

Module: Leadership Training Workshop for Health Professionals

Organization: East Africa HEALTH Alliance

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LEADERSHIP PRACTICES

Leadership Practices: Summary

1. Scan
2. Focus
3. Align & Mobilize
4. Inspire

Leadership Practice 1: Scanning

- A leader scans the organization & external environment to understand patterns and trends – makes sense/meaning.
- Figure out past, current and future state of the organization and environment: needs, trends, national priorities. Read, consult & interpret.

Scanning

- Look out for opportunities, strengths, weaknesses, challenges/constraints (SWOT)
- Scan sources of information on client needs, expectations, local and international social and political conditions
- Enables you identify challenges, obstacles and formulate direction, strategy to deliver positive change - envision

5 C' S for situation analysis

- 1) **Company** – Organization: product line, technology and experience, culture, goals
- 2) **Collaborators** – Distributors, Suppliers, Alliances
- 3) **Customers** – market size, customer needs, frequency of purchase, trends, motivation behind purchase, consumer information sources

5 C analysis for situation analysis

- 4) **Competitors** – Actual or potential, product positioning
- 5) **Climate / Context**
 - political: gov' t policies and regulations
 - economic: business cycle, inflation rates
 - socio–cultural: society trends and fashions
 - technological: impact of knowledge on the demand for existing products

Self knowledge

- **One's principles:** What do you stand for? What would you want to be remembered for?
- **One's values:** What is your moral stand on social issues e.g. corruption,
- **One's strengths and weaknesses:** Orator? Mobiliser? critical thinker?

Knowledge of the immediate team members

- What are their strengths and weaknesses?
- What are their ambitions, future plans?
- What are their networks?
- What are their interests in being part of the team?
- Who is interested in their skills?

Leadership Practice 2: Focusing

- **Focusing** – Identify critical priority challenges to allocate scarce resources to
- Pick challenges that you have control or influence over
- Formulate strategic response to address the priority challenges; & organize and coordinate mode of response – organize or agonize!
- *Try using the Pareto Principle: 20% of your priorities will give you 80% of your production; invest your time, energy, money & personnel on the top 20% of your priorities*

Selecting Priority Challenge

Methods:

- The 3 Rs: required, returns & rewarding
- Priority Matrix - Use criteria
- Circles of control & influence
- Root Cause Analysis using fish bone and the 5 Whys?

Leadership Practice 3: Aligning & Mobilizing

- Ensure understanding & congruence of mission, vision, goals, priorities, strategy, structures and systems
- Coordinate organizational goals with those of employees, linking task needs with individual needs
- Need to show you are for a higher or common good rather than individual interests

