Leadership Development Series

Where have all the leaders gone? There is a vacuum of leadership in the world, in all of our major institutions: government, education, business, religion and the arts. The crisis has arisen in part because many of these institutions have been reinvented. Life is therefore much more uncertain and leadership is hence much more risky. However, most of the leadership crisis has crept up on us because of incredible technological revolution we are now experiencing. We are told that the scientific method can solve all our problems far more quickly and efficiently than before. A global society connected by Internet is emerging, yet never have so many people felt so isolated from one another. This is because in a world quickly becoming virtual, the skill of human relations been more valuable and sought after. In the previous era of hierarchical organizations, big government, and traditional families, the need for leaders was evident. We knew what the rules were. We needed leaders to hold us to those rules. However, in an era of flattened organizations, the increasing irrelevance of government, and two-career families, we no longer have a clear set of rules to follow. Today leaders must create the want by engaging others in the mission and goals by different processes. Virtual world is not impersonal. You can use high-tech tools to stay in touch as a leader.

Powerful leaders can affect thousands or even millions of individuals. Whether a leader touches only one individual or many, the power that he or she has to change the world can never be underestimated. Leadership ability does not automatically come with the title of manager, supervisor, or team leader. It is an ongoing learning process. There is one thing that a leader must be able to do skillfully and articulately. Leaders must be able to communicate. The leader must understand the true importance of the idea that success is a journey rather than a destination. Success requires continuous innovation and creative thinking. If you go through life convinced that your way is always best; all the new ideas in the world will pass you by. Be flexible. Socrates said repeatedly to his followers in Athens, "One thing only I know and that is that I know nothing". We can't hope to be any smarter than Socrates, so we would be wise to quit telling people they are wrong.

Beneath the surface or between the lines of truly masterful leadership communication, however, there is deeper purpose. In a word, it is motivation. Real motivation requires action, plus emotion, plus intelligence. To put it another way, motivation must engage the body, the heart, and the mind. People respond to leaders who inspire trust and respect, rather than to the skills they possess. In this sense, leadership is different from management, which relies more on planning, organization, and communication skill.

In today's world, the quality of leadership is both respected and revered, but it is also subtly devalued. Leadership is about behavior first and skills second. Our purpose here is something much more than theoretical or intellectual understanding of leadership. We at Women's Health and Education Center (WHEC) do not view ourselves as one big global healthcare company; we see ourselves as 225 small ones (WHEC Global Health-Line is serving in 225 countries). In our organization, we look for a person who has a vision, who knows how to communicate it, and who can make that vision his or her own. We believe leadership is available to each and every one of us at every level of organization, be that a society, business, government, or family. Become a leadership master.

We have got work to do. Let us get going. Let us get to work.

Leadership in the Virtual World
Rita Luthra, MD

Your Questions, Our Reply

Who are the leaders? What is the most important principle in building an organization or company for an unpredictable future? How do leaders overcome obstacles or crisis?

Honoring Diversity: Today's leadership masters must get along with everyone, not necessarily as a best friend, but certainly to the degree that race, national origin, religion, generation, or personal lifestyle choices do not intrude. 80 to 85% of the people entering the workforce in the 21st century will be minorities, women or immigrants. This is not some distant point in the future; we are there right now. So, unless you want to avail yourself of only 15% of the talent out there, you had better get comfortable with diversity starting now. Historically, ignorance has always been at the root cause of intolerance. Here is the flip side of that sad fact: The best to gain respect for another culture or any form of diversity is to educate yourself about it. Exposure to anything new can evoke very different attitudes in different people. Keep your mind open to change all the time. Welcome it; court it.

Today, nation's right beside each other can have totally different cultures and so can people who live next door. These differences must be acknowledged, respected, and responded to. Practically speaking, the first step toward living comfortably with diversity is a very simple one. Put yourself in the other person's place. No matter what their differences, we are all living, breathing human beings and our similarities are actually a lot more pronounced than our differences. Look for all those things we all have in common. We all have pressures at home and at work. We all want to succeed, and we all want to be treated with the same dignity, respect and understanding. Empathy, or seeing the world through another's eyes, is something a leader needs to accomplish on a daily basis.

