Module: Leadership Training Workshop for Health Professionals

Organization: East Africa HEALTH Alliance

Author(s): Dr. Elizabeth Ekirapa, 2009-2012

Resource Title: Session 5: Leadership Challenges

License: Unless otherwise noted, this material is made available under the terms of the Creative Commons Attribution 3.0 License: http://creativecommons.org/licenses/by/3.0/

We have reviewed this material in accordance with U.S. Copyright Law and have tried to maximize your ability to use, share, and adapt it. The citation key on the following slide provides information about how you may share and adapt this material.

For more information about how to cite these materials visit http://open.umich.edu/privacy-and-terms-use.

Any medical information in this material is intended to inform and educate and is not a tool for self-diagnosis or a replacement for medical evaluation, advice, diagnosis or treatment by a healthcare professional. Please speak to your physician if you have questions about your medical condition.

Viewer discretion is advised: Some medical content is graphic and may not be suitable for all viewers.
Citation Key
for more information see: http://open.umich.edu/wiki/CitationPolicy

Use + Share + Adapt

{ Content the copyright holder, author, or law permits you to use, share and adapt. }

- **Public Domain – Government**: Works that are produced by the U.S. Government. (17 USC § 105)
- **Public Domain – Expired**: Works that are no longer protected due to an expired copyright term.
- **Public Domain – Self Dedicated**: Works that a copyright holder has dedicated to the public domain.
- **Creative Commons – Zero Waiver**
- **Creative Commons – Attribution License**
- **Creative Commons – Attribution Share Alike License**
- **Creative Commons – Attribution Noncommercial License**
- **Creative Commons – Attribution Noncommercial Share Alike License**
- **GNU – Free Documentation License**

Make Your Own Assessment

{ Content Open.Michigan believes can be used, shared, and adapted because it is ineligible for copyright. }

- **Public Domain – Ineligible**: Works that are ineligible for copyright protection in the U.S. (17 USC § 102(b)) *laws in your jurisdiction may differ

{ Content Open.Michigan has used under a Fair Use determination. }

- **Fair Use**: Use of works that is determined to be Fair consistent with the U.S. Copyright Act. (17 USC § 107) *laws in your jurisdiction may differ

Our determination DOES NOT mean that all uses of this 3rd-party content are Fair Uses and we DO NOT guarantee that your use of the content is Fair.

To use this content you should **do your own independent analysis** to determine whether or not your use will be Fair.
Leadership Challenges

SPH Team 1
Outline

• Definition of a challenge
• Leadership challenges
• How to identify a challenge
Leadership Challenges

• People develop their leadership skills in response to:
  - A significant challenge either as a group or individuals.
  - Feedback - Regarding their effectiveness in addressing the challenge.
  - Support from p’ple in authority, mentors etc.
Challenge - Definition

• The task of a leader is to lead people to face challenges, manager focuses on routine problems
• A Problem – there is a gap between your desired performance and results and your current situation.
• A problem becomes a challenge when we take ownership

As the saying goes, “if you don't own the problem, you cannot find the solution.”
Challenges

• How can we improve TB case detection rates despite low resources?

• It has two main parts
  ➢ The issue that we want to take on
  ➢ The obstacle that we want to overcome

    It is essentially the reframing of a problem by turning it into a question that starts with “How can I/we...” and ends with "given that...“
Challenges in the Health Sector

• How can we minimise drug stock outs inspite of limited resources?
• How can I motivate my staff to work when their salary is so low?
• How can we improve the quality of services offered when we do not have enough personnel, supplies and resources?
Role of the leader

• Leadership is a process of bringing a new reality and guiding a group of people to move from an unacceptable current state to a desired future state.

• Moving from the current state to the desired state is the challenge that the team faces.

• On this journey, a leader advances the change process using the four leadership practices
The challenge

Assess current situation → Analysis → Strategy → Implement → Desired future state
Challenges that groom leaders

• Leaders develop when they have an opportunity to address a leadership challenge

• Leaders do not identify and address the most important challenges by themselves. They do it together with the teams they lead

• They must develop skills to work in an environment that may be full of conflict or emotionally charged with different personalities
Challenges that groom leaders

Leadership challenges -3 imp characteristics:

• Not part of routine work. It cannot be addressed by being simply a good manager

• Success requires a profound change in the way things are done

• To get others to join in facing a leadership challenge, they will have to be led through a change process
Selecting the Right Challenge for Your Level

- The first step in leadership is to identify which critical challenges you need to address in order to fulfill your objectives.
- You then need to make a commitment to overcome the challenge and produce results.
- Eg. they may be internal challenges or external challenges
Selecting the Right Challenge for Your Level

• The challenge will depend on the type of organization, department, and level at which your team works, as well as the work context

• Identify and effectively deal with realistic and appropriate challenges, where you can have an impact

• Having an impact will only be possible when the critical internal and external challenges are dealt with successfully
Challenge for MUSPH team II

• How do we strengthen leadership training of MPH officers (and healthcare workers)

• Leadership activities are not part of the current training outputs in the MPH programme

• Leadership is addressed very briefly under the course on management
Group work

• Think of 3 challenges that you could address in the organization/district where you work