

INDEX

- Access to finance, gender barriers
 - in, 122–124
- Accompaniment, 25, 197–209
 - context, 203–205
 - culture and, 205–207
 - defined, 203
 - gender and, 200–203
 - leadership and, 198–200
 - sustainability, 207–209
- Accountability, 64, 66,
 - 68, 221
- Accra Accord, 6
- Accra Agenda for Action (AAA),
 - 132
- Adaptive leadership, 129–130, 170
- Advocacy, 323–324
- Afghan eQuality Alliances, 253,
 - 255, 257–259
- Afghanistan, 57
- Afghans Next Generation
 - e-Learning Centers (ANGEL), 259
- Africa, xiv, 2
- African Charter on Human Rights and People's Rights and Protocols, 109
- African Institute for Mathematical Sciences, 92
- Agenda setting, 37
- AIDS *see* HIV/AIDS
- Alice Eagly
- Alignment of leadership, 305
- Alliance for Progress (1961), 5
- Alliances, building, 255–256
- Anger, 88
- Antioch University
 - Graduate School of Leadership and Change, 167
- Antismoking organization, 76
- Appreciative Inquiry (AI), 116,
 - 152, 153, 155–158
- Approaches to international development, 7–11
- Art of noticing, 201
- Ashoka Foundation, 148*n*3
- Asian Institute of Management,
 - Manila, 247
- Asia-Pacific Economic Cooperation (APEC),
 - 120
- Association for the Promotion of Women and Girls (APEFF), 141–142,
 - 143, 146, 147
- Australian Aid Agency, 134
- Authenticity, 91
- Balance, 88
- Bangladesh
 - cross cultural leadership, in faith-based INGOs, 213–224
- Basics of leadership, 302
- Beijing Declaration and Platform for Action, 109
- Being a female manager, 235
- Belcorps, 131
- Bethany Christian Services,
 - 291*n*1

- Beyond the Idea: How to Execute Innovation in Any Organization*, 241–242
- Bilateral donors, 6–7
- Bill and Melinda Gates Foundation, 7, 88
- Body mass index (BMI), 79, 82*n*2
- Boeing, 131
- Botswana
- Botswana Country Report on the Implementation of the Beijing Platform for Action (Beijing Plus 20 Years), 109
 - Botswana Technology Center (BOTEC), 101
 - Ministry of Health (now Ministry of Health and Wellness), 106
 - socioeconomic growth journey, 108–110
- Bottom up approaches to international development, 9
- Brazil, 126
- as donor, 7
- Brilliance, 322
- Brothers Brother, 291*n*1
- Burkina Faso
- Association for the Promotion of Women and Girls, 141–142, 143, 146, 147
 - local women empowerment, culturally appropriate leadership through, 135–148
 - Peace Corps service, 136, 142, 143
 - Principal Ouedraogo, 135, 141, 146, 147
 - women leaders in, 140–143
- Burnout, 117, 169–170
- Busan Partnership Agreement, 6
- Calling, 300
- Canada, xiv
- foreign aid, 5
- Canadian Development Agency, 126
- Capacity, 301
- Capacity building, for healthcare workers, 78, 239–240
- Capitalism, 9, 289
- CARE, 7
- Carter Center, 7
- Case Western University, 155
- Cash transfer program, 61
- Catholic Relief Services, 7, 291*n*1
- Center for Creative Leadership, 35
- Change and innovation, managing, 241–242
- Charity, 88
- Chastity, 88
- Chief Quality Assurance Officer, 107
- Childbirth, 175
- Child marriage prevention, 170
- Child mortality, 231–232
- Child poverty, 61
- Child Protection Commission, 283
- Child protection system, 280
- Children Homes, 280
- Child Welfare Reform Strategy, 282
- Chilena Library, 206
- China, as donor, 7
- Circle of influence, 237–238
- Cisco Networking Academy, 131, 259
- Climate change, 62, 176, 302
- Clinton Foundation, 7
- CNN, 76
- Co-creation, 323–324
- Coding, 32
- open, 32
- Co-leadership model, 221
- Collaboration, 192
- Collaborative case study, 306–307