Very simply put, leaders are defined and judged by how they respond in a crisis. The worse the crisis is, the more important the leader's behavior becomes. It is a chance to really test yourself in the big leagues. In any crisis, whether personal or professional, there are principles that a leader should put into action. While doing so cannot guarantee that things will turn out exactly as you would like, it can guarantee that you will display real leadership mastery. Very often, your initiative to solve this crisis can certainly help you avoid similar problems in the future. Display calm in impending disaster. Getting excited almost never helps, and keeping calm almost always does. Resist emotionality. There are many ways of training yourself to react calmly. Break crisis down into manageable increments. And remember, not every problem has a complete and total resolution.

Leaders never lose their focus. They keep their eyes on the big picture. People working together can accomplish extraordinary things. Any organization, first and foremost, is a group of people with a shared sense of purpose. Nurturing that sense is the primary task of an organizational leader.

Building a firm foundation for an unpredictable future; join our efforts.

United Nations At A Glance

Bolivia (Plurinational State of) and the United Nations

Bolivia is a democratic republic that is divided into nine departments. Its geography is varied from the peaks of the Andes in the West, to the Eastern Lowlands, situated within the Amazon Basin. It is a developing country, with a Medium Human Development Index score, and a poverty level of 53%. Its main economic activities include agriculture, forestry, fishing, mining and manufacturing goods such as textiles, clothing, refined metals, and refined petroleum. Bolivia is very wealthy in minerals, especially tin. Bolivia has gained global attention for its 'Law of the Rights of Mother Earth', one of the unique laws in the world that accord nature the same rights as humans.

The Bolivian population, estimated at 10 million, is multiethnic, including Amerindians, Mestizos, Europeans, Asians, and Africans. The main language spoken is Spanish, although the Guarani, Aymara and Quechua languages are also common and all four, as well as 34 other indigenous languages, are

official. The large number of different cultures within Bolivia has contributed greatly to a wide diversity in fields such as art, cuisine, literature, and music.

DPAD has been implementing capacity development and advisory activities in Bolivia since 2006. The main objectives of these activities are to develop the capacity of policymakers to undertake quantitative analyses and to design more effective macroeconomic and social policies that increase the level of human development and ensure that meeting development goals is sustainable beyond 2015.

Capacity development in Bolivia was implemented with support from the Social and Economic Policy Analysis Unit (UDAPE) of the Ministry of Economic Development in Bolivia. The United Nations Development Program (UNDP) in Bolivia and the Economic Commission for Latin America and the Caribbean (ECLAC) have also been key partners in funding and logistical support. The World Bank provided technical assistance during the implementation of capacity development projects.

http://www.un.org/en/development/desa/policy/capacity/bolivia.shtml

Bolivia (Plurinational State of)

Collaboration with World Health Organization (WHO)

Bolivia and the World Health Organization

The indigenous population is marginalized and lacks access to health care and basic services. In a study of 50 municipalities (of the country's 327) with high levels of extreme poverty, where the monolingual native population lives, infant mortality is twice as high as in the 138 municipalities where poverty is the lowest.

Life expectancy at birth rose from 63 years (2001) to 65 years (2005). This low rate of increase is attributable to high infant mortality, 54 per 1,000 live births, and this in turn to neonatal mortality. The crude birth rate remains high (28.5 births per 1000 population). This is due to the large population of young adults, high fertility rates (3.7 children per woman), and women's lack of autonomy in decision making and consequent inability to exert their sexual and reproductive rights. The birth and death dynamic indicates that Bolivia is growing the way the developed countries did in the 1950s and 1960s.

