Leadership in Public Health

Louis Rowitz
WHO ARE YOU?

- HUMAN LIKERT EXERCISE
LESSONS FROM THE HUMAN LIKERT EXERCISE

- PRACTITIONERS DEVELOP EXPERTISE IN THEIR SPECIALTY
- MANAGERS MAINTAIN THE ORGANIZATION AND DEVELOP PEOPLE
- LEADERS DEFINE THE SYSTEM, BUILD RELATIONSHIPS AND CREATE VISIONS FOR THE FUTURE
YOU HAVE BRAINS IN YOUR HEAD
YOU HAVE FEET IN YOUR SHOES
YOU CAN STEER YOURSELF
ANY DIRECTION YOU CHOOSE

DR. SEUSS
THINK FOR A LIVING

Marshall and Tucker
THINKING IS ALWAYS DANGEROUS TO THE STATUS QUO.

Wheatley, 2005
THINKING STYLE EXERCISE

- PLAN A VACATION
THINKING CONTINUUM

- LINEAR THINKING
- SYSTEMS THINKING
- COMPLEXITY THINKING
Create organization and communities that promote learning
Core of learning organizations and communities are based on five lifelong programs of study and practice:

- Personal Mastery
- Mental Models
- Shared Vision
- Team Learning
- Systems Thinking
Personal Mastery

- Learning to expand our personal capacity to create the results we most desire, and creating an organizational environment which encourages all its members to develop themselves toward the goals and purposes they choose
FIVE ELEMENTS OF A COMPLETE LIFE (KUSHNER, 2006)

- FAMILY
- FRIENDS
- FAITH
- WORK
- SATISFACTION OF MAKING A DIFFERENCE
The Talent Dimension

- Focus on your strengths
Talent Exercise

- Personal Talents Checklist
Mental Models

- Reflecting upon, continually clarifying, and improving our internal pictures of the world, and seeing how they shape our actions and decisions
SILOS AND PARADIGMS

• HOW DO OUR SILOS HOLD US BACK?
Building a sense of commitment in a group, by developing shared images of the future we seek to create, and the principles and guiding practices by which we hope to get there
Team Learning

Transforming conversational and collective thinking skills, so that groups of people can reliably develop intelligence and ability greater than the sum of individual members’ talents.
Systems Thinking

- A way of thinking about, and language for describing and understanding, the forces and interrelationships that shape the behavior of systems. This discipline helps us see how change systems more effectively, and to act more in tune with the larger processes of the natural and economic world.
System thinkers are leaders who

- Sees the whole picture
- Changes perspectives to see new leverage points in complex systems
- Looks for interdependencies
- Considers how mental models create our futures
- Pays attention and gives voice to the long-term
System thinkers are leaders who

- "Goes wide" (uses peripheral vision) to see complex cause and effect relationships
- Finds where unanticipated consequences emerge
- Lowers the "water line" to focus on structure, not on blame
- Holds the tension of paradox and controversy without trying to resolve it quickly
SYSTEMS THINKING

- HOW DOES LINEAR THINKING HOLD US BACK?
- WHY IS LINEAR THINKING IMPORTANT?
LEADERSHIP IS……

- Creativity in action
- Ability to see the present in terms of the future
- Vision with courage and fortitude to put the vision into reality
- Flexibility with a commitment to change things for the better
- Requires ability to work with and influence others
- Ability to back off when someone else is the better lead
- To lead is also the willingness to follow
- Ability to work within the context of an organization without letting the organization defeat the leader
- Commitment to the community and the values for which it stands
- Leaders are everywhere in public health
THE PASSION FACTOR

PASSION WITH AN OPTIMISTIC VIEW OF THE WORLD IS WHAT MAKES LEADERSHIP WORK EVEN WHEN DISAPPOINTMENTS MAKE THE WORLD LOOK BLEAK.
REALITY CHECK

- A TITLE IS NOT A JOB DESCRIPTION. LEADERSHIP IS A STATE OF MIND.
EXERCISE ON MOTIVATION

MOTIVATION QUESTIONS
FAYOL’S FIVE ELEMENTS OF MANAGEMENT (1916)

- PLANNING
- ORGANIZING
- COMMANDING
- COORDINATING
- CONTROLLING
THE SIXTH ELEMENT (GALLUP)