- Collaborative leadership, 90
- Collective authority, 63
- Collective intelligence, 41,
 - 227–228, 245
 - power of, 242–243
- Collectivism, 190–193
- Communication tactics, 45
- Community-based groups, 283
- Community empowerment, 216
- Community engagement, 131
- Community involvement, 139
- Community transformation
 - through feminine leadership, 83–96
 - context, understanding, 93–94
 - gender, 93
 - mother's leadership in
 - sustainable development, building, 95–96
 - next generation, dreams for, 92
 - power of culture, enabling, 94–95
 - qualities of leadership, 87–88
 - strategic mindset, 89–90
 - successes and failures, 90–92
- Competencies of leadership, 229,
 - 301–302
 - to international development, 303–305
- Connecting for the project, 34
- Connecting of people, 34
- Connections, 34, 41–44
- Conscious receptivity, 321–322
- Context of international
 - development, 19
- Contextualization versus
 - standardization, 23–24
- Convention on the Elimination of
 - all forms of Discrimination Against Women (CEDAW), 109
- Corporal punishment, in schools, 139
- Corporate diversity, 131
- Corruption, 284
- Council of International Schools (CIS), 264
- Council of Women World Leaders, 127
- Courageous consciousness,
 - 323–324
- Credibility, 220, 235–237
- Critical engagement, 197
- Cross-cultural competence, 315
- Cross-cultural leadership, in
 - faith-based INGOs, 213–224
- Cultural intelligence, 318
- Cultural meta-cognition, 318
- Culture, 35, 73–74, 302,
 - 315–317
 - and accompaniment, 205–207
 - and girls' leadership, 172–175
 - and leadership, xiv, 65–66, 185–186, 304, 308
 - and leadership repertoire, 251
 - power of, enabling, 94–95
- Culture-adapters, and leadership,
 - 17–19
- Culture-challengers, and
 - leadership, 17–19
- Custom projects, 242
- Customs law, 124
- Darfur, 57
- Data analysis methods, 32–33
- Data collection methods, 31–32
- Decentralization, 139, 286–287
- Decision-making process, 37,
 - 65–66
- Democracy, 289
- Department for International Development (DFID),
 - 126
- Dependency theory, 8
- Deprivation, 61
- Development, 301
- Development assistance, 8–9
 - delivery of, 10

- Development Assistance
 - Committee (DAC, OECD), 6, 7, 128
 - see also* Development Assistance Group (DAG, OECD)
- Development Assistance Group (DAG, OECD), 6
 - see also* Development Assistance Committee (DAC, OECD)
- Development professionals, 151
- Discipling for Development*, 184
- DISRUPT, 1, 260
- DISRUPT 2.0, 260
- Doing Business* project, 128
- Donor fatigue, 62
- Donor/recipient paradox, 46
- Donors
 - multiple identities of, 6–7
- Dracula is Dead: Travels in Post-Communist Romania*, 285
- DR Congo
 - girls' leadership, 174–175
- Early Grade Reading Assessment (EGRA), 267
- Early Grade Reading Program (EGRP), 267, 268
- East Africa
 - K-12 private international education, 269–273
- Eastern University, 218
- East European Institute for Reproductive Health, 292*n*3
- Economic disparities, 224
- Economic empowerment, 40, 146
- Economist Intelligence Unit (EIU), 128
- Educational campaigns, 69
- Egypt
 - K-12 public education reform, 264–265, 266–269
- Ministry of Education (MOE), 264
- Empathy, 87, 200
- Employment Act, 107
- Employment creation, 217
- Empowerment
 - child welfare, 290–291
 - gender, 162, 192, 203
 - leadership and, 25, 38–39, 69, 151–163, 192, 194, 202, 209
 - local women empowerment, culturally appropriate leadership through, 135–148
 - types of, 39, 145–146
 - women's, 152–153
- Engender Health, 76
- Enhancing Girlhood, 167
- Envy, 88
- Ernst and Young, 131
- Ethical behavior, 66
- Europe, 2
- European Union (EU), 279, 284, 286, 291
- Evolving construct of leadership, 248
- External knowing, 34
- Fairness, 110–111, 218
- Faith-based INGOs, cross cultural leadership in, 213–224
- Feed the Children, 291*n*1
- Female genital mutilation (FGM), 63
- Feminist Foreign Policy (Sweden), 81
- Filipina Women's Network (FWN), 260
- Financial integrity, 68
- Financial management, 162
- Food and Agriculture Organization (FAO), 6