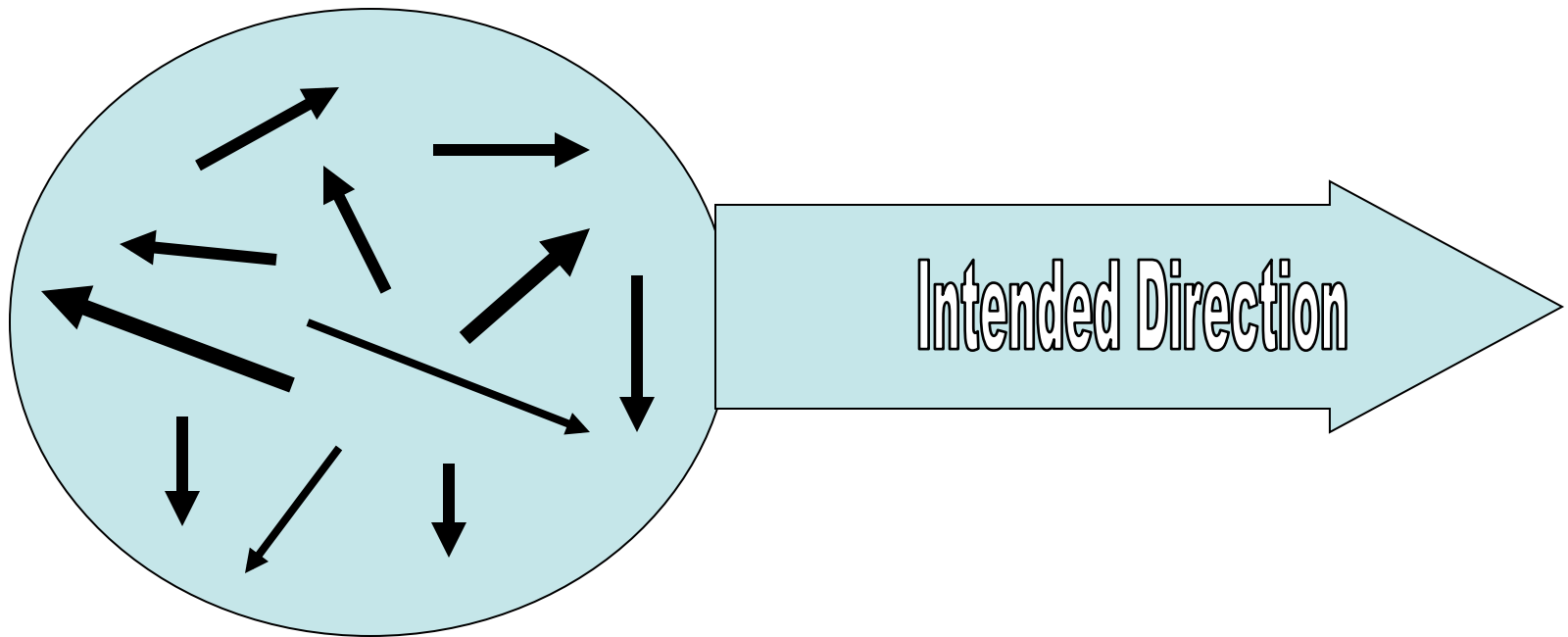
Aligning and mobilizing

- A leader aligns organizational members to the strategic direction / overarching goals to overcome external and internal challenges or resistance to change that may detract staff & stakeholders.

Example: Guerrilla war leader keeps his troops & people hopeful for years...

