how their contributions align with the overall objectives.

Example: Hold monthly meetings where management shares updates on organizational goals and recognizes individual contributions that align with these objectives.

2. Professional Development Opportunities

Invest in training and development programs that enhance employees' skills and career growth. Encourage participation in workshops, seminars, and courses relevant to their roles.

Example: LGS can offer specialized training sessions for staff to develop new skills in areas like project management or digital governance, empowering them to contribute more effectively.

3. Recognition and Reward Programs

Implement a system of recognition for outstanding performance and contributions. This can include awards, public acknowledgment, and incentives like bonuses or extra leave days.

Example: Create an "Employee of the Month" program to acknowledge staff members who demonstrate exceptional dedication and performance.

4. Empowerment and Involvement

Encourage employees to take initiative and participate in decision-making processes. Provide them with autonomy in their roles to foster ownership and accountability.

Example: Form cross-functional teams to tackle specific projects, allowing employees to contribute their expertise and collaborate on solutions.

5. Work-Life Balance

Promote a healthy work-life balance by offering flexible work arrangements, wellness programs, and support for personal well-being.

Example: Implement a flexible hour's policy, allowing employees to adjust their schedules to better meet personal and professional needs.

Motivating External Stakeholders

1. Transparent Communication
Maintain open and transparent communication with external stakeholders, such as community members, government agencies, and partners. Keep them informed about organizational activities, goals, and progress.
Example: Publish regular newsletters or updates on the organization's website to inform stakeholders about recent achievements and upcoming initiatives.

2. Engagement and Participation
Involve external stakeholders in decision-making processes by inviting them to participate in forums, workshops, and feedback sessions. This fosters a sense of inclusion and ownership.
Example: Organize community engagement sessions to gather input on local governance projects, ensuring that stakeholders' voices are heard and considered.

3. Partnerships and Collaborations
Develop strategic partnerships with other organizations, NGOs, and community groups to leverage resources and expertise for mutual benefit.
Example: Collaborate with educational institutions to conduct research projects that address community challenges and enhance local governance.

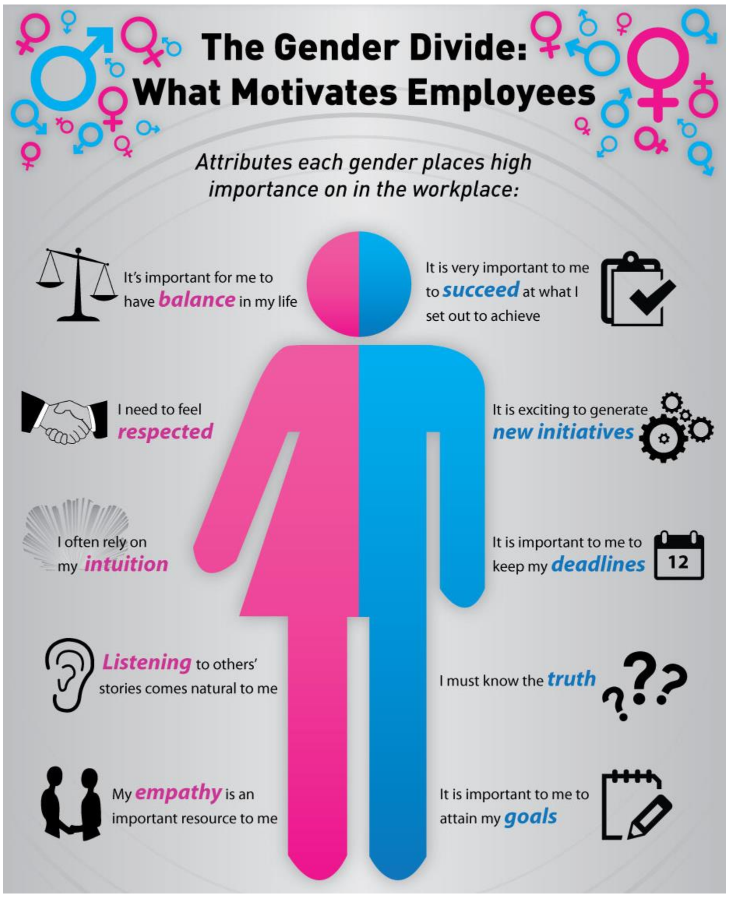
4. Value Proposition and Benefits
Clearly articulate the value and benefits that stakeholders gain from supporting the organization's initiatives. Highlight how their contributions lead to positive outcomes for the community.
Example: Showcase success stories and case studies that demonstrate the impact of stakeholders' involvement in local governance improvements.

5. Trust and Relationship Building
Build and maintain trust with external stakeholders by delivering on promises, being accountable, and showing commitment to shared goals.
Example: Create a feedback loop where stakeholders can express concerns and receive timely responses, demonstrating that their input is valued and acted upon.