- Foreign aid
 - as tool for international development, 5–6
- Foreign Assistance Act of 1961 (United States), 5
- Forum of African Women Educators (FAWE), 142, 148*n*4
- Four Frame Model, 302
- France
 - foreign aid, 5
- Freedom, 289
- Friends Church of Rwanda, 183
- Gate keeping system, 283
- Gender
 - and accompaniment, 200–203
 - barriers *see* Gender barriers
 - bias, 92
 - coloniality, 24
 - discrimination, 60
 - disparities, 58–59
 - empowerment, 162, 192, 203 (*see also* Empowerment)
 - equality, 74–75, 125, 130, 134, 137, 140, 147, 153, 251, 252
 - and holistic community development, 192–193
 - identity, 251
 - inequality, 137, 203
 - issues into previously gender-blind development models, mainstreaming, 128
 - and leadership, 17, 35, 93, 308
 - and leadership repertoire, 251–253
 - and power, relationship between, 40
 - into private sector development, integrating, 119–134
 - relations, 251
 - roles, 251
 - Gender Action Plan (GAP), 130–131
 - Gender and Development (GAD), 113
 - “Gender and Growth Assessment,” 125–126, 127
 - Gender barriers
 - in access to finance, 122–124
 - in international development, 122
 - Gender-based violence, 63, 69, 93, 172, 173
 - Gender Entrepreneurship Markets (GEM) program, 125
 - Generosity, 87
 - Gentleness, 88
 - Ghana, 126
 - Girls’ leadership, 165–177
 - culture and, 172–175
 - in future, 176–177
 - Girls Improved Learning Outcomes (GILO), 266–270, 272
 - Girls Not Brides, 171
 - Global Banking Alliance for Women (GBA), 122–124, 127
 - Global Competencies Inventory (GCI), 249
 - Global Development Alliance (GDA) Project, 232, 237, 238, 243
 - Global engagement, readiness for, 249–250
 - Global health experience, 238–239
 - Global leadership, defined, 316
 - Global mindset development, 315, 318–319
 - Global neonatology, 233–234
 - Global Resonance, 12, 324, 325
 - Global resonance for global leadership, developing, 311–325

- brilliance, 322
- co-creation, 323–324
- culture, 315–317
- dynamism, need for, 317–320
- inside-out global leadership, 320–321
- intent, 313–315, 321–322
- transformative space for
 - discovery, cultivating, 322–323
- Gluttony, 88
- Goal planning, 37
- Goldman Sachs
 - 10,000 Women* program, 131
- Gonzaga University, 197–209
 - Comprehensive Leadership Program (CLP), 204
- Good governance, 66
- GoTandem, 307
- Governance, and leadership, 59–64
- Grassroots leadership, 25
- Grassroots participation, 25
- Greed, 88
- Green Revolution, 214
- Group cohesion, 157
- Growth mindset, 236
- Guinea Worm (GW), eradication of, 80–81
- Happiness, 111–112
- Health System Development
 - Project (HSDP), 77–80
- Hegemony, 22
- Hidden power, 138, 139
- Hindustan Lever, 131
- Historical contexts,
 - understanding, 223
- HIV/AIDS, 105–106, 202, 278, 284
- Holistic community development,
 - in Rwanda, 183–195
 - advice to next generation of leaders, 194–195
 - gender issues, 192–193
 - individualism/collectivism, 190–193
 - legitimacy, 187–189
- Holt International Children's Services, 291*n*1
- Home and workplace balance,
 - finding, 234–235
- Home messages, taking, 244–245
- Honesty, 110–111
- Hope Alive Initiatives, 307
- Human development index (HDI), 66, 70*n*6
- Humanitarian worker, chronicles of, 57–70
 - culture influences and decision-making processes, 65–66
 - gender disparities in international development leadership, 58–59
 - governance and leadership, 59–64
 - sustainable development, 66–67
- Humility, 87, 88, 110–111, 199, 301
- “Humble inquiry” approach, 227
- I-Dent (dental), 307
- I-Film (video training), 307
- I-Fix (repair training), 307
- I-Med (medical), 307
- Inclusiveness, 87*s*
- India, 126
 - as donor, 7
- Indigenous Technology and Education Center (I-TEC), 307
- Individualism, 190–193
- Indonesia, xiv, 151–163
 - overview of, 153–155
 - women's empowerment, 155–163
- Induction process, 107–108