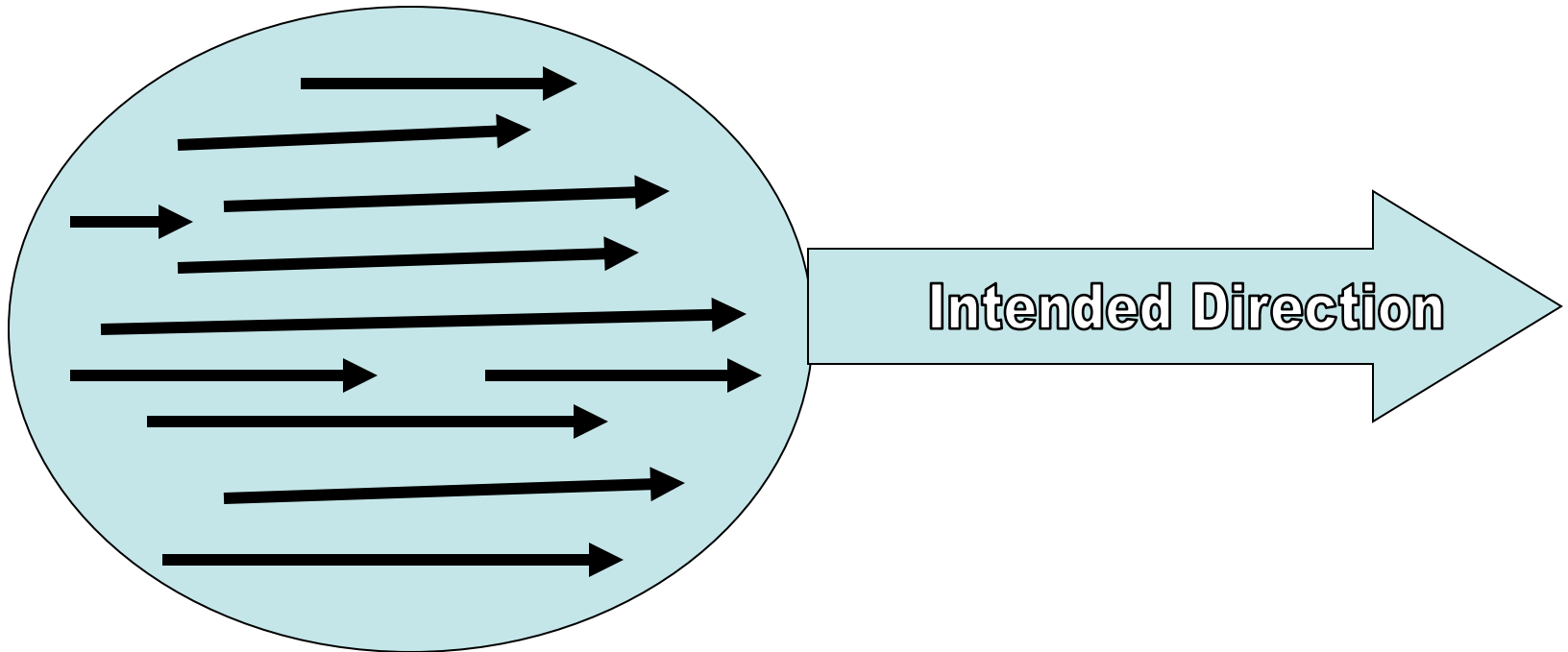
Non-aligned organization

- Non-congruence in various elements



Aligned organisation

- Elements Aligned



Aligning

- How does the leader get people aligned behind the organization's vision and overarching goals?
- **COMMUNICATE Effectively to “Manage”**
Meaning: Use all means and reach as many: to convince, clarify, make believe/appeal.
- Integrity, Credibility, Consistency – lead to trust that is important to gain ***Commitment***

Aligning & Mobilizing

- Motivate individuals
- Recognize and reward good performance
- Mobilize both internal and external resources for achievement of vision through internal allies and external partners – understand stakeholder interests, position as well as the resources they may have

Leadership Practice 4: Inspiring

- Show integrity in interactions: Match words with deeds; *“Walk the talk”*.
- Be a role model; leaders inspire followers through their ethical behaviour and values *“We reproduce what we are; like begets like”* & *“What people hear, they understand, what they see, they believe .”*
- Offer challenge, support creativity, initiative, innovation & feedback & willingness to learn – **Coach**

Inspiring

- Motivate the team members
- Develop others to do the work; for
“Success without a successor is failure!!!”
- *All components of inspiring help further **commitment** and not just **compliance!***

Commitment Vs Compliance

- Commitment implies enrolling; putting one's name on the roll – free choice; taking responsibility; having passion; motivation is internal.
- Compliance implies doing what is expected of one; following the “letter of the law”; “playing by the rules” sometimes doing it grudgingly.

Key issues in inspiring

1) **Coaching:**

Develop followers' talents, enable them to perform

2) **Follower-ship:**

“A leader without followers ceases to be a leader”

3) **Succession:**

“A successful leader is one who has got a successful successor”

Inspiring by Coaching

- Coaching is a process by which the coach helps the person being coached in an activity to develop proficiency in doing the activity (skill acquisition & use).
- Develops technical, personal and interpersonal skills of the followers
- The coach acts as facilitator in the acquisition of the skill(s)
- Creates an environment that nurtures growth

Coaching Principles

A coach helps another person:

- To Clarify his/her objectives and the desired results
- To see new possibilities, thus expand range of behaviour choices
- To think clearly about new ways of achieving intended results

Coaching Principles

- An Effective Coach:
 - Builds a relationship of trust
 - Supports
 - Has other person's growth uppermost in mind
 - Listens well
 - Asks questions to clarify
- A coach does ***not***: Judge, blame, scold or criticize, does not give the solutions himself