

Developing Your Leadership Skills

CLHO Mentorship Program

February 26th, 2015

9-10 am



The best rulers are scarcely known by their subjects; The next best are loved and praised; The next are feared; The next despised: they have no faith in their people and their people become unfaithful to them.

When the best rulers achieve their goals their subjects claim "We did it ourselves!"

Tao Te Cheng



Coalition of Local Health Officials

Our Presenters



Luann D'Ambrosio

Associate Director

Northwest Center for Public Health Practice

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Barbe West

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UNIVERSITY of WASHINGTON

Aspiring Leadership Development

Oregon Coalition of Local Health Officials

Luann D'Ambrosio, MEd, Associate Director
Clinical Faculty, Department of Health Services, UW

Text Chat

- Type in one of your favorite leaders that you draw inspiration from. It could be from history, family or someone you work with, or a contemporary figure.

My Inspirational Leader: Pete Carroll



Leadership As Focused Action

“We are what we repeatedly do. Excellence then is not an act, but a habit”

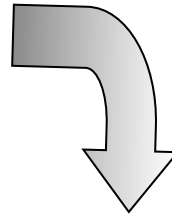
Aristotle

“Knowing is not enough; we must apply. Willing is not enough; we must do”

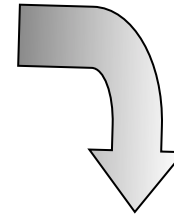
Goethe

A lot is required of effective leadership!

Leaders need to understand themselves, their needs, beliefs, biases, & perspectives



Leaders need to know their organizations, the culture, and how targeted others operate (their needs, beliefs, biases, perspectives)



Leaders need to be able to sublimate their needs, beliefs, biases, & perspectives to meet those of others & move their agenda forward...all while remaining authentic and comfortable in their own skin

Characteristics of Leadership

The Manager administers

The Leader innovates

The Manager maintains

The Leader develops

The Manager asks how and when

The Leader asks what and why

The Manager has his or her eye on the bottom line

The Leader has his or her eye on the horizon

The Manager does things right

The Leader does the right thing

So What is the Magic Elixir?

- Developing leadership competencies
- Seeking out mentors and role models
- Commitment to lifelong learning
- Developing relationships with those who are different from us

360 Leadership Assessment

To achieve greatness,
start where you are,
use what you have,
do what you can

Arthur Ashe

Why 360 assessments?



360 Tool Typically:

- Creates a better understanding of strengths and challenges
- Develops stronger leadership ability
- Enables you to see how you are viewed by those with whom you work
- Focuses on areas for improvement
- Creates an action plan for personal development

Giving and Receiving Feedback



Key points about feedback

- It's a gift
- Self-perceptions are not as accurate as we might think
- Look for your strengths
- Honor the confidentiality

Building Capacity Through Mentoring

Emerging trend in public health

- Not many respondents have had a mentoring experience (41% have not)
- Those who have say that it is very valuable or valuable (82%)
- It's more valuable when they are able to choose their own mentor as opposed to employer choosing for them (61% valuable/very val vs. 35%)
- They don't perceive their organizations as valuing mentoring. (48% little or no value)