- Infant Homes, 280
- Information and communication technologies (ICTs), 255, 258–260
- Initial Environment Assessments and Social Assessments, 255
- Innovation, 92, 126
 - and change, managing, 241–242
- Inside-out global leadership, 320–321
- Inspiration, 324–325
- Institute of Inter-American Affairs, 5
- Integrated business approach, 131
- Integrity, 64, 66, 110–111
- Intent, 312–314, 321–322
- Inter-cultural competence, 315, 317, 197
- Internal knowing, 34
- International Bank for Reconstruction and Development (IBRD), 5, 130
- International Conference on Population and Development, 109
- International Convention on Civil and Political Rights (ICPPR), 108
- International development leaders
 - defined, 3
 - next generation of, 92, 163, 194–195, 223–224, 306
 - uniqueness of, 3–4
 - organizational context of, 4–5
 - critiques against, 10–11
 - changes initiated by, 12–16
- International Finance Corporation (IFC), 127, 128
- International Labor Organization, 128
- International Leadership Association, 86
- International Masters for Health Leadership, 232
- International Monetary Fund (IMF), 5, 128, 139, 290
 - structural adjustment loans, 9
- International Non-government Organizations (INGOs), 7, 20, 44, 62, 63, 66, 67, 135, 136, 138, 141, 147, 148_{n2}–4, 279
 - cross cultural leadership in faith-based, 213–224
- Interpersonal skills, 248
- Invisible power, 138
- In vivo coding, 32
- I-See (glasses), 307
- ISIS, 170
- John Snow International (JSI), 292_{n2}
- K-12 private international education
 - East Africa, 269–273
 - North Africa, 273–275
- K-12 public education reform
 - Egypt, 264–265, 266–269
 - Qatar, 265
- Kabul Medical University, 252
- Kabul Polytechnic University, 252
- Kabul University, 252, 259
- Kenya, 126
- Kids Around the World, 307
- Kinship, 206
- Knowing
 - external, 34
 - internal, 34
- Knowledge bank, 23–24
- Knowledge empowerment, 40, 146
- Knowledge Exchanges and Learning Partnerships (KELP), 255, 256, 258
- Kozai Group, 249

Leadership

and accompaniment, 198–200
 adaptive, 129–130, 170
 alignment of, 305
 basics of, 302
 and change, managing,
 241–242
 co-leadership, 221
 collaborative, 90
 community transformation
 through feminine
 leadership, 83–96
 competencies of, 229, 301–305
 conceiving, 12
 cross-cultural, in faith-based
 INGOs, 213–224
 culture and, xiv, 65–66,
 185–186, 304, 308
 culture-adapters and, 17–19
 culture-challengers and, 17–19
 and empowerment, 25, 37–39,
 69, 151–163, 192, 194,
 202, 209
 gender and, 17, 35, 93, 308
 girls', 165–177
 global resonance for global
 leadership, developing,
 311–325
 governance and, 59–64
 grassroots, 25
 inside-out global leadership,
 320–321
 in international development,
 19, 71–82
 itch, 299–309
 local women empowerment,
 culturally appropriate
 leadership through,
 135–148
 modern leadership amidst
 cultural traditions,
 embracing, 99–112
 multidimensional approaches,
 60
 organizational, 218–219