Gender and Inclusion in Motivation

Introduction

Motivation techniques often assume that all employees are driven by the same factors, but gender and inclusion can significantly affect what motivates different individuals.



Key Points:

1. Understanding Diverse Motivational Factors:

- Women and marginalized groups may be motivated by inclusivity and recognition in environments where they have historically been underrepresented.
- Financial incentives might not be the only motivator; feeling valued and supported as part of a team can be critical.

2. Inclusive Reward Systems:

- Ensure that rewards and incentives are equitable across all employees.
- Tailor recognition to acknowledge the unique contributions and challenges faced by diverse team members.

3. Creating Safe Spaces for Motivation:

- Encourage open communication about motivational needs in a gender-sensitive environment.
- Create mentorship programs that address the barriers faced by women and minority groups in advancing their careers.

What is a Team?

A team is a group of individuals who come together to achieve a common goal, leveraging each other's strengths to overcome challenges. Effective teams have:

- A Shared purpose and goals.
- Complementary skills and roles.
- Mutual accountability.

"Coming together is a beginning, staying together is progress, and working together is success." – Henry Ford

Why Teamwork is Important

- Increased Creativity and Innovation: Diverse perspectives lead to better solutions.
- Improved Efficiency: Tasks can be distributed according to team members' strengths.
- Enhanced Problem-Solving: Teams bring together varied expertise to tackle complex issues.
- Greater Job Satisfaction: Collaboration fosters a sense of belonging and purpose.

"Talent wins games, but teamwork and intelligence win championships." – Michael Jordan

Challenges in Forming and Maintaining Effective Teams

- Communication Barriers: Misunderstandings and lack of clear communication can hinder team progress.
- Diversity and Conflict: While diversity is a strength, it can also lead to conflicts if not managed properly.
- Lack of Trust: Teams struggle when members don't trust each other's intentions or abilities.
- Unclear Roles and Responsibilities: Confusion over roles can lead to inefficiencies and frustration.

"The strength of the team is each individual member. The strength of each member is the team." – Phil Jackson

Ensuring Effective Teamwork in Government and Other Set-Ups

Some Key Strategies for Effective Teamwork include:

- Promote Open Communication: Encourage transparency and regular feedback to prevent misunderstandings.
- Foster Trust: Build trust through team-building activities and by recognizing each member's contributions.
- Define Clear Roles and Goals: Ensure every team member understands their role and how it contributes to the team's objectives.
- Encourage Collaboration: Create opportunities for cross-departmental projects to break down silos and enhance teamwork.
- Provide Support and Resources: Ensure that teams have the tools, training, and support needed to succeed.

"None of us is as smart as all of us." – Ken Blanchard

Gender and Inclusion in Teamwork

Introduction

Teamwork can often reflect unconscious biases related to gender roles. To foster more effective teams, it's essential to build inclusivity into team dynamics.

Key Points:

1. Equal Participation in Teams:

- Teams should ensure that all voices are heard equally, and women and minorities are not marginalized in discussions.
- Gender dynamics can influence who gets the final say in team decisions. Make conscious efforts to rotate leadership roles and distribute authority.

2. Breaking Down Stereotypes:

- Challenge gender stereotypes that might limit contributions from team members (e.g., assuming women are better suited for nurturing roles).
- Promote a team culture that values diverse perspectives and contributions, regardless of gender.

3. Inclusive Team Building:

- Organize team-building activities that are gender-inclusive and avoid reinforcing stereotypes.
- Ensure that team dynamics do not alienate individuals from minority groups by fostering a culture of respect and open communication.

Note two takeaways from this Session that you can implement in your team immediately:
Remember: "Teamwork makes the dream work." – John C. Maxwell

The Disorganized Committees of the Urban Development Authority

Instruction:
Review the case scenario of the Urban Development Authority and identify the implications of the issues described. Consider how these problems could have been avoided and suggest strategies for improving committee formation, functioning, and closure in similar organizational settings. Reflect on the impact these practices have on member engagement, organizational efficiency, and reputation.

Activity

20 minutes

The Urban Development Authority (UDA) was tasked with overseeing urban planning and infrastructure projects in a bustling metropolitan area. With new initiatives on the horizon and an increased workload, the leadership decided to establish several committees to streamline operations and ensure that each aspect of the organization received focused attention.

Formation of Committees

In a rush to get things moving, committee members were selected based on personal connections rather than relevant qualifications or expertise. For instance, members of the Environmental Review Committee were chosen because they were acquaintances of senior officials, with little regard for their understanding of environmental issues. This method of selection was consistent across all committees, resulting in groups that lacked diversity in experience and perspective.

The Financial Oversight Committee, for example, was made up of individuals from similar backgrounds, resulting in a narrow approach to problem-solving. Furthermore, some members had prior commitments that made it difficult for them to dedicate the necessary time and energy to their committee roles. The Community Engagement Committee, in particular, included several individuals who rarely attended meetings due to their other obligations.

