

Creative People Solutions (CPS) is a dynamic Australian-Egyptian Training Development Consultancy which is helping the German International Cooperation (GIZ) implement an innovative and integrated approach to leadership and team development across the Water Sector in Yemen. The vision of CPS is to **help people discover their potential**. CPS is the only service provider in Yemen which specializes in building capacity through soft skills development. CPS has expert international facilitators (Egyptian, Australian and Yemeni) that use a unique and proven experiential learning approach that is making a significant impact on the leaders skills, team dynamics and project effectiveness across the Water Sector (see testimonials from GIZ Team Leaders and Water Sector leaders in following pages).











In October 2009, CPS, in partnership with GIZ Water Component 2, developed an intensive team building process for leaders of specific Local Water Corporations. This program was designed in specifically to seek to address the “shortage of qualified human resources (which) constitutes the biggest constraint to building the capacities necessary for sound water management”. (National Water Sector Strategy and Investment Program 2005-2009)

Since this pioneering program, **GIZ Water Components 2,3,4 and 5** have sponsored **over 20 CPS teambuilding workshops for leaders across the Yemen Water Sector**. All programs have focused on blending powerful team concepts with experiences, debrief and personal and team action plans that aim to bring lasting attitudinal and behavioural change for each unique leadership team and committee (to improve their efficiency with resources and effectiveness with people).



Three integrated phases of 3-4 days of team building (over 9 months) are now being sponsored by GIZ for leadership teams across the Yemeni Water Sector. The complete program covers all **9 Essential Capabilities of Team Development** (see grid below) with each phase tailor made to the specific team development needs and GIZ Component objectives. This new and effective avenue for knowledge and soft skills transfer is building the capacity of leaders and their teams across all GIZ Water Sector projects.

<b>PHASE 3</b> (3-4 days)  Empower	<b>ADAPT</b>   <ul style="list-style-type: none"> <li>• DISC Communication/ Behavioural style</li> </ul>	<b>SOLVE</b>   <ul style="list-style-type: none"> <li>• Problem Solving</li> <li>• Creativity</li> </ul>	<b>RESOLVE</b>   <ul style="list-style-type: none"> <li>• Dialogue</li> <li>• Conflict Resolution</li> </ul>
	<b>PHASE 2</b> (3-4 days)  Engage	<b>REFLECT</b>   <ul style="list-style-type: none"> <li>• I:I Coaching</li> <li>• Refresh Phase I</li> </ul>	<b>ENVISION</b>   <ul style="list-style-type: none"> <li>• Vision, Values &amp; Mission</li> <li>• Goal Setting</li> </ul>
<b>PHASE 1</b> (3-4 days)  Enlighten	<b>TRUST</b>   <ul style="list-style-type: none"> <li>• Personal Credibility</li> <li>• Interpersonal Trust</li> </ul>	<b>COMMUNICATE</b>   <ul style="list-style-type: none"> <li>• Effective Communication</li> <li>• Seeking First to Understand</li> </ul>	<b>INSPIRE</b>   <ul style="list-style-type: none"> <li>• High Team Performance</li> <li>• High Team Motivation</li> </ul>



**YEMENI-GERMAN WATER SECTOR TEAM LEADER TEAMBUILDING TESTIMONIALS**

**Dr Ariane Borgstedt, Head of Water Sector Program,  
Team Leader, DWRM (Decentralization in Water Resources Management):**

“The GIZ Water Program component “Decentralization in Water Resources Management” has as its main objective to decentralize water resources management to the water basin level. This is done through the establishment of ACTIVE water basin committees (WBCs) in selected water basins, and the development and implementation of water basin management plans. The first WBC established by the DWRM was the Abyan –WBC.

The Abyan Water Basin Committee has been established in 2008 with 24 members headed by the governor. The members of the committee are from different organizations, different backgrounds and have different interests. Right from the beginning, the GIZ-DWRM recognizes the challenge of making them work effectively and professionally as one team. GIZ-DWRM strongly believe that team building is an important factor in any environment as it is important to bring out the best in a team to ensure self development, positive communication, leadership skills and the ability to work closely together as a team to solve problems.