paternalistic, 185–186
 personal price of, 308–309
 qualities of, 87–88
 reflexive, 291
 repertoire *see* Leadership
 repertoire
 servant, 34, 203, 218, 222
 skills, 218
 style of, 185–186, 214,
 219–220
 successes and failures of,
 90–92
 zigzag, 263–276
 Leadership-As-Practice (L-A-P),
 48–49
 Leadership Development Group,
 307
 “Leadership on the Line: Staying
 Alive Through the
 Dangers of Leading,”
 129
 Leadership repertoire, 247–260
 Afghan eQuality Alliances,
 253, 255, 257–259
 building partnerships,
 networks, and alliances,
 255–256
 commitment to SDGs,
 254–255
 cultural considerations, 251
 gender considerations,
 251–253
 global engagement, readiness
 for, 249–250
 Knowledge Exchanges and
 Learning Partnerships,
 255, 256, 258
 NetTel@Africa, 255, 256–257,
 258
 reflections on leadership
 journey, 259–260
 Leapfrogging, 92
 Learning to lead, 169–172, 251,
 304
 Legitimacy, 72, 187–189, 220

- Leland Initiative, 255
 Let Girls Learn initiative, 142, 148*n*5
 Local leadership through
 education, empowering, 240–241
 Local women empowerment,
 culturally appropriate leadership through, 135–148
 new development model, 143–148
 traditional development model, 137–140, 144
 women leaders, 140–143
 Long-term impact, 243–244
 Lust, 88
 MAARHO (Mutual
 Accountability,
 Alignment, Results,
 Harmony, and
 Ownership), 64
 Making Cents International, 171–172
 Management by Walking Around, 222
 Management Sciences for Health (MSH), 292*n*2
 Market-oriented economies, 289
 Marshall Plan, 5, 8
 Master State, 279
 Media campaigns, 139
 Mennonite Central Committee (MCC), 214–219, 221, 222
 Merck, 77
 Mercy Corps, 7, 171
 Center for Girls, 177
 Meta-cognition, 318
 Mexico, as donor, 7
 Micro-aggressions, 168, 169
 Middle States Association (MSA), 264
 Millennium Development Goals (MDGs), 9, 138, 231
 Mindfulness *see* Meta-cognition
 Modern leadership amidst cultural traditions, embracing, 99–112
 baptization, 102–104
 fairness, 110–111
 happiness, 111–112
 honesty, 110–111
 humility, 110–111
 induction process, 107–108
 integrity, 110–111
 optimism with hope, 104–106
 performance measurement, 106–107
 Setswana language, 100–101
 socioeconomic growth, 108–110
 spiritual fulfillment, 111–112
 Mother's associations (AME), 139
 Mother's leadership in sustainable development, building, 95–96
 Multidimensional leadership approaches, 60
 Multilateral donors, 6, 7
 Multiple identities of donors, 6–7
 National Agency/Authority for Child (Rights) Protection, 283
 National Association of Social Workers, 291*n*1
 National Committee for Child Protection, 280
 National Education Standards (NES), 264
 National Food Technology Research Center (NFTRC), 101
 National Interest Programs, 287
 National Strategic Plan for Pre-University Education Reform, 266–267

- National sustainability, 101
- Nature of work, understanding, 223
- Neocolonialism, 22
- Neoliberalism, 22
- Neonatology, global, 233–234
- Network for Capacity Building in Telecommunications Policy and Regulation (NetTel@Africa), 255, 256–257, 258
- Networks, building, 255–256
- Neutrality, 68
- New People's Army, 254
- New Zealand
 - New Zealand Aid Program, 132–134
 - New Zealand Foreign Ministry, 113
 - Official Development Assistance, 122, 133
- Next generation of leaders, in international development, 163, 223–224, 306
 - advice for, 194–195
 - dreams for, 92
- Nigeria
 - knowledge bank, 24
 - Ministry of Health, 72
- Nobody's Child*, 278
- Non-government organizations (NGOs), 7, 284, 286, 287, 290, 311
 - see also* International Non-government Organizations (INGOs)
- Nonrefoulement, 62, 69*n*4
- North Africa
 - K-12 private international education, 273–275
- North America, 2
- Obama Foundation, 7
- Official Development Assistance (ODA), 122, 125, 133
- Onchocerciasis, 77
- Open coding, 32
- Open Educational Resources (OER), 303
- Operation Smile, 291*n*1
- Optimism with hope, 104–106
- Oregon State University, 255
- Organisation for Economic Cooperation and Development (OECD) Development Assistance Committee, 6, 7, 128 Development Assistance Group, 6
- Organisation for European Economic Cooperation (OEEC), 5
- Organizational development, 162
- Organizational leadership, 218–219
- Outcomes, 301
- Oxfam, 7
- Pacific Leaders Gender Equality Declaration *see* Rarotonga Declaration
- PACT, 291*n*1
- Paradox, 34, 44–47
- Parent associations (APE), 139
- Paris Declaration, 6, 64, 69*n*5, 132, 243, 303–304
- Participatory action research, 168
- Participatory Rural Appraisal (PRA), 9, 116, 152, 153, 158–163
- Partnership evaluation, 221
- Partnership for Effective Development Cooperation, 6
- Partnerships, building, 255–256
- Paternalistic leadership, 185–186
- Path selection, 232–233
- Patience, 88
- Paycheck versus values, 120–121