Functioning of Committees

Meetings were often scheduled at the last minute, making it challenging for members to prepare and attend. This was a recurring issue for the Infrastructure Planning Committee, where key members frequently missed discussions due to short notice. When meetings did take place, participation was limited. In the Public Health and Safety Committee, for instance, only two or three of the seven members actively participated in discussions. The chairperson did not facilitate effectively, failing to encourage input from quieter members or draw out diverse viewpoints.

Additionally, committee meetings were conducted with minimal preparation. Members received vague agendas that lacked specific objectives or topics for discussion. This lack of clarity led to confusion and ineffective meetings, as was often the case with the Urban

Transportation Committee, where members left unsure about their next steps. No performance monitoring was conducted, leading to a lack of accountability and progress. For example, the Environmental Review Committee made little headway over months, yet no assessment was undertaken to address its ineffectiveness.

Furthermore, systematic records of committee discussions, decisions, or member contributions were not maintained. This lack of documentation meant that new members or stakeholders had no access to historical insights or past decisions, impeding continuity and learning.

Closure of Committees

When a committee completed its immediate tasks, it was disbanded without proper acknowledgment. The Urban Housing Strategy Committee, for instance, was abruptly dissolved after submitting its final report, with no formal recognition or gratitude expressed to the members for their efforts. There were no debriefing sessions or opportunities for members to reflect on their experiences or suggest improvements. The Infrastructure Planning Committee ended without any closure activities, leaving members feeling undervalued and disconnected. No letters of thanks or appreciation were sent, and achievements went uncelebrated, affecting morale and enthusiasm for future participation.

Gender and Inclusion in Enquiry Committees

Introduction

Enquiry committees often deal with sensitive issues, and it is crucial to ensure gender sensitivity and inclusivity in both their composition and operation.

Key Points:

1. Gender-Sensitive Composition:

- Ensure that enquiry committees are diverse, including women and minority representatives.
- A diverse committee helps in addressing potential biases and ensures that issues are approached from multiple perspectives.

2. Handling Sensitive Issues:

- Gender and inclusion considerations are essential when dealing with cases of harassment or discrimination.
- Ensure a safe space for victims to express their concerns without fear of retaliation or judgment.

3. Fair Processes:

- Ensure that the enquiry process is transparent and fair to all parties, regardless of gender or background.
- Committee members should be trained in gender sensitivity and bias awareness to ensure equitable treatment.

Checklist for Formation, Management and Closure of Committees

A Standard Operating Procedure (SOP) in the form of a checklist can help ensure that committees are effectively formed, managed, and closed.

Standard Operating Procedure (SOP) Checklist for Committees

I. Formation of Committees

1. **Define Objectives and Scope**
   - Clearly articulate the purpose and objectives of the committee.
   - Outline the scope of work and deliverables.
2. **Selection of Members**
   - Identify required skills and expertise relevant to the committee's objectives.
   - Ensure diversity in experience and perspective among members.
   - Avoid selecting members based solely on personal connections.
3. **Commitment and Availability**
   - Confirm that selected members can dedicate sufficient time and effort to the committee.
   - Establish clear expectations regarding participation and attendance.
4. **Roles and Responsibilities**
   - Appoint a chairperson or leader to guide the committee.
   - Define roles and responsibilities for each member.
   - Provide training or orientation if necessary.
5. **Committee Charter**
   - Develop a formal charter that includes objectives, membership, roles, and governance structure.
   - Ensure all members receive and understand the charter.
6. **Terms and Duration**
   - Set a clear term limit for the committee's existence.
   - Establish criteria for renewing the committee's mandate or transitioning to closure.

II. Managing Committees

7. **Meeting Planning**
   - Schedule regular meetings with adequate notice.
   - Prepare and distribute detailed agendas in advance, outlining specific objectives and discussion topics.
8. **Facilitate Effective Meetings**
   - Encourage participation from all members during meetings.
   - Facilitate discussions to draw out diverse viewpoints and solutions.
   - Address conflicts promptly and constructively.

9. **Communication and Information Sharing**
   - Ensure open and transparent communication among members.
   - Provide necessary materials and information prior to meetings.

10. **Monitor Progress and Performance**
   - Establish key performance indicators (KPIs) to track progress.
   - Regularly document and share progress reports with relevant stakeholders.

11. **Record-Keeping**
   - Maintain detailed records of meetings, discussions, and decisions.
   - Ensure records are accessible to all members and relevant stakeholders.

12. **Foster Collaboration and Teamwork**
   - Promote an environment of teamwork and mutual respect.
   - Encourage collaboration to leverage diverse expertise and perspectives.

III. Closing Committees

13. **Final Review and Evaluation**
   - Conduct a final review of the committee's achievements against objectives.
   - Solicit feedback from members on the process and outcomes.