Therefore, GIZ-DWRM approached CPS to design a team building training program for Abyan-WBC members in order to particularly address this challenge. After several meetings and discussions between CPS and DWRM staff, NWRA staff as well as some stakeholders in Abyan governorate, CPS provided a highly professional three- phase team building training program.

The first phase started in May 2010 where all members, including the governor, participated actively for 3 days. The second phase was held in October 2010 with a third and last phase in December 2010. The objectives of the training were achieved and a change in the WBC members’ behaviors could be recognized.

The high participation rate and the ZERO absent rate were crystal clear indicators for the appreciation and the satisfaction of the participants on the content and on the methodology of the training. Moreover, it indicates that the training was designed according to participants needs.

The great success and the deep impact of the training of Abyan –WBC members encourages DWRM to request CPS to design and implement similar training for Amran and Lahij WBC members in 2011.

Thanks to the highly skilled CPS team who supported us in achieving our objectives and for their flexibility and patience in dealing with the WBC members.”



## YEMENI-GERMAN WATER SECTOR TEAM LEADER TEAMBUILDING TESTIMONIALS

### Dr Peter Herrmann, Team Leader, Personnel Development Component:

*“The Personnel Development Component (PDC) of the Yemeni-German Water Sector Programme has been striving to overcome “the shortage of qualified human resources (which) constitutes the biggest constraint to building the capacities necessary for sound water management” (National Water Sector Strategy and Investment Program).*

*For a considerable period of time the enhancement of knowledge and skills of employees in the urban water sector has been the main focus of interventions through a wide range of training courses. However in recognition of the fact, that improved knowledge and skills alone cannot guarantee an improved work performance, and the observation, that teamwork is still extremely poor among managers, addressing their attitudes and behaviour has been identified as a major challenge.*

*In order to particularly address this challenge, PDC approached CPS in 2009 with the request to tailor a special training programme for enhancing team work, trust, communication and cooperation in water and sanitation utilities.*

*Through some pioneering cooperation between PDC and CPS the first team building workshop was specially designed for management teams of water and sanitation utilities with main emphasis on improving attitude and behavior and conducted in October 2009 for the management teams of Hajjah, Amran and Al-Baida water and sanitation Local Corporations.*

*Meanwhile the management teams of two Local Corporations have successfully completed all three phases of teambuilding and confirm a greatly improved level of teamwork, increased mutual trust, enhanced spirit of cooperation and understanding that the performance of a team can only be as good as its weakest link.*

*Other Local Corporations including Sana’a LC, Mukalla LC have gone through the first two stages and demonstrate, that they are on the path to more effective teamwork.*

*The detailed analysis by CPS shows that all participants expressed their great satisfaction with the completed courses and their enthusiasm for the innovative and unconventional training methods including practical exercises and group games.*

*Based on our good experience we want to continue our cooperation. Further management teams of LCs are foreseen to benefit from the CPS approach. The teams of Ibb and Al-Hodeida LCs are expected to go through the first workshop which is scheduled for March 2011.*

*Thankyou to the CPS team for your great job”*



**YEMENI-GERMAN WATER SECTOR TEAM LEADER TEAMBUILDING TESTIMONIALS****Ramon Scoble, Team Leader, Community Based Water Use Project**

*“The Community Based Water Use Component of the German-Yemeni Water Program, assisted by the German Government through the GIZ have used the training and leadership development services of Creative People Solutions (CPS) in Yemen during the last 18 months. Staff from the GFA Amran Consulting team were trained in two phases of CPS teambuilding workshops during 2010. These workshops exceeded all staff and management expectations and improved staff effectiveness in key areas such as trust, communication, problem solving and goal setting*

*The training program was expanded in June-July 2010 for CPS to develop the leadership of more than 105 members of 7 Local Councils from Amran to help them work together more effectively in developing and preparing local-level Water Resource Development Plans for submission to the Amran Basin Committee. It was incredible that a range of tribal, business and government leaders from Amran gained first-hand experience how to trust each other, communicate clearly and work together.*

*We realize that CPS is offering something very unusual and not normally available in Yemen. Some of my employees have been surprised by this practical approach. However as soon as my employees experienced CPS programs they knew this might be perhaps one of the most powerful ways to help them solve their own problems and discover their potential.*

