

Module: Leadership Training Workshop for Health Professionals

Organization: East Africa HEALTH Alliance

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Leadership

What is Leadership?

- There are many definitions of leadership
 - **Leadership is a set of practices, behaviors and values that enable work groups and organizations to face challenges and achieve results under complex conditions**
- Another source defines leadership as:
 - **The ability of a person to influence the behavior of a group of people to follow a particular course of action so as to overcome challenges and achieve an extraordinary goal**

Characteristics of Leadership

- **Leadership occurs in a team:**
 - Leadership is always exercised in relationship with others, both inside and outside the organization or the workgroup that is being led.
 - **Leadership is results oriented:**
 - The true test of effective leadership is visible progress towards the realization of a vision, whether small or large, and the achievement of results

Leadership Occurs at All Levels:

- When people think of leaders they often think about highly placed public figures in governments or organizations
- However, there are people at all levels in both the public and private sectors who are leading their teams, large or small

Leadership Occurs at All Levels:

- We call these people "*health professionals who lead.*"
- They are the ones who accept a challenge and are working with their organizations, programs, departments, or teams to face this challenge
- In doing so are able to remove obstacles that stand in the way of achieving the vision and improving organizational results

Achieving results under challenging conditions

- Leadership is about overcoming challenges
- Health managers in developing countries have described examples of the challenges, they face including:
 - rapidly scaling-up services to reach more people;
 - assuring delivery of high-quality services;
 - developing the systems and capacity to absorb and use new funds;
 - making their organizations more sustainable;
 - moving from individuals focused on activities to teams focused on results

Achieving results under challenging conditions

- Facing challenges such as high maternal and infant mortality, poverty, poor quality services, insufficient human resources, or stressed health workers require people with leadership abilities
- Organizations need managers who can lead to provide guidance and inspiration to the teams that have to address those challenges

Dimensions of leadership

- Leadership has many dimensions
- Leadership can be developed at all levels, whether people have formal power and authority or not
 - Authors write that:

Dimensions of leadership

- **Leadership involves not just "doing" but "being."** Effective leaders have a high level of self-awareness.
 - *"Leadership involves continually clarifying and deepening our personal vision, focusing our energies and seeing reality objectively" (Senge 1994:7, 8)*
- **Leadership is exercised with others.** Leaders get people to face the challenge, the change, and the learning.
 - *"Solutions to adaptive challenges reside in the collective intelligence of employees at all levels." (Heifetz and Laurie 1997:33)*

Dimensions of leadership

- **Leadership is responsibility.**
 - *"Leadership is responsibility, not rank, title, privilege, or money..."* (Drucker in Hesselbein et al. 1996:xii–xiii).
- **Leadership happens at all levels**
 - *"You can start right where you are; it doesn't matter what your job is. You can contribute your new leadership, to your team"* (Hesselbein 1997:83)
- **Leadership and management are both necessary.**
 - *"Leadership and management are two distinctive, complementary systems of action, but both are necessary for success"* (Kotter 1990:85).

End!