14. **Acknowledge Contributions**
   - Send letters of thanks or appreciation to committee members.
   - Celebrate achievements and recognize contributions.

15. **Document Closure**
   - Officially document the closure of the committee.
   - Archive all relevant materials and records for future reference.

16. **Smooth Transition**
   - Ensure a smooth transition of ongoing tasks or projects to other teams or committees if applicable.

17. **Debriefing Session**
   - Conduct a debriefing session to capture insights and areas for improvement.
   - Allow members to reflect on their experiences and suggest enhancements for future committees.

Inquiry Committee

An inquiry committee, also known as an Inquiry committee, is a specific type of committee set up to investigate and report on a particular issue or set of circumstances, usually within an organization or government. It differs from other types of committees in several key aspects:

Differences Between an Inquiry Committee and Other Committees

1. **Purpose and Scope:**
    - **Inquiry Committee:** The primary purpose is to investigate and gather facts related to a specific incident, allegation, or issue. It is often tasked with determining the causes and identifying responsible parties. The scope is usually narrow and focused on uncovering details pertinent to the inquiry.
    - **Other Committees:** These can have a broader range of purposes, including advisory, decision-making, oversight, or policy development. They might focus on ongoing operations, strategic planning, or organizational improvements, rather than investigating specific issues.
2. **Duration:**
    - **Inquiry Committee:** Typically temporary, established to complete a specific task within a set timeframe. Once the investigation is complete and a report is issued, the committee is usually dissolved.
    - **Other Committees:** Can be permanent or semi-permanent, meeting regularly to carry out ongoing functions or oversee certain areas of operation.
3. **Composition:**
    - **Inquiry Committee:** Often composed of individuals with expertise relevant to the matter under investigation, and may include external members to ensure impartiality and objectivity.
    - **Other Committees:** Generally consist of members from within the organization who have expertise or roles related to the committee's broader mandate.
4. **Outcome:**
    - **Inquiry Committee:** Produces a report with findings, conclusions, and often recommendations for action based on the investigation. The report is usually submitted to a higher authority or governing body for consideration.
    - **Other Committees:** Outcomes can include policy recommendations, strategic plans, progress reports, or decisions on operational matters, depending on the committee's purpose.
5. **Authority and Powers:**
    - **Inquiry Committee:** May be granted specific powers to collect evidence, interview witnesses, and access documents pertinent to the investigation. These powers are necessary to ensure a thorough investigation.
    - **Other Committees:** Typically operate within the regular decision-making and advisory processes, without additional investigative powers.

Example of an Inquiry Committee

- **Government Inquiry Committees:** Often established to investigate issues such as financial misconduct, breaches of ethics, workplace harassment, or compliance failures. For example, a government might set up an inquiry committee to investigate allegations of corruption within a public department, gather evidence, and report on findings to facilitate corrective action.

Key Skills for Inquiry Committee Members

Members of an inquiry committee need to possess specific skills and adhere to certain guidelines to ensure a fair, thorough, and effective investigation. Here are some key skills and do's and don'ts for inquiry committee members:

1. Analytical Skills:

- Ability to critically analyze information, identify patterns, and draw logical conclusions from evidence gathered.

2. Attention to Detail:

- Vigilance in noticing subtle clues and discrepancies in testimonies, documents, and other forms of evidence.

3. Objectivity:

- Maintaining impartiality and avoiding personal biases to ensure a fair and unbiased investigation process.

4. Communication Skills:

- Proficiency in questioning witnesses, gathering information, and clearly documenting findings and conclusions.

5. Confidentiality:

- Capability to handle sensitive information discreetly, maintaining confidentiality throughout the investigation.

6. Problem-Solving:

- Aptitude for resolving conflicts, addressing issues that arise during the investigation, and formulating practical recommendations.

Do's and Don'ts for Inquiry Committee Members

Do's:

1. Establish Clear Objectives:

- Define the scope and objectives of the inquiry at the outset to ensure a focused and efficient investigation.

2. Adhere to Due Process:

- Follow established procedures and legal requirements to ensure fairness and transparency.
- Maintain impartiality and objectivity throughout the investigation.

3. Conduct Thorough Investigations:

- Gather and review all relevant evidence, including documents, testimonies, and other materials.
- Ensure that all interviews and meetings are documented accurately.

4. Maintain Confidentiality:

- Protect sensitive information and ensure that all proceedings remain confidential to safeguard the integrity of the inquiry.

5. Facilitate Open Communication:

- Encourage open communication among committee members and stakeholders involved in the inquiry.

- Provide regular updates to relevant authorities or organizational leaders on the inquiry's progress.

6. Document Findings and Deliberations:
- Keep detailed records of all findings, deliberations, and decisions made during the inquiry.
- Ensure that the documentation is clear, concise, and accessible for future reference.

7. Issue Clear and Concise Reports:
- Present findings in a well-organized report with clear conclusions and actionable recommendations.