According to the information reported, the current distribution of mortality reveals a predominance of cardiovascular causes (40%), followed by communicable diseases (13%) and external causes (12%). Mortality is higher in men than in women (1,102 versus 897 per 100 000). In 2003, 27% of children suffered from chronic malnutrition, and of these, 8% from severe malnutrition.

http://www.who.int/countryfocus/cooperation_strategy/ccsbrief_bol_en.pdf

Bulletin of the World Health Organization; Complete list of contents for Volume 91, Number 8, August, 545-620

Collaboration with UN University (UNU)

UNU-WIDER (World Institute for Development Economics Research) *Expert Series on Health Economics:*

Migration and Inheritance Practices in the Bolivian Altiplano

Most theoretical approaches to inheritance assume that parents are the key actors of bequest decisions. However, in a context of important migration, children may play an active role in the inheritance process. Based on a unique data set collected at both ends of the migration link in Bolivia, we are able to show that migrant children significantly influence the way inheritance is distributed through their decision to accept or refuse their share of inheritance. This decision is not only influenced by the migrants need for

economic security but also by the transaction costs associated to land ownership. Yet, land inheritance is not completely driven by the demand for inheritance of the children. Parents continue to play an important role and the identity of the person responsible for the migration decision emerges as an important determinant of their bequest decision.

Land tenure is one of the key determinants of the welfare of rural households, and inheritance from parents remains the principal mean of access to landownership for most families. The role of land inheritance is all the more crucial in developing countries where land markets are highly imperfect and sometimes close to nonexistent. Yet, outside opportunities provided by migration could reduce the importance of land tenure for young rural adults. Migration is indeed a major phenomenon in developing countries and as such has probably had a significant impact on inheritance practices in the native communities of the migrants. On the one hand, parents might change their inheritance strategy and choose to exclude some children, namely those who migrated, from land bequest because they perceive them to have a less urgent need for land than their non-migrant siblings. On the other hand, potential heirs might start to play a more active role in the inheritance decision and some migrant offspring might choose to forgo their share of inheritance. This decision might stem from altruistic motivations. In a context of land scarcity, some migrant children might indeed choose to forfeit their rights in favor of more needy siblings. However, high transaction costs and the relatively low benefits of land property compared to urban earnings could also explain the migrants' decisions to forsake land inheritance.

Finally, land inheritance is not completely determined by the demand expressed by children and parents still play a significant role. In this regard, a salient finding emerging from our analysis is that parents are influenced by the locus of the migration decision. When they themselves prompted a child to leave the community and try her luck in distant urban areas, they seem to feel more responsible for his economic destiny and appear therefore to be more reluctant to deprive him of her inheritance share.

(Details of the paper can be accessed from the link of UNU-WIDER on CME Page http://www.womenshealthsection.com/content/cme/)

United Nations Girls' Education Initiative (UNGEI)
The Effort to Advance the Global Strategy
 (Continued)

Bolivia: Background

The infant mortality rate has dropped and the government's policy of expanding the Basic Health Insurance to provide all services to pregnant women, to new mothers up to six months after childbirth and to children up to five years of age, should result in further mortality reduction.

However, chronic malnutrition and anemia in children under three years of age still persists. The Expanded Programme on Immunization (EPI), has resulted in high levels of immunization coverage. Access to basic education has increased significantly in recent years with no significant gender differences. Despite a notable increase in school enrolment, only seven per cent of children in rural areas complete primary school within the standard eight years, with girls the worst affected. Over half of rural primary schools offer only three of eight grades.

 Approximately 800,000 children under 18 are working. With UNICEF support, the Ministry of Labour launched the National Plan for the Progressive Eradication of Child Labour. However, implementation has been very slow and the worst forms of child labor - such as mining, sugar cane harvesting and sexual exploitation - persist. Around 12,000 children are in institutions where their basic rights are not respected. There are also over 2,500 children living on the streets of major cities. Domestic violence is more visible

especially the abuse and mistreatment of children. Some 13 per cent of adolescent girls are pregnant or have already had children. Increased sexually transmitted infections, including HIV/AIDS, are growing concerns.

[Eliminating child labour in Bolivia: The role of education](#)

Education is often cited as the key to eliminating child labor. But by itself, education isn't enough. ILO Online reports from Bolivia showing how adding decent work for adults to education of children, together, with a quotient of political will, can make the equation work.