- Peace Corps service, 136, 142, 143, 250, 254
- Pedagogy of the Oppressed*, 159
- Performance measurement, 106–107
- Personal price of leadership, 308–309
- Philanthropy, 131
- Philippines, xiv
- Placement centers, 285
- Plan International, 139
- Plan of Action for the Protection of Children, 291–292*n1*
- Policy reform, 139
- Political empowerment, 40, 146
- Population Services International (PSI), 292*n3*
- Positive deviance (PD), 118*n1*, 168
- Post-Ceausescu Romania, recovery for women and children in, 277–292
- Post-communist world, 289–291
- Poverty, 9
- Poverty Eradication Action Plan, 125
- Power, 138–140
 - of culture, enabling, 94–95
 - and gender, relationship between, 40
 - hidden, 138, 139
 - imbalance between donors and communities, 39
 - in international development leadership, 20–23
 - invisible, 138
 - redistribution of, 25
 - relations, 33–41
 - visible, 138, 139
- Pregnancy, 175
- Presidential Advisory Council, Rwanda, 88
- Price Waterhouse Cooper, 131
- Pride, 88
- Private sector development,
 - integrating gender into, 119–134
 - active opposition to change, 128–129
 - “Gender and Growth Assessment,” 125–126
 - gender barriers, in access to finance, 122–124
 - gender barriers, in international development, 122
 - gender issues into previously gender-blind development models, mainstreaming, 128
 - innovation, 126
 - leadership, 121–122
 - “Leadership on the Line: Staying Alive Through the Dangers of Leading,” 129
 - learning journey, 132
 - lessons learned, transferring and adapting, 124–125
 - New Zealand Aid Program, 132–134
 - personal impact, 126
 - personal information to political, 120
 - practical implications, 126–127
 - private sector leaders, engaging, 130–132
 - replication, 126
 - resilience and persistence in finding another approach, 129–130
 - sex-disaggregated data, capturing, 128
 - values versus paycheck, 120–121
- Private Sector Leaders Forum (PSLO), 132
- Private Voluntary Organization (PVO), 254

- Problem-solving, 155
- Project Concern International, 291*n*1
- Property ownership rights, 124
- Psychological empowerment, 40, 146
- Qatar
 - K-12 public education reform, 265
 - Ministry of Education (MOE), 265
- Qualitative research methods, 30
- Qualities of leadership, 87–88
- Quality education, 137, 146
- RAND Corporation, 265
- Rapid Rural Appraisal, 9, 159
- Rarotonga Declaration, 134
- Reality of places, understanding, 223
- Recipient perspective, of
 - international development projects, 75–76
- Reciprocity, 92
- Reflexive leadership, 291
- Reframing Organizations, 302
- Relationship building, 16, 42
- Remote management, 68
- Renew World Outreach, 307
- Repetition, 73
- Replication, 126
- Reproductive health of women, 287–289
- Respect, 301
- Rights-based approach, 167
- Right to vote, 120
- Rio Declaration on Environment and Development, 255
- Rockefeller Foundation, 7
- Romania
 - Child Protection Department, General Secretariat of the Government, 280–281, 283
 - Child Protection Information System, 284
 - Country Directorates for Social Assistance and Child Protection, 283
 - County Councils, 281
 - County Directorates for Child Protection, 283
 - Emergency Ordinance, 26, 281
 - Ministry of Education, 280, 281
 - Ministry of Health, 280, 281, 287
 - Ministry of International Affairs, 280
 - Ministry of Justice, 280
 - post-Ceausescu Romania, recovery for women and children in, 277–292
 - Romanian Adoption Committee, 280
 - Romanian Angel Fund, 278
 - Romanian Association Against AIDs (ARAS), 291*n*1, 292*n*3
 - Romanian Committee for Adoption, 291*n*1
 - Secretaries of the County Councils, 281, 282
 - Specialized Child Protection Services, 283
 - Specialized Public Services for Child Protection (SPSCP), 281
- Ruang Mitra Perempuan (RUMPUN), 161, 162
- Rural Industries Innovation Center (RIIC), 101, 102
- Rural Industries Promotions Company (Botswana) (RIPCO (B)), 101–103, 105, 107
- Rwanda
 - holistic community development in, 183–195