Don'ts:

1. Avoid Bias and Prejudgment:
- Do not allow personal opinions or preconceived notions to influence the investigation or its outcomes.

2. Do Not Breach Confidentiality:
- Avoid sharing sensitive information outside the committee, which could compromise the investigation or violate privacy.

3. Refrain from Rushed Decisions:
- Take the necessary time to thoroughly examine evidence and deliberate on findings before reaching conclusions.

4. Do Not Ignore Key Evidence:
- Ensure all relevant information is considered, avoiding the exclusion of any evidence that could impact the investigation.

5. Avoid Conflict of Interest:
- Committee members with potential conflicts of interest should recuse themselves to maintain the integrity of the inquiry.

6. Do Not Intimidate or Coerce Witnesses:
- Ensure that all individuals involved in the inquiry are treated respectfully and that their participation is voluntary and free from pressure.

Closure of Inquiry Committees

1. **Prepare a Comprehensive Report:**
- Compile a report detailing the inquiry's findings, conclusions, and recommendations for action.
- Ensure the report is objective, well-structured, and supported by evidence.

2. **Communicate Results:**
- Present the findings to the appropriate authorities or stakeholders, ensuring clarity and transparency.
- Provide an executive summary of key points for easier dissemination among decision-makers.

3. **Implement Recommendations:**
- Outline actionable steps based on the inquiry's recommendations to address identified issues.
- Monitor the implementation of recommendations to ensure they are effectively executed.

4. **Dissolve the Committee:**
- Formally dissolve the committee once the inquiry is complete and all reports and recommendations have been submitted.
- Recognize and acknowledge the contributions of committee members through letters of thanks or formal recognition.

5. **Evaluate the Inquiry Process:**
- Conduct a debriefing session to evaluate the inquiry process and identify any lessons learned or areas for improvement.
- Document feedback and insights for future reference and to improve subsequent inquiries.

Writing Effective Inquiry Summary Reports

By following certain steps, one can create a summary that effectively communicates the outcomes of an inquiry, providing stakeholders with a clear understanding of the investigation's findings and recommended actions.

1. **Understand the Purpose:**
    - The summary should provide a clear overview of the inquiry's key points, enabling stakeholders to understand the main findings and conclusions without reading the full report. It should highlight the inquiry's objectives, methodology, key evidence, findings, and any recommendations.
2. **Start with the Objectives:**
    - Clearly state the purpose of the inquiry, including the specific issues or questions it was intended to address. Briefly outline the scope of the inquiry and any limitations encountered.
3. **Describe the Methodology:**
    - Summarize the methods used to conduct the inquiry, such as data collection techniques, interviews, and evidence gathering. Highlight any unique approaches or significant steps taken during the investigation.
4. **Summarize Key Findings:**
    - Focus on the most important findings that emerged from the inquiry, providing context where necessary. Use bullet points or numbered lists to present findings clearly and concisely. Include any relevant statistics or data that support the findings.
5. **Present Conclusions:**
    - Provide a brief analysis of the findings, explaining what they mean in the context of the inquiry's objectives. Discuss any patterns, trends, or significant insights that were identified during the inquiry.
6. **Offer Recommendations:**
    - Outline any recommendations or actions proposed as a result of the inquiry's findings. Prioritize recommendations and provide a rationale for each, including potential benefits and implications for implementation.
7. **Ensure Clarity and Brevity:**
    - Keep the summary concise, focusing only on essential information. Use clear and straightforward language to ensure the summary is easily understood by all stakeholders.
8. **Include an Executive Summary:**
    - If the inquiry report is extensive, include an executive summary at the beginning to provide a high-level overview of the entire report, encapsulating the main points in a few paragraphs.
9. **Review and Edit:**
    - Proofread the summary to ensure accuracy, coherence, and clarity.
    - Ensure that the summary accurately reflects the contents and findings of the full inquiry report.

Structure of an Inquiry Summary

1. **Title:**
   - "Summary of Inquiry into [Subject/Issue]"
2. **Introduction:**
   - Objectives of the Inquiry
   - Scope and Limitations
3. **Methodology:**
   - Data Collection Methods
   - Key Sources and Evidence
4. **Findings:**
   - Main Findings (bullet points)
   - Supporting Data
5. **Conclusions:**
   - Analysis of Findings
   - Key Insights
6. **Recommendations:**
   - Proposed Actions
   - Rationale and Prioritization
7. **Executive Summary:**
   - High-Level Overview (if applicable)

Writing Inquiry Summary Reports

1. ***Use Clear and Concise Language:*** *Aim for clarity and brevity to ensure the report is easy to read and understand.*

- **Good Example:**
  - "The committee identified three key factors contributing to the delay in project completion: inadequate resources, communication breakdowns, and unclear objectives."
- **Bad Example:**
  - "The committee had a lot of trouble figuring out why the project wasn't finished on time because there were too many things going wrong."