When 11-year-old Juanita Avillo Ari and her six brothers and sisters arrived at the foot of a mine in this southern Bolivian city seven years ago, she and her family were in dire straits. Juanita and her family had exhausted the capacity of their small plot of agricultural land in a rural community to feed them, let alone make a living.

Like hundreds of other families, they wound up at a mine at the Cerro Rico Mountain, where her father found work as a miner and her mother as a guard. The long-working hours meant that Juanita and her siblings were often left alone in a precarious hut at the camp.

When her older brothers left to start families of their own, life for Juanita and her two other siblings became lonelier and even more precarious. They would have suffered the same fate as many other children in the mining camps that are exposed to hazardous child labor, navigating narrow tunnels, if her parents hadn't been approached by the CEPROMIN (Centro de Promoción Minera) non-governmental organization.

[Child-friendly schools give hope to a young girl in El Alto, Bolivia](#)

Mariela Mamani lives in Villa Tunari, one of the most populous areas in El Alto, Bolivia. In the vast neighborhoods that seem pressed into the soil of the high plain, it is easy to get lost.

To be continued…….

Top Two-Articles Accessed in July 2013

1. End-of-Life Care: Pain Assessment and Management;
    http://www.womenshealthsection.com/content/gyno/gyno021.php3
    WHEC Publications. Special thanks to our writers/editors for compiling the review and to the reviewers for helpful suggestions. Gratitude to WHO, National Cancer Care Network (NCCN) and American Medical Association (AMA) for contributions.

2. End-of-Life Care: Symptoms Management (Part 1);
    http://www.womenshealthsection.com/content/gyno/gyno023.php3
    WHEC Publications. Special thanks to our writers/editors for compiling the review and to the reviewers for helpful suggestions. Gratitude to WHO, National Cancer Care Network (NCCN) and American Medical Association (AMA) for contributions.

From Editor's Desk

Introduction to ECOSOC Consultative Status

The first venue by which non-governmental organizations took a role in formal UN deliberations was through the Economic and Social Council (ECOSOC). 41 NGOs were granted consultative status by the

council in 1946; by 1992 more than 700 NGOs had attained consultative status and the number has been steadily increasing ever since to 3,400 organizations today.

Article 71 of the UN Charter opened the door providing for suitable arrangements for consultation with non-governmental organizations. The consultative relationship with ECOSOC is governed today by ECOSOC resolution 1996/31, which outlines the eligibility requirements for consultative status, rights and obligations of NGOs in consultative status, procedures for the withdrawal or suspension of consultative status, the role and functions of the ECOSOC Committee on NGOs, and the responsibilities of the UN Secretariat in supporting the consultative relationship.

Consultative status is granted by ECOSOC upon recommendation of the ECOSOC Committee on NGOs, which is comprised of 19 Member States.

Who is Eligible?
Consultative relationships may be established with international, regional, sub regional and national non-governmental, non-profit public or voluntary organizations. NGOs affiliated to an international organization already in status may be admitted provided that they can demonstrate that their programme of work is of direct relevance to the aims and purposes of the United Nations. In the case of national organizations consultation with the Member State concerned is required.

To be eligible for consultative status, an NGO must have been in existence (officially recognized by a government) for at least two years, must have an established headquarters, a democratically adopted constitution, authority to speak for its members, a representative structure, appropriate mechanisms of accountability and democratic and transparent decision-making processes. The basic resources of the organization must be derived in the main part from contributions of the national affiliates or other components or from individual members.

Organizations established by governments or intergovernmental agreements are not considered NGOs. General, Special and Roster status; there are three categories of status: General consultative status, Special consultative status and Roster status. Further reading:
- ECOSOC Resolution 1996/31
- Official list of all NGOs in consultative status with ESOCOC, as of November 2011 (updated annually)

Words *of* Wisdom

I think and think for months and years, ninety-nine times, the conclusion is false. The hundredth time I am right. – Albert Einstein (1879-1955)

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*Monthly newsletter of WHEC designed to keep you informed on
the latest UN and NGO activities*

http://www.womenshealthsection.com/