

Module: Leadership Training Workshop for Health Professionals

Organization: East Africa HEALTH Alliance

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Resource Title: Session 8: Managing Change 1: Personal Change and Communication

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Session 8: Managing Change

1: Personal Change and Communication

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*

Leadership Starts with You!

- 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?

The role of values

- 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:
- What is your level of **motivation**?
- 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

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

Communication in Leadership

- 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

Communication in Leadership

- A leader's key communication behaviors include the ability to:
 - 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
- Rumours
- Communicating too fast
- Communicating too much information
- Not giving time for questions and feed-back

End!