2. ***Be Objective and Neutral:*** *Avoid subjective language or personal opinions; focus on facts and evidence.*

- **Good Example:**
  - "The investigation found that the procedures were not consistently applied, leading to inconsistencies in the results."
- **Bad Example:**
  - "It's obvious that nobody cared about following the procedures, which is why everything was a mess."

3. ***Use Formal Language:*** *Maintain a professional tone throughout the report.*

- **Good Example:**
  - "The investigation revealed discrepancies in the data analysis, which necessitated further review."
- **Bad Example:**
  - "The investigation found out that there were some weird numbers in the data that needed another look."

4. ***Provide Evidence-Based Statements and avoid emotional and biased language:*** *Support statements with data or references to evidence gathered during the inquiry.*

- **Good Example:**
  - "According to the financial records, expenditures increased by 20% due to the additional procurement of materials."
- **Bad Example:**
  - "The budget just blew up because they bought too many things without keeping track."

5. ***Be Specific, do not use Ambiguous Terms:*** *Use precise language to accurately describe findings and recommendations.*

- **Good Example:**
  - "The delay was attributed to coordination issues between departments A and B, resulting in missed deadlines."
- **Bad Example:**
  - "The delay happened because some departments couldn't get their act together."

6. *Use Passive Voice Where Appropriate: Passive voice can help maintain an objective tone by focusing on actions rather than individuals.*

- **Good Example:**
  - "It was determined that the safety protocols were not followed correctly, resulting in several incidents."
- **Bad Example:**
  - "They messed up the safety protocols, and that's why there were so many problems."

9. Avoid Jargon and Complex Terms: Use plain language that is accessible to all stakeholders, avoiding unnecessary jargon.

- **Good Example:**
  - "The committee used standardized metrics to assess performance across different departments."
- **Bad Example:**
  - "The committee utilized a plethora of multifaceted methodologies to quantify departmental outputs."

Example of a Summary Report

Case Scenario: Allegation of Corruption in a Tehsil Municipal Administration

Background: The Tehsil Municipal Administration (TMA) of a district in Khyber Pakhtunkhwa has been accused of corruption in the allocation of funds for local infrastructure projects. The allegations include awarding contracts without proper bidding processes and misappropriation of public funds. In response, the Chief Minister's Office has instructed the Local Government Election and Rural Development Department (LGE&RDD) to establish an inquiry committee under the Local Council Board (LCB) to investigate these claims.

Inquiry Committee: The inquiry committee, appointed by the LCB, includes the following members:

- **Chairperson:** Mr. Ali Khan, Director of Audit and Compliance, LCB
- **Member:** Ms. Ayesha Rehman, Legal Advisor, LGE&RDD
- **Member:** Mr. Faisal Malik, Senior Procurement Officer, LCB
- **Member:** Dr. Sarah Ahmed, External Audit Consultant

Objective: To investigate the allegations of corruption in the TMA's contract awarding process and determine any procedural and ethical violations.

Summary Report

Title: Summary of Inquiry into Alleged Corruption in Tehsil Municipal Administration

Introduction: Following allegations of corruption in the Tehsil Municipal Administration (TMA) concerning infrastructure project contracts, an inquiry committee was established by the Local Council Board (LCB) at the direction of the Chief Minister's Office. The objective was to examine the validity of these allegations and identify any breaches of protocol.

Methodology: The committee employed a comprehensive approach, including:

- **Document Review:** Analysis of procurement files, contracts, and financial records associated with the projects.
- **Interviews:** Conducted with TMA officials, contractors, and third-party witnesses.
- **Financial Audit:** Detailed review of transaction records to trace financial flows.
- **Site Inspections:** Visits to project sites to verify compliance with contractual terms.

Findings:

1. **Irregular Contract Processes:**
   - Evidence revealed that several contracts were awarded without the mandated competitive bidding process, in violation of procurement guidelines.
   - Evaluation criteria were inconsistently applied, favoring certain contractors without documented justification.
2. **Misappropriation of Funds:**
   - Financial audits uncovered unauthorized transactions amounting to PKR 7 million, with funds diverted to unrelated accounts.
   - Documentation lacked proper approvals and signatures, suggesting forgery and manipulation.
3. **Conflict of Interest:**
   - Relationships between TMA officials and contracted vendors were identified, indicating potential conflicts of interest that were not disclosed.
   - Emails and communications suggested collusion to influence contract awards.
4. **Compliance Failures:**
   - The TMA failed to adhere to reporting and documentation standards required for public projects, compromising transparency and accountability.

Conclusions: The inquiry confirmed substantial procedural and ethical violations within the TMA's contract management processes. The findings suggest deliberate manipulation of procurement procedures and financial misconduct.

