

**Module: Leadership Training Workshop for Health Professionals**  
**Organization: East Africa HEALTH Alliance**  
**Author(s): Dr. Elizabeth Nabiwemba, 2009-2012**

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## **Session 7: Performing to Address a Leadership Challenge: The Challenge Model**

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### **What does "performance" mean?**

Performance is carrying out actions and achieving results

It shouldn't be confused with "effort." There can be great effort but poor performance

### **The Vision**

The whole leadership intervention starts from the vision of the organisation

The vision provides a picture of a desired future, what the organization wants to be

It is a mental image that shows the best desired state of well-being we anticipate

One good way of helping teams to develop a vision is to request them to draw a picture of how they would like to be in say 10 year's time and then explain their diagram

### **The Mission**

The mission refers to the purpose of an organisation – its reason for existence

To achieve a vision, we need to address several challenges and an organisation cannot set out to address each of them

The selected challenges that we want to take on constitute our 'mission'

## **From the Mission to the Leadership Challenge**

We cannot address all the leadership challenges in our mission at the same time

We have to select a leadership priority to take on at a time

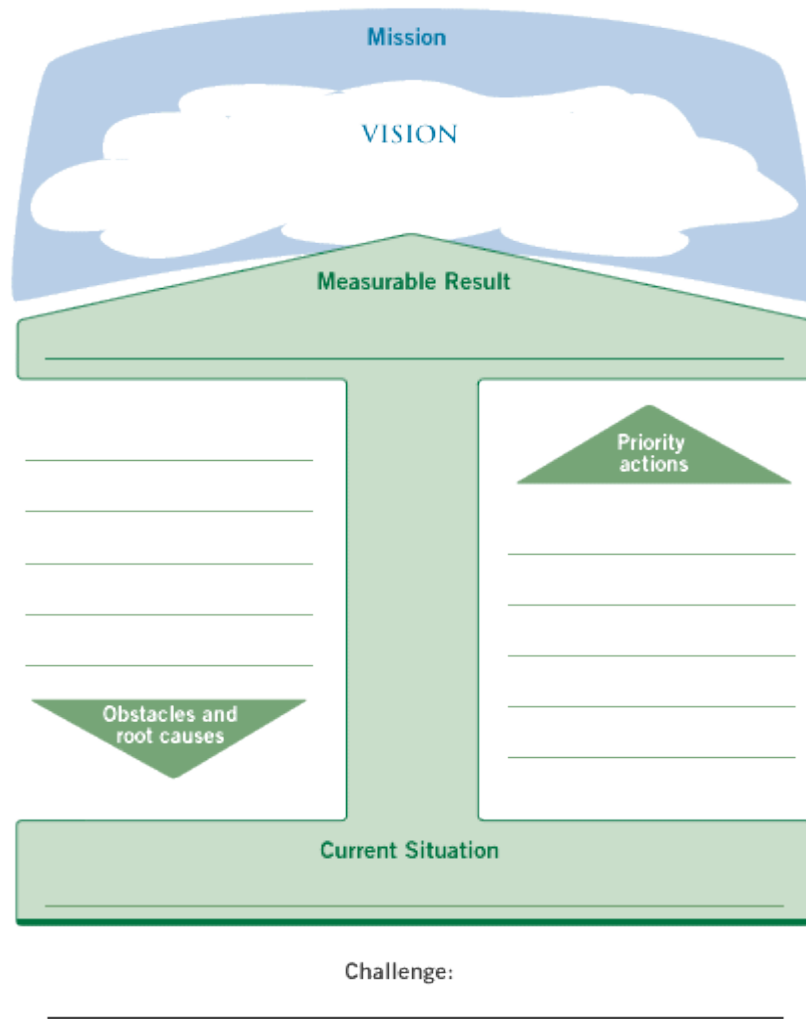
## **The Challenge Model**

The Challenge Model offers a systematic approach for working as a team to identify and face a challenge to achieve measurable results

It leads you through a process from a shared vision to create a leadership action plan

In other words, it helps you move from a current situation to a more desirable future state

The Challenge Model is presented in the diagram below:



 Source Unknown

### How to use the Challenge Model

**Step 1: Review your organizational mission and strategic priorities**

With your team, form a common understanding of your organization’s mission and priorities so that you shape a vision and that contributes to these priorities.

**Step 2: Create a shared vision**

Work with your team to create a shared vision of the future you want and one that contributes to accomplishing the organization’s mission and priorities.

**Step 3: Agree on one specific desirable result.**

Pick an aspect of your shared vision and select one specific, measurable result at a time. Focus your specific result on something actionable within a time period of six months.

**Step 4: Assess the current situation**

Scan your internal and external environments to form an accurate baseline of the realities or conditions that describe the current situation in relation to your stated result.

**Step 5: Articulate the challenge**

State the tension between the current situation and the desired measurable result. Pose the question: *“How can we/I accomplish [the measurable result] given that (or in light of) the [liabilities present in the current situation]?”*

**Step 6: Identify the obstacles you are likely to encounter and their root causes**

Identify what obstacles are in the way as you move from your current situation to your desired measurable result. Use the root-cause analysis tools

**Step 7: Select priority actions**

Select the priority actions that are most likely to address the identified root causes. As stated in Step 3, choose priority actions that you can achieve within the next six months.

**Step 8: Develop an action plan**

Develop an action plan that spells out the priority actions and tasks to be undertaken. Provide estimates human, material, and financial resources needed and the timeline

**Step 9: Implement your plan and monitor and evaluate your progress**

Provide support to your team in implementing your plan, and monitor and evaluate your progress toward achieving your result