2. Support clients in making effective choices

Importance

The impact of mastering these competencies is that you:

- Provide effective and efficient learning solutions.
- Avoid jumping to simplistic solutions and being swayed by current fads.
- Gain or maintain credibility with your client and other stakeholders.
- Behave in an ethical and professional manner.

Supporting competencies and tasks

These tasks contribute to mastery of the supporting competencies (in bold). Put a check mark next to each task or subtask within the supporting competency as you complete it:

2a	**Propose solutions based on foundational and evolving best practices**
➡	Information on evidence-based best practices from learning and other fields in emerging markets
➡	Explain current and emerging research regarding best practices in learning and performance
➡	Communicate how gender equality and gender inclusion can benefit their business ⚥
	‣ Explain how training women will help clients/donors achieve their goals and benefit their businesses
	‣ Prepare information sessions to communicate benefits to clients
➡	Identify the evidence that is needed to support ideas about learning and performance
➡	Challenge your own and others' assumptions that limit learning and performance
➡	Communicate how accommodating participants' psycho-emotional needs can benefit program results ◎
➡	Leverage client, participant, and other stakeholder expertise and knowledge
➡	Support the right decisions that are consistent with professional ethical behavior

2b	**Consider a range of options**
➡	Consider long-term and short-term implications
➡	Engage client, participants, and other stakeholders in considering options
	‣ Explore viability of digital solutions ⚥ ◎
	‣ Explore mentoring and coaching and ways to build resilience ⚥ ◎
	‣ Explore ways to boost and enhance female participation in the program ⚥
➡	Use an iterative approach to test ideas early and often
➡	Integrate different perspectives
➡	Synthesize and reorganize ideas
➡	Use constraints as an opportunity for creativity (for example, alternatives to face-to-face training)
➡	Create prototypes to test design ideas
➡	Assess options against established criteria

▶ Advocate for the best solution for the client, participant, and organization

▶ Offer alternative solutions as appropriate, highlighting risks and mitigations

2c Support stakeholders in promoting the solution within the organization

▶ Provide guidance and advice to help stakeholders prepare for key meetings on learning

▶ Provide data to support learning decisions within the organization

▶ Provide examples to support decisions about learning within the organization

▶ Provide key messages for communications about change and learning

▶ Identify the most effective culturally appropriate, gender appropriate, and technologically feasible means of communication 🚺 ◎

Key outputs and assessment criteria

Mastering these competencies typically involves the following outputs. The assessment criteria indicate what would make the output appear to be high in quality.

KEY OUTPUTS	ASSESSMENT CRITERIA
Effective and efficient learning solutions	Based on accepted best practices in performance and learning
	Participants' reality and underlying needs addressed
	Collective expertise of multiple stakeholders reflected
	Longer-term needs of organization taken into account
Acceptance of solutions within organization	Client, stakeholders, and sponsor recognize any limiting assumptions, including political instability and barriers to women's participation
	Client is supported in making a persuasive case for an effective, efficient solution, including the business case for supporting gender-inclusive programs or those specifically targeted to women
Professional credibility	Professional credibility acknowledged by clients and other stakeholders