Recommendations:

1. **Enforce Procurement Reforms:**
   - Implement stricter procurement controls and mandatory competitive bidding for all contracts.
   - Regular audits and oversight by an independent body should be instituted to monitor compliance.
2. **Personnel Review:**
   - Conduct thorough background checks and evaluations of TMA staff involved in procurement processes.
   - Remove or reassign staff implicated in unethical practices.
3. **Enhance Transparency:**
   - Develop a public portal for procurement processes to ensure transparency and public accountability.
   - Establish a whistleblower protection program to encourage reporting of unethical practices.
4. **Strengthen Financial Oversight:**
   - Introduce advanced financial controls and regular audits to detect and prevent financial irregularities.

Executive Summary: The inquiry committee's investigation into the TMA's alleged corruption reveals significant breaches of ethical and procedural standards. Implementing the recommended reforms will restore integrity and public trust in the TMA's operations.

Acknowledgments: The committee appreciates the cooperation of all participants and stakeholders who contributed to the inquiry process.

Annex-1: Maximizing Efficiency: Essential Tools for Time Management and Productivity – Rating Sheet

Empowering Leadership: Mastering the Art of Management for Organizational Excellence

Dear Participants,
To ensure that our upcoming workshop is as effective and relevant as possible, we kindly ask you to complete the attached rating activity. This exercise is designed to gauge your familiarity with various tools that will be discussed during the training.

How to Rate:

1. **Unfamiliar:** You have little to no experience with the tool.
2. **Familiar:** You know what the tool is and have some basic understanding, but have not used it extensively.
3. **Novice:** You have used the tool but are not yet confident in your ability to utilize it effectively.
4. **Expert:** You are highly experienced with the tool and can use it proficiently in your work.

Please complete the rating sheet and return it to me before the workshop on Monday. Your responses will help tailor the content to better meet your needs. Thank you for your cooperation and I look forward to your participation in the workshop.

		RATING SCALE			
		1	**2**	**3**	**4**
I	**Writing Tools:**	**Unfamiliar**	**Familiar**	**Novice**	**Expert**
1	ChatGPT				
2	Grammarly				
3	Hemingway Editor				
4	Google Docs				
5	Microsoft Word				
II	**Task Management Tools:**	**Unfamiliar**	**Familiar**	**Novice**	**Expert**
6	Trello				
7	Asana				
8	Todoist				
9	Microsoft To Do				
III	**Calendar Management Tools:**	**Unfamiliar**	**Familiar**	**Novice**	**Expert**
10	Google Calendar				
11	Outlook Calendar				
12	Calendly				
13	Apple Calendar				
IV	**Note-Taking Apps:**	**Unfamiliar**	**Familiar**	**Novice**	**Expert**
14	Evernote				
15	OneNote				
16	Notion				
17	Google Keep				
V	**Document Sharing & Management**	**Unfamiliar**	**Familiar**	**Novice**	**Expert**
18	Google Drive				
19	Dropbox				
20	WeTransfer				

Annex-2: Maximizing Efficiency: Essential Tools for Time Management and Productivity – Brief Description

In today's fast-paced work environment, especially within the realm of local governance, the ability to manage time effectively is more crucial than ever. The tools outlined in this document are designed to enhance your productivity by streamlining communication, improving task management, and facilitating better organization of your work. By leveraging these technologies, you can significantly reduce the time spent on routine tasks, allowing you to focus more on strategic and impactful work.

This document serves as a checklist to guide you through the process of familiarizing yourself with these powerful tools. Begin by exploring each tool, assessing how it aligns with your work needs, and identifying those that can bring the most value to your daily tasks. As you progress, dedicate time to building your expertise with these tools, ensuring that you are fully equipped to use them to their maximum potential. Doing so will not only enhance your efficiency but also contribute to the overall effectiveness of your department.

I. Writing Tools:

1. **ChatGPT**:
   - **Use**: An AI-powered language model that can assist with drafting documents, generating ideas, answering questions, and automating routine communications.
   - **Benefits**: Improves efficiency in writing tasks by providing quick content generation and offering language suggestions, reducing the time needed for drafting and editing official documents.

2. **Grammarly**:
   - **Use**: A writing assistant that checks grammar, spelling, and punctuation errors, and suggests style improvements.
   - **Benefits**: Enhances the clarity and professionalism of written communications, ensuring that official documents are error-free and well-polished.

3. **Hemingway Editor**:
   - **Use**: An online tool that analyzes text for readability and suggests simplifications to improve clarity.
   - **Benefits**: Helps in creating clear, concise, and easy-to-read documents, which is crucial for effective communication with the public and other stakeholders.

4. **Google Docs**:
   - **Use**: A cloud-based word processor that allows for real-time collaboration on documents.
   - **Benefits**: Facilitates teamwork by allowing multiple users to work on the same document simultaneously, improving efficiency and reducing the time spent on document revisions.

