



USAID
FROM THE AMERICAN PEOPLE

STAFF CAPACITY ROLE CARDS

microREPORT #178

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DISCLAIMER

The author's views expressed in this publication do not necessarily reflect the views of the United States Agency for International Development or the United States Government.

USING THE STAFF CAPACITY ROLE CARDS

These cards are designed to be a reminder of the different roles or ‘hats’ that a market facilitator is required to play over the course of a day, a week and a month. Sometimes, it is difficult to change from one role to another without a reminder or a reference. These cards are designed to highlight key ideas, ask important questions that staff should be asking themselves or their actors and provide visual reminders of core elements of market facilitation. They are part of a series of tools and are meant to be used in coordination with *Being a Market Facilitator: A Guide to Staff Roles and Capacities* and *Market Facilitation in Practice: Case Studies for Implementers*.¹ These documents describe in more detail the skills needed for market facilitation and offer insight into assessing current staff capacity and planning professional growth in market facilitation.

People use tools when it is easy, useful and accessible. To help your staff understand and use these cards:

- 1) Have a discussion about the different roles and ideas presented on these cards. Have staff come up with clear examples of a time when they used that particular skill or role.
- 2) Print out, laminate and bind the cards for field staff. Your staff are busy facilitating markets; make it easy for them to slip these cards into their back-pocket or backpack, to refer to them regularly.
- 3) Periodically review the content of the cards with field staff to make sure that it is still relevant. Your needs will change with your learning and the industry, so update the content to keep it relevant for you and your staff.

¹ See *Being a Market Facilitator: A Guide to Staff Roles and Capacities*, microREPORT #172, USAID, 2011 and *Market Facilitation in Practice: Case Studies for Implementers*, microREPORT #177, USAID, 2011.