*Because training is being done by CPS in Arabic (with experienced Egyptian facilitators), they are connecting in the language of participants and because their training is done in a practical way, we can clearly see that real learning is taking place that is impacting the participants hearts and minds on and off the job.*

*Within my current role as a team leader, I can see ways that CPS can help us achieve our objectives as well as to make a genuine impact on the broader development of Yemeni society.”*

**Guillaume Merere, Team Leader - Water Utilities Component:**

*“Technical cooperation is challenging in many aspects, not the least because it wants to make technical people from very different horizons work together. In the rush of the day to day work, we forget too often to take the time to build the relationships and the mutual understanding that are necessary to work together, or we simply take for granted that the technical relevance is enough of an argument to convince our partners to follow our propositions. As result, we may end in deadlock situations because misunderstanding has led to miscommunication, miscommunication to mistrust, and mistrust to a halt in our project.*

*I have seen Team Building workshops organized by CPS where a project with many different stakeholders (local and international) with a low level of team spirit could be improved and lasting relationships built, and overcoming assumptions about each other.*

*I have also seen a high level local counterpart (manager of a 1,800 staff utility) arrive with a very negative attitude to the approach, and turn out to be a prominent participant in the exercise, while also advocating to continue the experience after the first workshop. I personally discovered facets of my own colleagues that I hadn't been able to see before. As a result, I am now able to make use of this previously unknown potential within my team.*

*I am convinced that the team building exercises we made together brought an added value to the project, and I encourage colleagues to think about doing it before it even becomes necessary!”*

## FEEDBACK FROM LEADERS OF THE YEMEN WATER SECTOR FROM PHASE I

### TEAM DEVELOPMENT PHASE I – TRUST, COMMUNICATE AND INSPIRE

The first of 3 phases to improve the efficiency and effectiveness of the leadership team to help your team work together by building *trust*, *communicating* clearer and *inspiring* team spirit



### *Leaders from Amran Local Councils (GIZ C5):*

In June-July 2010, GIZ Component 5 (Community Based Water Use) sponsored 105 members of 7 Local Councils from Amran for 3 days of CPS Phase I Team Development to help them work together more effectively in developing and preparing local-level Water Resource Development Plans for submission to the Amran Basin Committee. After phase I, participants said (direct quotes):

*“I’m speechless. I can’t describe how beautiful and amazing the attitude, values and skills that we learned in a very short time. These are things i had never learnt before in my 35 years”.*

*“Even though time was short, I’ve learnt a lifetime of values including how to learn from my mistakes and mistakes of others”.*

*“This course added a lot of things which I have missed in my life and I never imagined existed”.*

*“We got a lot from this course. It helped us to reveal what we had kept hidden inside and showed we have a lot of hidden skills”.*

*“Before the course, the team was working in an individual way, which didn’t help us to solve out problems. But after the course, we feel more responsible towards each other and it has pushed us to solve the water problem that we have in Amran”.*

*“An excellent training method, and very useful, a great training place, highly qualified trainers”.*

### *Local Water Corporation Directors & Heads of Departments:*

Since October 2009, GIZ Component 2 (Personnel Development) has sponsored 5 Local Water Corporation Management teams (Al Hajjah, Amran, Al Baida, Al Mukalla and Sanaa) for all 3 phases of CPS Team Development with the aim of qualifying LC leadership to increase their efficiency and team effectiveness to deal with the increasing demand for water supply and sanitation, as well as the scarcity of water resources. This is what some participants said after Phase I:

*“Goals and performance results focused on developing trust, team spirit, and communication”*

*“This was very good! We have already experienced training in closed rooms and now we can understand the difference. Training through playing games and doing practical things is really important.”* *“The coaches were highly skilled and experienced”.*

*“ The program was useful and beautiful. In fact it planted trust and communication and inspired high team spirit”*

*“We thank you for this “unexpected” training course, with its meaningful activities which inspired a spirit of cooperation and it helped to fill the gaps in us as leaders”*

*“I want both the young employees and leaders to participate in this training to get practical benefits and apply at grass root level”.*