- advice to next generation of
 - leaders, 194–195
 - gender issues, 192–193
 - history of, 186–187
 - individualism/collectivism, 190–193
 - legitimacy, 187–189
- Presidential Advisory Council, 88
- Salafists, 269
- Salvati Copii*, 291*n*1
- Saudi Arabia, 129
- Save the Children, 7
- School management advisor (SMA), 206
- School Support Organizations (SSOs), 266
- School Team Excellence Awards Program (STEAP), 264–266
- Site Visit Guide to Evaluate Egypt's Schools for Quality*, 264
- Self-awareness, 197, 248
- Self-determination, 76
- Self-knowledge, 44, 248
- Self-reflection, 44
- Self-sufficiency, 209
- Self-transcendence, 248
- Self-transformation, 248
- Senate Committee on Health, 75
- September, 11, 2001, 9
- Servant leadership, 34, 203, 218, 222
- Setswana language, 100–101
- Sex-disaggregated data, capturing, 128
- Sexual scandals, 66
- Shakti Women Entrepreneurs* program, 131–132
- Shared humanity, 248, 249
- Shared values, 42
- Site Visit Guide to Evaluate Egypt's Schools for Quality*, 264
- Skills
 - development, 69
 - interpersonal, 248
 - leadership, 218
 - technical, 218
- Sloth, 88
- Small and medium-size enterprises (SME), 122, 127
- Social referents, 283
- Society for Education on
 - Contraception and Sexuality (SECS), 292*n*3
- Sociocultural barriers, 61
- Socioeconomic growth, 108–110
- Solemn Declaration on Gender Equality, 109
- Soros Foundation, 7
- South Sudan, 57
- Soviet Union, 5
- Specialized Public Services for
 - Child Protection (SPSCP), 281
- Spiritual fulfillment, 111–112
- Spirituality, 183
- Standard Chartered Bank, 131
- Standardization versus
 - contextualization, 23–24
- Stereotypes, 63
- Structural adjustment loans, 9
- Style of leadership, 214, 219–220
 - elements of, 185–186
- Successes and failures of
 - leadership, 90–92
- Support Centers of America
 - International, 291*n*1
- Supreme Council of the Armed Forces (SCAF), 269
- Supreme Education Council (SEC), 265–266
- Sustainability, 19–20, 59–60, 207–209, 243–244, 308
- Sustainable development, xiv, 4, 10, 66–67, 224, 304–305