Mentor Match

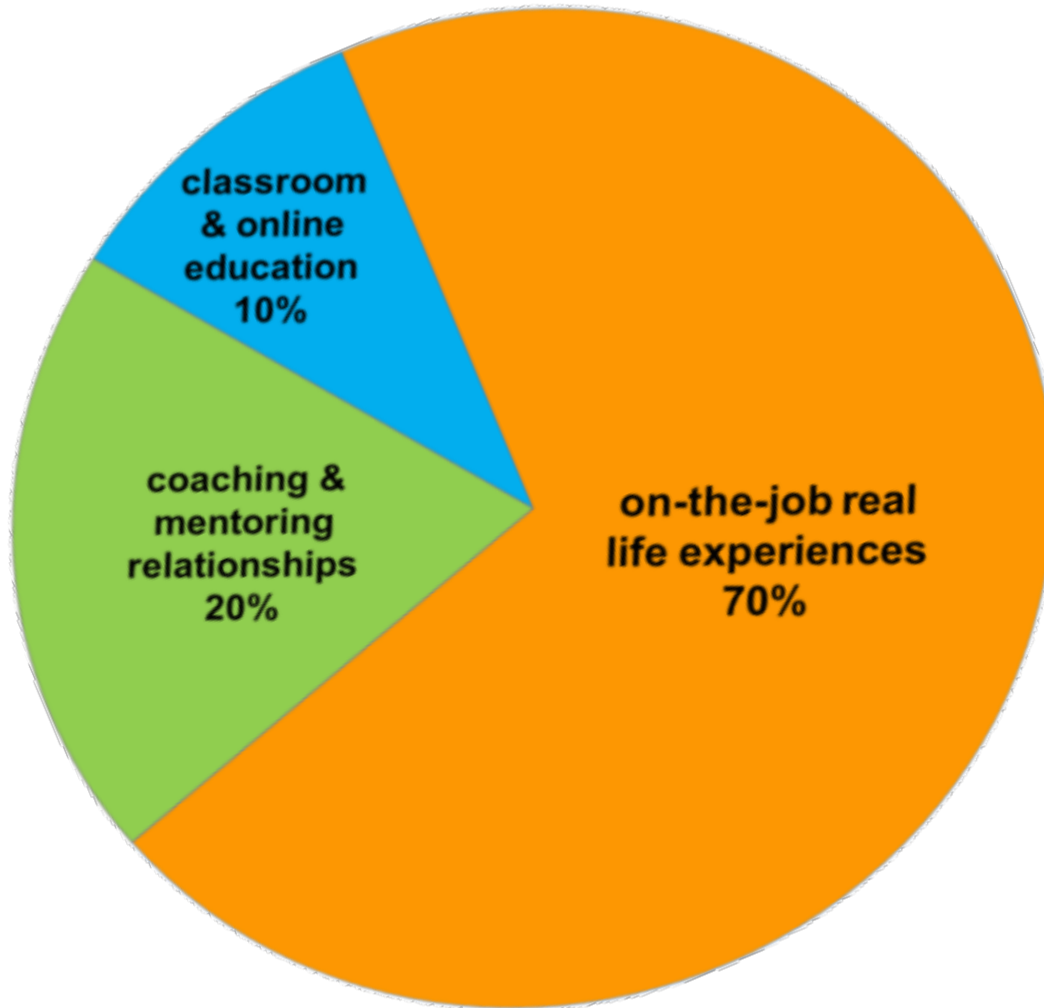


Lifelong Learning

“Learning for the individual, or the organization, must be greater than the rate of change.”

Reg Revans

How do leaders learn?



Challenge of Understanding Each Other

The biggest problem with communication
is **thinking**
that it has taken place.

Most people hear only about 20%
of what is said.

Why?

Some are **not engaged**

Some are already **preparing a response**

NWPHLI Program Overview

- Nine Month Program
 - Three on-site sessions
 - Distance-learning assignments
- Problem based learning curriculum
- Guided by practice based faculty
- Combines lecture-style and group
- activity sessions
- Based on key adult learning principles



Program Components

Problem Based Learning Model

Working Groups

Case studies

Active inquiry

Self-directed learners &
team players

Real-world challenges

Leadership Development Plan

360 Evaluation

Individualized Coaching

Short and Long Term
Goal Development

Group and Individual
Feedback

Plan Presentation

Leadership Project

Relevant to Workplace

Approved by Supervisor

Uses leadership
principles being learned

Real World

Project presentation

Increased Leadership Roles & Applied Learning

- Taken substantive leadership role in their organization or community 72.5%
- Applied knowledge or skills gaining to other projects in workplace or community 87.5 %
- Applied what they learned to daily job 77.5 %