COMMUNICATOR

RELATIONSHIP BUILDER

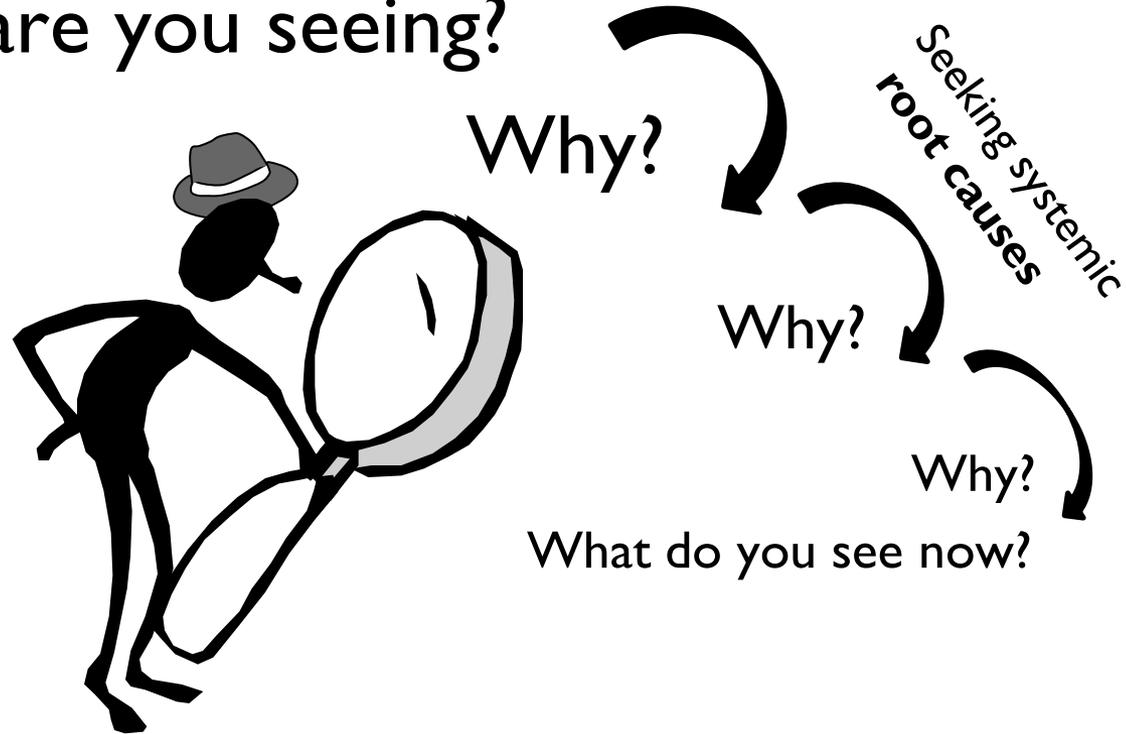
SYSTEMS ANALYST

COACH

INNOVATOR

FOUNDATIONAL ATTITUDES & CAPACITIES

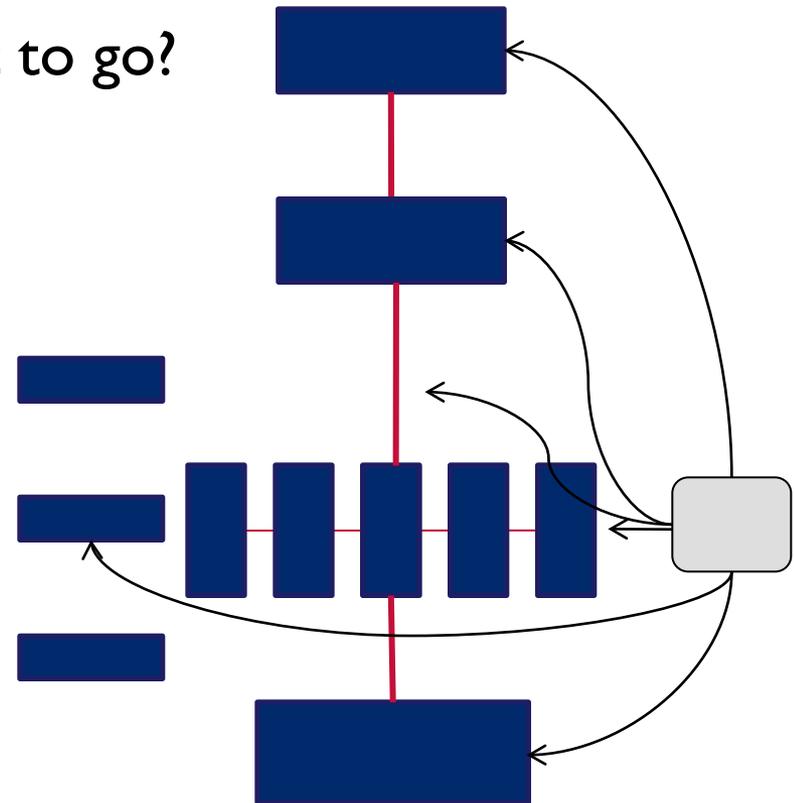
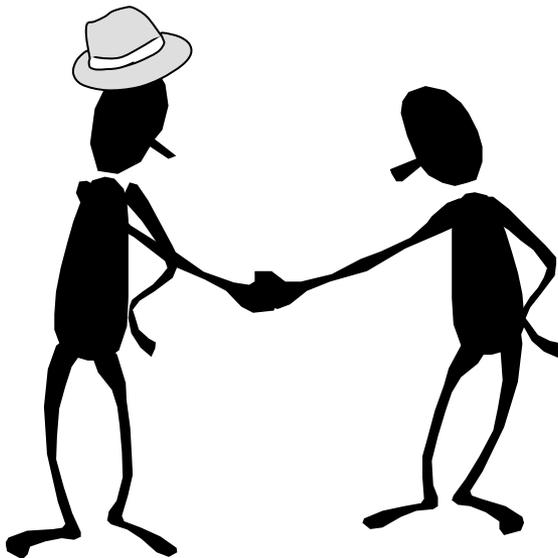
- Engage, Listen, Learn, Share, Act...
...and become an excellent **active listener**.
- What are you seeing?



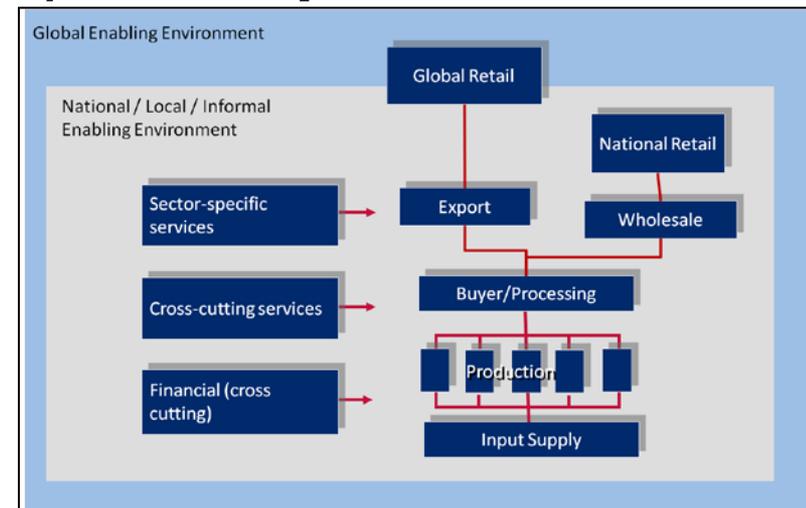
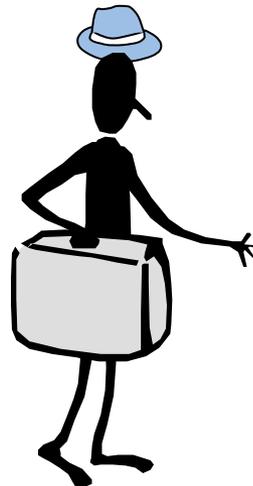
- **Messaging:** What are you saying? To whom? How?

