Module: Leadership Training Workshop for Health Professionals

Organization: East Africa HEALTH Alliance

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Resource Title: Session 1: Introduction to Leadership

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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!