5. **Microsoft Word**:
   - **Use**: A widely used word processing software for creating, editing, and formatting documents.
   - **Benefits**: Offers robust features for document creation, ensuring that government reports, letters, and other documents are professionally formatted and easily shareable.

II. Task Management Tools:

6. **Trello**:
   - **Use**: A visual project management tool that uses boards, lists, and cards to organize tasks and projects.
   - **Benefits**: Simplifies task management and tracking, enabling local government officers to prioritize and monitor the progress of various initiatives and projects.

7. **Asana**:
   - **Use**: A project management platform that helps teams organize, track, and manage their work.
   - **Benefits**: Enhances collaboration by providing a clear overview of tasks, deadlines, and responsibilities, helping teams stay on track and meet their goals.

8. **Todoist**:
   - **Use**: A task management app that helps users create to-do lists and manage tasks.
   - **Benefits**: Improves personal productivity by helping officers keep track of their daily tasks and deadlines, ensuring that important tasks are completed on time.

9. **Microsoft To Do**:
   - **Use**: A task management app integrated with Microsoft Office, allowing users to manage tasks across different Microsoft apps.
   - **Benefits**: Streamlines task management by integrating with other Microsoft Office tools, making it easier to organize and prioritize tasks in a familiar environment.

III. Calendar Management Tools:

10. **Google Calendar**:
    - **Use**: A calendar application that allows users to schedule events, set reminders, and share calendars with others.
    - **Benefits**: Enhances scheduling efficiency by allowing officers to manage their time effectively, set reminders for important meetings, and coordinate schedules with colleagues.

11. **Outlook Calendar**:
    - **Use**: A calendar tool integrated with Microsoft Outlook, used for scheduling meetings and managing appointments.
    - **Benefits**: Improves time management by seamlessly integrating with email and other Microsoft tools, making it easier to schedule and manage appointments.

12. **Calendly**:
    - **Use**: An online appointment scheduling tool that automates meeting scheduling by syncing calendars and offering available times.
    - **Benefits**: Saves time and reduces scheduling conflicts by allowing others to book meetings during available times without back-and-forth communication.

13. **Apple Calendar**:
    - **Use**: A calendar application for Apple devices, used for managing events and appointments.
    - **Benefits**: Offers a simple and intuitive interface for managing schedules, especially for those using Apple devices, ensuring that all meetings and events are well-organized.

IV. Note-Taking Apps:

14. **Evernote**:
    - **Use**: A note-taking app that allows users to capture ideas, tasks, and reminders across multiple devices.
    - **Benefits**: Improves organization and information retrieval by allowing officers to store and categorize notes, ensuring important information is easily accessible.

15. **OneNote**:
    - **Use**: A digital note-taking app that integrates with Microsoft Office, allowing users to take notes and organize them in notebooks.
    - **Benefits**: Enhances productivity by enabling comprehensive note-taking and organization, especially useful during meetings and project planning.

16. **Notion**:
    - **Use**: An all-in-one workspace that combines note-taking, task management, and collaboration tools.
    - **Benefits**: Streamlines workflow by integrating different productivity tools in one platform, allowing for better project management and information sharing.

17. **Google Keep**:
    - **Use**: A note-taking app from Google that allows users to quickly jot down ideas, create lists, and set reminders.
    - **Benefits**: Improves efficiency by enabling quick note-taking and easy access to notes across devices, ensuring that important information is always at hand.

V. Document Management and Sharing Tools:

18. **Google Drive**:
    - **Use**: A cloud-based storage service that allows users to store, share, and collaborate on documents, spreadsheets, presentations, and other files.
    - **Benefits**: Enhances collaboration and accessibility by allowing officers to store important documents securely in the cloud and access them from any device. It also enables real-time collaboration on documents, reducing the need for back-and-forth emails and ensuring that everyone is working on the most up-to-date version of a file.

19. **Dropbox**:
    - **Use**: A file hosting service that offers cloud storage, file synchronization, personal cloud, and client software.
    - **Benefits**: Facilitates easy sharing and syncing of files across devices, making it simple for government officers to access and share important documents, reports, and data. Its robust file versioning and recovery features also ensure that important documents are not lost and can be restored if needed.

20. **WeTransfer**:
    - **Use**: A file transfer service that allows users to send large files quickly and easily without the need for an account.
    - **Benefits**: Streamlines the process of sending large files that may be too big for email attachments, enabling officers to quickly share large reports, presentations, and other documents with colleagues and external stakeholders. Its simplicity and ease of use make it a convenient tool for one-off file transfers.

1

Ethics is Knowing the difference between WHAT you have a right to do and what is Right to do

(Potter Stewart)

2

Don't let the noise of others' OPINIONS drown out your own INNER VOICE

(Steve Jobs)

3

Those who Stand for NOTHING FALL FOR anything

(Alexander Hamilton)

4

Doing the right thing doesn't automatically bring success.
But compromising ethics almost always lead to failure

(Vivek Wadhwa)