RELATIONSHIP BUILDER

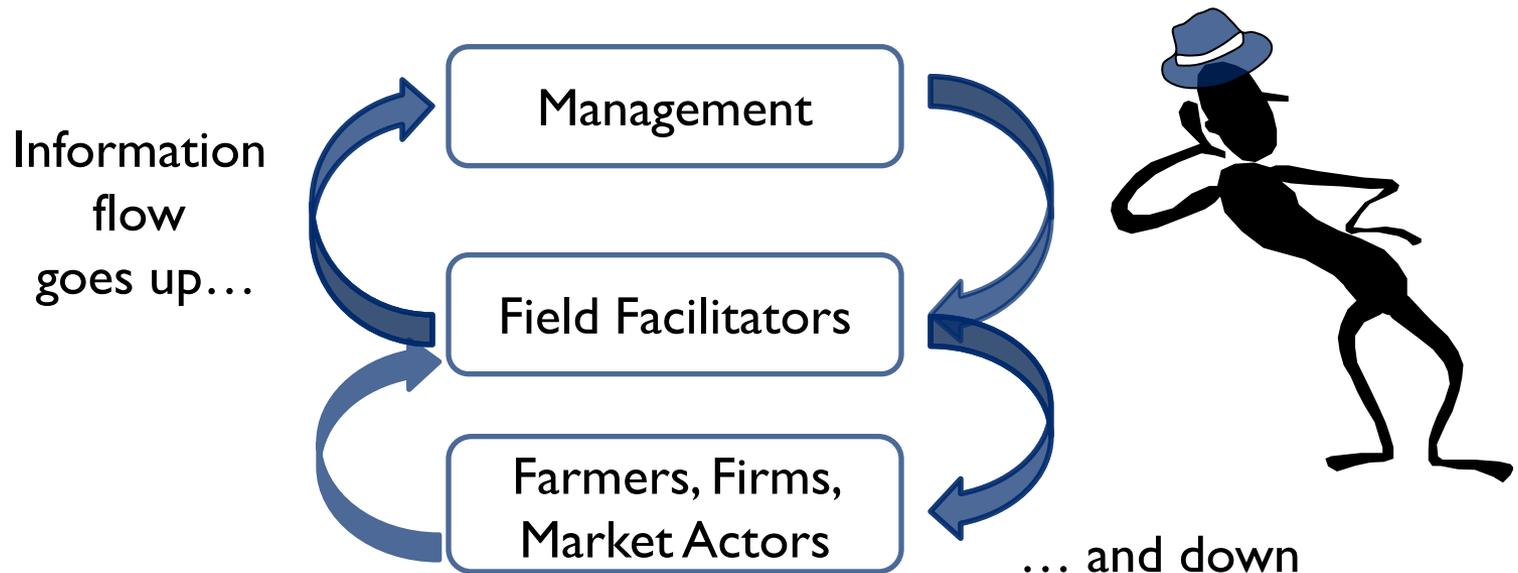
- Whose relationships are you building?
How? Why?
- What is the current state of the relationship?
 - Where do you want it to go from here?
 - Where does the firm want to go?



