Module: Leadership Training Workshop for Health Professionals

Organization: East Africa HEALTH Alliance

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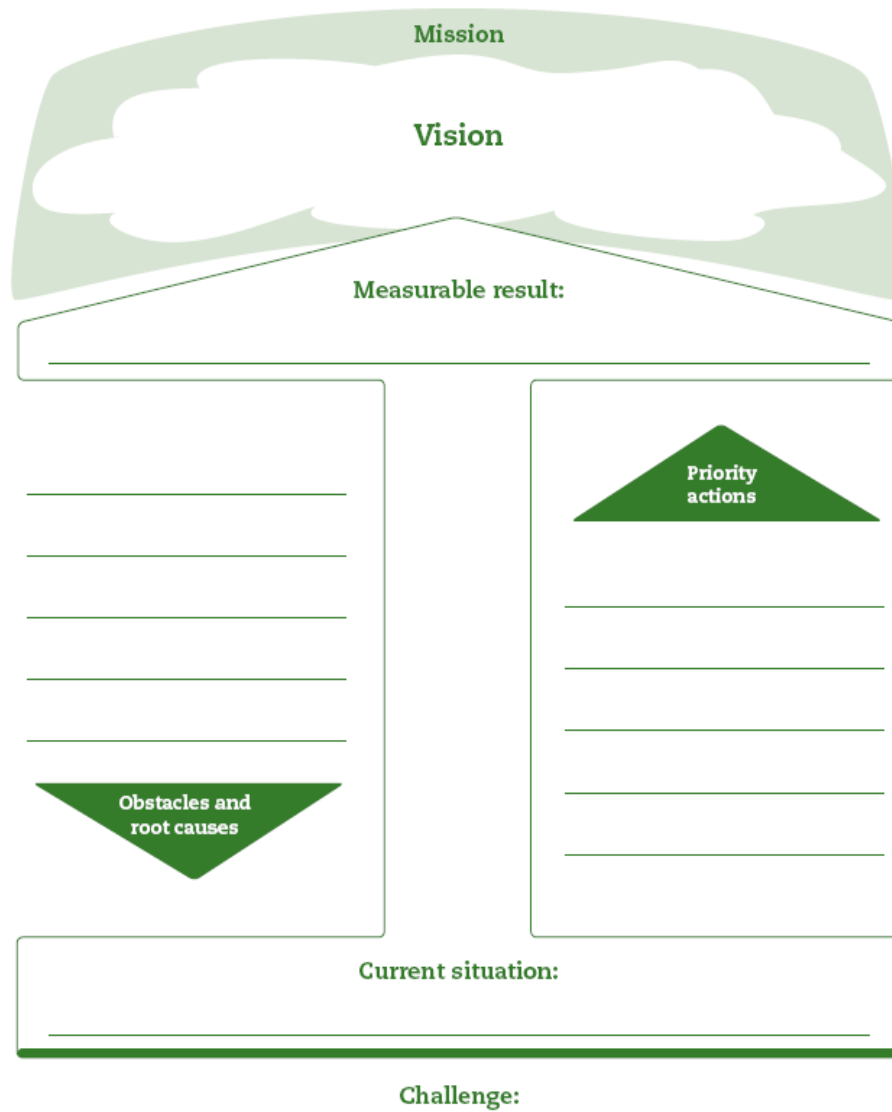{ Content Open.Michigan has used under a Fair Use determination. }

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Session 7: THE CHALLENGE MODEL

Mission

Vision

Measurable result:

_____

Priority actions

_____
_____
_____
_____
_____

Obstacles and root causes

_____
_____
_____
_____

Current situation:

_____

Challenge:

_____

[How will we achieve our desired result in light of the obstacles we need to overcome?]

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How to use the challenge model

- **Step 1**

Review your organizational mission and strategic priorities.

- This will help you shape your vision and

- Ensure that it contributes to the larger organizational priorities.

Using the Challenge Model

- **Step 2**

Create a shared vision.

- the future you want

- it must contribute to accomplishing the organization's mission and priorities.

Shared Vision

- a picture of a better future state that we want to create or destination you want to reach; thus giving direction to our actions.

- Must be in line with the **Mission** of the organization – the reason the organization exists The WHY?

- Must be clear, attractive & attainable

Shared Vision

- Comes from personal visions - things that people deeply care about (ideals, ideas and needs).

- Ought to be arrived at through DIALOGUE & LISTENING

- Leader must communicate it effectively

- Fosters COMMITMENT – enthusiasm

- Enables people to do extraordinary things

Using the Challenge Model

- **Step 3**

Agree on one specific desirable, measurable result.

- Pick an aspect of your shared vision and select one specific, measurable result that you all want to achieve.

- This result will drive your work/actions.

- It allows you to monitor and evaluate your progress toward achieving it.

Using the Challenge Model

- **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 measurable result.

Using the Challenge Model

- **Step 5**

Identify the obstacles and their root causes.

- Identify the gap between desired and current performance

- Identify the root causes of this gap to make sure you are addressing the root causes and not just the symptoms.

Using the Challenge Model

- **Step 6**

Define your key challenge and select priority actions.

- State what you plan to achieve in light of the root causes of the gap you have identified.

- Begin your challenge statement with "How will we do…"

- Select priority actions that you will implement to address the root causes.

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?

Using the Challenge Model

- **Step 7**

Develop an action plan.

- Develop an action plan that estimates human, material, and financial resources needed

- Define the timeline for implementing your actions.

Using the Challenge Model

- **Step 8**

Implement your plan and monitor and evaluate your progress.

- Provide support to the team in implementing your plan

- Monitor and evaluate your progress toward achieving your result.

THANK YOU