- mother's leadership in,
 - building, 95–96
- Sustainable Development Goals (SDGs), xiii, 9–10, 19, 20, 66, 96, 104–106, 138, 145, 207, 243, 305
- gender equality for women and girls (SDG 5), 74–75, 125, 134, 137, 140, 147, 152–153
- quality education (SDG 4), 137, 147
- Sweden
 - Feminist Foreign Policy, 81
 - Swedish International Development Association (SIDA), 101, 105
- Switzerland, xiv
- System transformation, 286
- Tanzania, 126
- Teacher professional development (TPD), 268–269
- Technical Cooperation Agency, 5
- Technical University Berlin, 259
- Temperance, 88
- 10,000 Women* program, 131
- Theory of Leading in International Development, 11, 29–50
 - connections, 41–44
 - data analysis methods, 32–33
 - data collection methods, 31–32
 - implications for leader development, 49
 - implications for research, 49–50
 - paradox, 44–47
 - power, 36–41
- Third World, 8
- Tirelo Sechaba, 101
- Toxic Charity*, 307
- Traditional approach to international development, 137–140, 144
- Train-the-trainer approach 305
- Transformative space for discovery, cultivating, 322–323
- Transparency, 64, 66
- Trust, 220–221
- Trustworthiness, 271
- Tupperware, 131
- Ubuntu*, 24
- Uganda
 - “Gender and Growth Assessment,” 125–126
 - Poverty Eradication Action Plan, 125
- UK Development Agency, 126
- Unconscious bias, 169
- UN Global Compact
 - Women's Empowerment Principles, 132
- United Nations (UN), xiii, xiv, 5, 6
 - 2030 Development Agenda, 134, 305
 - Millennium Development Goals, 9, 138, 231
 - Sustainable Development Goals, xiii, 9–10, 19, 20, 66, 74–75, 134, 137, 138, 140, 145, 147, 152–153, 207, 243, 305
- United Nations Children's Fund (UNICEF), 6, 231, 278, 279
 - Convention on the Rights of the Child, 284
 - Plan of Action for the Protection of Children, 291–292*n*1

- United Nations Development Programme (UNDP), 6
- United Nations Educational, Scientific and Cultural Organization (UNESCO), 6
- United Nations High Commissioner for Refugees (UNHCR), 170, 171
- United Nations Inter-agency Group for Child Mortality Estimation (UN IGME), 231
- United Nations Population Fund (UNFPA), 6, 278–279
- United Nations Refugee Agency, 170
- United States (US), xiv
 - Congress, 279
 - Department of Agriculture, 5
 - Department of Health and Human Services, 279
 - development assistance, 9
 - Embassy, 252
 - foreign aid, 5
 - Foreign Assistance Act of, 1961, 5
 - National Security Plan, 9
- United States Agency for International Development (USAID), 5, 139, 228, 250, 252, 254, 255, 264, 278–280, 283, 286, 287
- Central Office of Environment and Natural Resources, 255
- Director of the Health and Social Welfare Office, 277
- Plan of Action for the Protection of Children, 291–292*n*1
- Youth Power project, 171–172
- University of Ottawa, 238
- UN Women, 134
- Values versus paycheck, 120–121
- Visible power, 138, 139
- Volunteer tourists, 290
- Vulnerability, 87, 91, 199
- Wellington Club, 120, 121
- Westpac Banking Corporation, 113, 122–124
 - Women of Westpac* (newsletter), 123
- When Cultures Collide: Leading Across Cultures*, 304
- When Helping Hurts: How to Alleviate Poverty Without Hurting the Poor ... and Yourself*, 303, 306–307
- Women, Business and the Law* project, 130
- Women's Economic Opportunity Index*, 129
- Women's empowerment, SDGs and, 152–153
- Women's reproductive health, 287–289
- Women in Development (WID), 113
- Workplace and home balance, finding, 234–235
- World Association for Children and Parents, 291*n*1
- World Bank (WB), 6, 22, 113, 132, 139, 161, 254, 258, 290
 - Annual Meetings, 131
 - Doing Business* project, 128
 - gender perspective in private sector development, 119
 - Health System Development Project, 77–80
 - President's Global Private Sector Leaders CEO Forum, 122, 130

- World Bank Executive Board,
127
- World Bank Group, 5, 122, 123,
125, 128
- World Economic Forum, 131
- World Health Organization
(WHO), 6, 69*n*3
- World Learning, 291*n*1
- World Resources Institute, 254
- World Vision, 7, 291*n*1
- World Wildlife Fund, 86
- WWF Global, 86
- WWF International, 86
- Yemen, 57
- Yoruba Nollywood, 78, 82*n*1
- Youth for Youth Foundation
(TFY), 292*n*3
- Zambia
 - transformative change,
facilitating, 197–209
- Zambia Gold Honey, 204
- Zeal, 88
- Zigzag leadership, 263–276
- Zimbabwe
 - birth certificates, 69*n*1