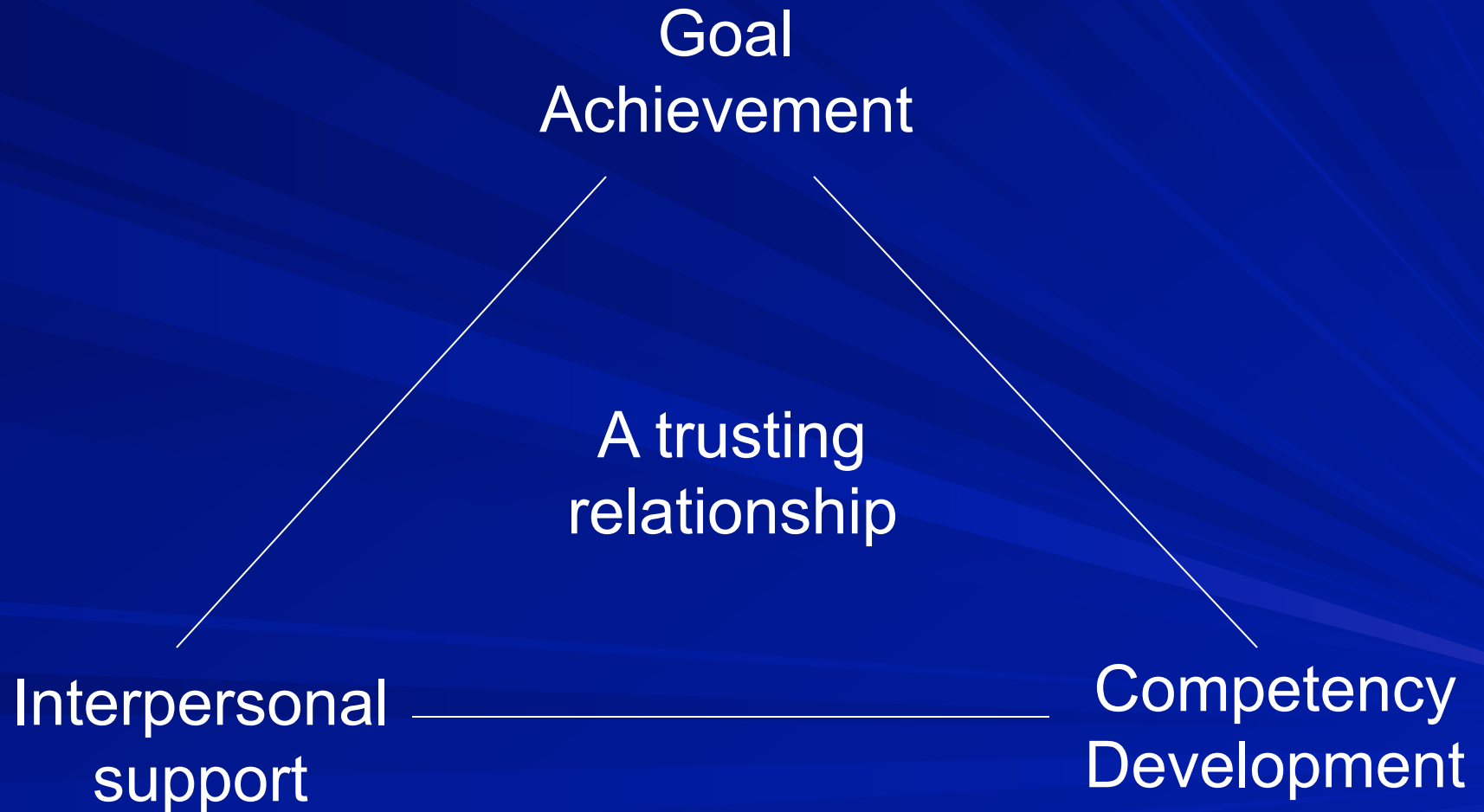
Relationships Are Key



Individual Coaching



Coaching Triangle



A leader inspires and brings people together to achieve sustainable results

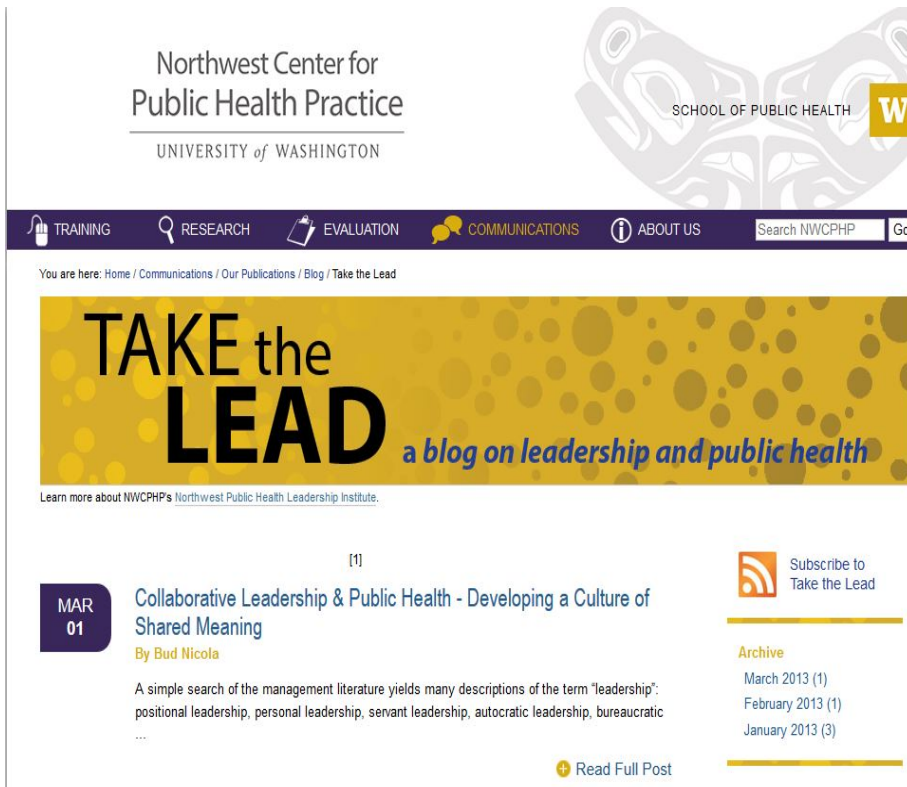
Inspire

Bring
people
together

Set a
vision

Leadership

Useful Resources: Leadership Blog



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TAKE the LEAD

a blog on leadership and public health

Learn more about NWCPHP's Northwest Public Health Leadership Institute.

[1]

MAR 01 Collaborative Leadership & Public Health - Developing a Culture of Shared Meaning
By Bud Nicola

A simple search of the management literature yields many descriptions of the term "leadership": positional leadership, personal leadership, servant leadership, autocratic leadership, bureaucratic leadership, ...

[Read Full Post](#)

Subscribe to Take the Lead

Archive
March 2013 (1)
February 2013 (1)
January 2013 (3)

- Broaden the conversation on public health leadership
- Encourage public health leaders to add to the conversation
- Raise awareness about public health leadership
- Already active with others sharing through social media
- <http://www.nwcpHP.org/communications/publications/blogs/take-the-lead>

Must Reads

- Be a Better Leader, Have a Richer Life
—Harvard Business Review www.hbr.org
- Leadership That Gets Results
—Harvard Business Review March – April, 2000

Upcoming Trainings

Register early to receive early bird rates

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Northwest Public Health Leadership Institute

April 2015 – December 2015



Summer Institute for Public Health Practice

August 3–6, 2015



Public Health Management Certificate

August 2015 – July 2016

“The most influential leaders know themselves and their situation. They use this knowledge wisely and collaboratively to introduce change.”

Henry Mintzberg

Leadership Perspectives

Local leaders will share their leadership experience and lessons learned

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Director

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Question and Answer



Coalition of Local Health Officials

Thank You!



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