### *OMS Aden (GIZ and Local Water Corporation leaders)*

In October 2010, GIZ Component 3 (Water Utilities) sponsored a 3 day teambuilding for the Aden Local Corporation leadership and GIZ Foreign Cooperation partners with the aim of helping this diverse team to work together effectively. These are some of the personal and team benefits that participants shared after this teambuilding event:

*“To have trust in my team, not to jump to conclusion and take my time to understand by asking and answering all my inquiries. Also we learned how to respect one another’s opinions and to give a chance for discussion before applying.”*

*“Relationships must have the required trust and patience in having results and we learned how to follow up our work to reach our targets”.*

*“I think a few things started to be understood more clearly, like team work doesn’t have to be easy all the time because it demands trust which probably leads to overcoming and solving faults”.*

*“Establishing our trust and solving our previous problems together absolutely developed our performance as one team”.*

*“Exchanging our experiences and being able to overcome our issues will certainly get promoted as a fruitful result”*



**FEEDBACK FROM LEADERS OF THE YEMEN WATER SECTOR FROM PHASE 2****TEAM DEVELOPMENT PHASE 2 – REFLECT, ENVISION & COOPERATE**

The second of 3 phases to further improve the efficiency and effectiveness of the leadership team by *reflecting* on past performance, *envisioning* and aligning the organizational vision, values and mission and *cooperating* together.

**Abyan Water Basin Committee (C4)**

In October 2010, GIZ Component 4 (Decentralization in Water Resources Management) continued the Team Building process (after Phase 1 in May 2010) for 30 leaders of the Abyan Water Basin Committee. This diverse group included the Governor, Head of Political Security, Community and Agricultural Sector Leaders, tribal sheikhs and large landowners from Abyan Province. These are direct quotes from the benefits that these participants felt:

*"This second workshop has raised the level of commitment for the team and committee and urged them to take the responsibility."*

*"I really trust that this course will make me re-examine a lot of my behaviours."*

*"This helped us get out of narrow work limitations and getting to know the other who I never thought I would ever meet."*

*"This has planted ideas and added a lot and a lot of knowledge and information that was missing in my personal and professional career."*

*"This course has added a lot of concepts such as: the importance of teamwork, interaction with the team, planning wise, overcoming obstacles, progressing toward goals, a spirit of high morale and trust, taking advantage of the different ways and tools of thinking, and how to create innovative solutions based on them in a collective, harmonious effort to achieve the goal."*

*"This helped the growth of positive thinking in the team in terms of thinking to reach a unified vision and goals"*

*"This course enabled us to determine the vision and goal and the direction of the different views of the Water Basin Committee and work as a team to take advantage of our diverse experiences"*

*"There is now increased credibility, transparency and communication in terms of we, not me"*

**Local Water Corporation Directors & Heads of Departments:**

In 2010, GIZ Component 2 (Personnel Development) continued the team development process for 5 Local Water Corporation Management teams (Al Hajjah, Amran, Al Baida, Al Mukalla and Sanaa). This is some of their feedback:

*"This course really personified the spirit of team work, with participatory planning of strategy & vision of the whole team".*

*"The method was very unique— I recommend we continue with this program to do capacity building of people".*

*"Thankyou GTZ & CPS "excellent, excellent, excellent!!!"*

*"Before the workshop there was always great tension because we could only pump the water once every 10 days. After the workshop, we pump the water every 2 days! This happened because we came to know one another closer. Before the workshop all our talks were about work, but the workshop opened the hearts and minds of participants for one another."*

*Before the approach was about just giving orders. Now it is really different. So, there was a great improvement in accomplishment: **things which used to be done in 7 days are now done in 1 day!!!!"***

*"The phrase **"spirit of one team" became our slogan** in any conversation or discussion!"*

*I have a bachelor degree in business administration. I have studied a lot of these things before (eg team work, cooperation, communication, etc.), but the workshop made them come alive to me. They became real and not just ideas on paper. I've never lived them before attending the workshop."*

**Provincial Towns Open Plan (PTOP)**

Upon the recommendation of the GIZ Personnel Development Component, the German Development Bank (KfW) PTOp sponsored a one day CPS meeting moderation to enhance the cooperation between the different institutions (MWE, KfW, GIZ, BGR) and projects involved in the Provincial Towns Open Program (PTOP). This is what the leaders (Yemeni, Jordanian, German and French) of PTOp felt were the benefits:

*"A most interesting day with excellent facilitation and a team building approach within a very difficult situation."*

*"This course added to my team's development and heightened the cooperation and consultancy between one another; aiming together to achieve goals and successfulness besides to the improvement in our mutual respect with colleagues"*

*"It determined the problems that PTOp suffers from and suggested applicable solutions that enable the team to succeed in their project."*

*"I see a strong need to continue with this kind of team building and in coaching within the project and the PTOp team".*

*"The training methods were exciting especially as it was the first time for us to find a course like that in our field"*



## FEEDBACK FROM LEADERS OF THE YEMEN WATER SECTOR FROM PHASE 3

### TEAM DEVELOPMENT PHASE 3 – ADAPT, SOLVE and RESOLVE

The final of 3 phases to further improve the efficiency and effectiveness of the leadership team by understanding how to ADAPT communication styles, SOLVE problems and RESOLVE conflict



## Abyan Water Basin Committee (C4)

In December 2010, GIZ Component 4 (Decentralization in Water Resources Management) continued the final stage of the team building process for the 30 leaders of the Abyan Water Basin Committee. The AWBC were the first group in Yemen to ever complete the DISC behavioural profiling to understand different behavioural styles to improve communication and team dynamics and to resolve conflict effectively. This is some of the feedback from the leaders of Abyan following this final stage of team development:

*“There is a huge difference between the first day we met and today...today we have a very clear communication and we know now how to deal with each other to reach our goal, the Committee goal.”*

*“This course added to my personal development by recognising each member’s attitudes and behaviour. This has created improved communication and created new ways in dealing with our colleagues.”*

*“ Now I know my strengths and my weaknesses”*

*“Now Committee members understand their mission and specialization in the committee very well”.*

*“This has played a big role in having new learning strategies and developing our communication. As we shared, we started to listen to each other and became faithful in debating with each other. Now we understand and can analyse each other better in one team.”*

*“I gained a lot from DiSC, which helped me to identify my behaviours and my position as a leader.*

*despite the short time I gained experience, I know now more about my friends and I learned patience and love of others.*

*“ The greatest thing was knowing myself. And also knowing people around me.*

*“This added many things, including: good behavior in difficult situations and resolving conflict through peaceful negotiation and peaceful dialogue”.*

*“We are now closer to each other and are more connected. We filled each other’s gaps in our team. This will improve team performance & lead to good results”*

*“We have exchanged our opinions, new ideas, and are enjoying the benefit of it. And we have gained intimacy and new warm feelings between each other.*

*“This has significantly improved the teamwork in practical ways which helped the team to overcome all the obstacles.”*

*“This has created strong chains of trust and cooperation and that led to a new formed strong bond”*

**Following the successful implementation of Team Building phases 1,2 and 3 with the Abyan Water Basin Committee, GIZ are expanding this process of CPS team development and leadership capacity building to the Lahej and Amran Water Basin Committees. CPS will also be training the sub group leaders from each committee in how to facilitate effective meetings towards participatory decision making.**

## Local Water Corporation Directors & Heads of Departments:

In January 2011, GIZ Component 2 (Personnel Development) sponsored the final stage of team development for the Al Hajjah and Al Baida Local Water Corporation Management teams. This is some of their feedback on the greatest impact that these 3 stages of team development (over 1 year) has made for them personally:

*“The best thing has been a complete change in my relationship with my family and finding creative solutions that can be accepted easily in my work.”*

*“The most important influence is being open to others. The influence on the level of work is teamwork and harmony between the team as well as friendship in Al Baida LC”*

*“On personal level: trusting myself and the art of communicating with others and solving conflicts. On work level: developing the management skills and teamwork.”*

*“The most important change for me is that I now understand that I’m not working by myself.”*

*“ I’ve noticed the change between team members, they are treating each other in more realistic way, and having a mutual respect.*

*“The biggest change is working as team “teamwork””*

*“On a personal level it has been about receiving the benefits from each one in team even though we are different from each other. On a work level: loving the work and teamwork and getting benefits from each other experiences.”*