- Where are there opportunities for mutual industry and business growth and benefits?
 - Where are the **leverage** points?
 - How will this improve industry **performance** and **opportunities**?
- Remember the core facilitation principles:
 - Build sustainable **relationships**
 - Stimulate **ownership** over an idea or change
 - Be aware of your level of **intensity**
 - Plan how will you effectively **scale-up and exit**

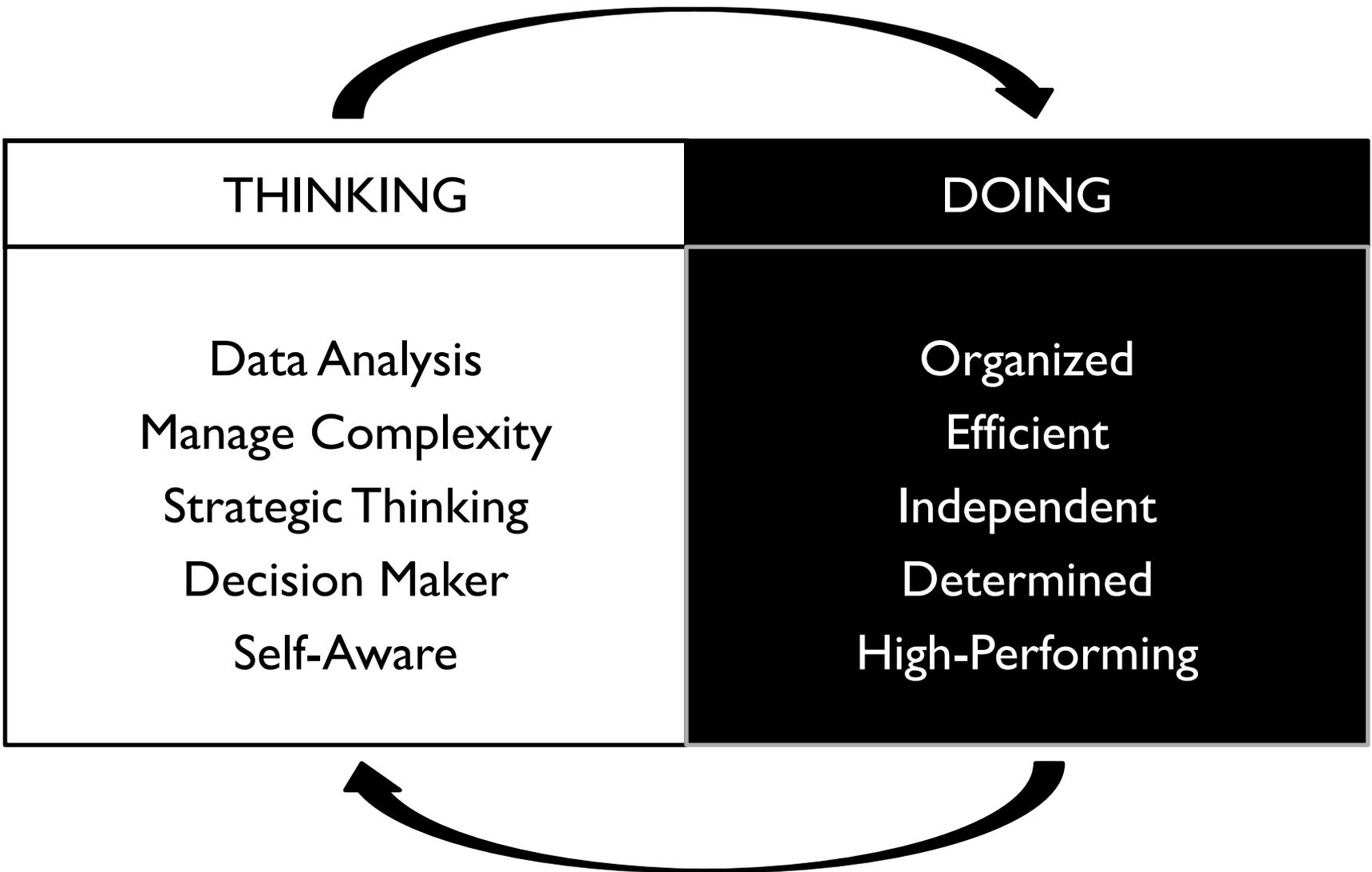


- What is a coach? Who are you coaching?
- Key coaching concepts:
 - Provide constructive and positive feedback
 - Listen actively and suspend judgment
 - Pay attention to what you say, how you say it and your body language
 - Stimulate action and follow-up pro-actively



- What event, attitude or behavior did you observe today?
 - Why was it interesting?
 - What does this tell you about the actors and situation?
- What is an opportunity you/the actors have identified?
 - Brainstorm 3 different ways to develop this opportunity
- Who do you need to work with to turn this idea into a reality?





FOUNDATIONAL ATTITUDES & CAPACITIES