

Module: Leadership Training Workshop for Health Professionals
Organization: East Africa HEALTH Alliance
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Session 8: Managing Change 1: Personal Change and Communication in Leadership

Part A. Personal Change

Leadership Starts with You!

"If you want to change the world, change your country. If you want to change your country, start with your city; before changing your city change your neighborhood; to change your neighborhood first change your family; and if you want to change your family, start by changing yourself." Confucius

Effective leaders have a high level of self-awareness and are committed to an ongoing process of self-improvement, learning, and personal mastery.

"Personal mastery is... the discipline of personal growth and learning"

Leadership starts with you!

The role of values

"If you look to lead, invest at least forty percent of your time managing yourself, your ethics, character, principles, purpose, motivation, and conduct" Hock, 1996

To lead, you need to take a critical look at the values that influence your actions

- What are your values?
- How are they reflected in your work?
- Do your values help your team confront its challenges and move forward?

- Do your values contribute to building and maintaining good relations among the members of your team?

Values are based on profound beliefs learned early and reinforced at key times throughout life

Successful leaders know and understand their values and the beliefs that sustain them. They are aware of the way in which their behavior reflects their values

They intervene when this is not the case by either adjusting their values or changing their behaviour

How do you start to lead?

You have to create it in your mind and make a decision to become a leader

Effective leaders have a high level of self-awareness and self-evaluation

In order to do this, you need to ask yourself two questions:

1. What is your level of **motivation**?
2. What are your **opportunities**?

1. Personal Motivation: Do you have the personal energy to lead?

In addition to values, the leader needs to develop personal conviction that there is a leadership problem

The leader needs to scan their own level of commitment and ask themselves:

- Am I convinced that the present state of affairs can be changed?
- Am I convinced that there is a challenge that needs to be overcome?
- If I do not take on this task, then who will?
- How can I proceed to influence others so to overcome this problem?
- Do I have the courage and qualities needed to lead the others?

2. Opportunities: What opportunities are available to enable you to lead?

The leader has to scan the environment for opportunities to exercise leadership:

- They need to identify a suitable group that needs leadership
- They need to identify allies within this group
- They need to identify challenges for which they can lead others

Part B: Communication in Leadership

Leaders must be excellent communicators

Each of the leadership and management practices requires good communication skills and so do the management practices

Health professionals who lead must be able to convey meaningful, compelling, and inspiring messages and transmit or exchange information with a variety of people

A leader's key communication behaviors include the ability to:

- Articulate points of view in a manner that allows for productive dialogue;
- Relate positively with people at all levels of the organization;
- Create messages that inspire others to support the organization's goals and work together
- Convey hope during times of despair and turbulence;
- Present clear and compelling points of view to individuals and groups;
- Select the most appropriate channel or channels of communication in view of the purpose of the communication.

Barriers to communication:

- Differences in perception
- Differences in interpretation
- Difference in "codes"
- Noise
- Rumors
- Communicating too fast
- Communicating too much information
- Not giving time for questions and feed-back