- THE DEVELOPMENT OF PEOPLE
CHALLENGE FOR NEW PUBLIC HEALTH ADMINISTRATORS

- MANAGEMENT FIRST AND THEN LEADERSHIP
- TRADITIONAL AND CRISIS LEADERSHIP
TRADITIONAL AND CRISIS LEADERSHIP

EXERCISE
MANAGEMENT AND LEADERSHIP CONTINUUM

Management

Transaction
Leadership

Transformational
Leadership
<table>
<thead>
<tr>
<th>Practitioners</th>
<th>Managers</th>
<th>Leaders</th>
</tr>
</thead>
<tbody>
<tr>
<td>The practitioners implements</td>
<td>The manager administers</td>
<td>The leader innovates</td>
</tr>
<tr>
<td>The practitioner follows</td>
<td>The manager is a copy</td>
<td>The leader is an original</td>
</tr>
<tr>
<td>The practitioner synthesizes</td>
<td>The manager maintains</td>
<td>The leader develops</td>
</tr>
<tr>
<td>The practitioner focuses on programs and services</td>
<td>The manager focuses on systems and structures</td>
<td>The leader focuses on people</td>
</tr>
<tr>
<td>The practitioner relies on compliance and behavior chance</td>
<td>The manager relies on control</td>
<td>The leader inspires trust</td>
</tr>
<tr>
<td>Role</td>
<td>Perspective</td>
<td>Focus</td>
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<td>----------------------------</td>
</tr>
<tr>
<td>Practitioner</td>
<td>narrow view</td>
<td>The practitioner asks who and where</td>
</tr>
<tr>
<td>Manager</td>
<td>short-range view</td>
<td>The manager asks how and when</td>
</tr>
<tr>
<td>Leader</td>
<td>long-range view</td>
<td>The leader asks what and why</td>
</tr>
<tr>
<td>Practitioner</td>
<td>separates programs from services</td>
<td>The manager imitates</td>
</tr>
<tr>
<td>Practitioner</td>
<td>protects the status quo</td>
<td>The manager accepts the status quo</td>
</tr>
<tr>
<td>The practitioner is in the infantry</td>
<td>The manager is the classic good soldier</td>
<td>The leader is his or her own person</td>
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</tr>
<tr>
<td>The practitioner is a conflicted pessimist</td>
<td>The manager is a pessimist</td>
<td>The leader is an optimist</td>
</tr>
<tr>
<td>The practitioner is a reflective thinker</td>
<td>The manager is a linear thinker</td>
<td>The leader is a systems thinker</td>
</tr>
<tr>
<td>The practitioner follows the agency agenda</td>
<td>The manager does things right</td>
<td>The leader does the right things</td>
</tr>
</tbody>
</table>
ECOLOGICAL LEADERSHIP

Leaders who are committed to the development of their leadership skills and competencies throughout their professional careers while at the same time being committed to the appropriate applications of these skills in their communities’ changing health priorities.
ECOLOGICAL LEADERSHIP SKILL SETS

- CRISIS MANGERIAL LEADERSHIP
- TRANSACTIONAL LEADERSHIP
- SYSTEMS LEADERSHIP
- CRISIS LEADERSHIP
- META-LEADERSHIP
- STRATEGIC LEADERSHIP
- SYNERGISTIC LEADERSHIP
- TRANSFORMATIONAL LEADERSHIP
- GLOBAL HEALTH LEADERSHIP
TRADITIONAL AND NEW ORGANIZATIONS (BRAFMAN)

- THE SPIDER
- HYBRID
- THE STARFISH
Leadership Principles
What are the underlying Principles of Public Health Leadership?
Public Health Leadership Principles

- Strengthen infrastructure by utilizing the core functions and essential services of public health
- Improve the health of each person in the community
- Build coalitions for public health
- Work with leaders from diverse backgrounds
Leadership Principles Continued

- COLLABORATE WITH BOARDS FOR RATIONALE PLANNING
- LEARN LEADERSHIP THROUGH MENTORING
- LEADERS ARE BORN AND MADE
- COMMITTED TO LIFELONG LEARNING
- HEALTH PROTECTION FOR ALL
Continued

- Think globally and act locally
- Leaders need to be good managers
- Leaders need to walk the talk
- Be proactive and not reactive
- Leadership is everywhere
- Understand the importance of community
- Live our values
Leadership Style
Temperament

is the basic mood that defines the individual’s approach to life
Kagen (1992) – Four Basic Temperament Styles

- Timid
- Bold
- Up-beat
- Melancholy
Temperament is not destiny.
Leadership Style

- Authoritarian
- Participative
- Delegative
ANOTHER VIEW

- MULTIPLIERS
- DIMINISHERS
Leadership Practices
Leadership Practices

- KNOWLEDGE SYNTHESIZER
- CREATIVITY
- CREATE AND INSPIRE A SHARED VISION
- FOSTER AND FACILITATE COLLABORATION
- ENTREPRENEURIAL ABILITY
- SYSTEMS THINKING
- DEVELOP A LEARNING ORGANIZATION
- FORM COALITIONS AND BUILD TEAMS
- PUT INNOVATION INTO PRACTICE
- ACT AS A COLLEAGUE, A FRIEND AND A HUMANITARIAN
Core Functions
Public Health System
Public Health: The Foundation of a National Health System

Tertiary Medical Care

Secondary Medical Care

Primary Medical Care

Essential Population-based Public Health Services
- Assessment
- Policy Development
- Assurance

Public Health System Infrastructure
- Human Resource Development (Training)
- Information Systems
- Community Planning Systems
Structures for Collaborative Leadership

- Coalition
- Alliance
- Partnership
Leadership Tools
The Tools: Communication

- Interpersonal communication
- Active listening
- Public speaking
- Interviewing
- Written communication
- Computer skills
- Media advocacy
- Cultural sensitivity
- Feedback
- Delegation
- Framing
- Dialogue, discussion, and debate
- Meeting skills
- Health communication
- Social marketing
- Mentoring, Coaching and Facilitation
- Storytelling
MORE LEADERSHIP TOOLS

Strategic Planning
Continuous Quality Improvement
Reengineering
Reinvention
Problem Solving
Decision-Making
Conflict Resolution
Negotiation
Cultural Competency
Matrix Structures
Quality Improvement
PUBLIC HEALTH STRATEGIC CHALLENGES (Lenihan)

- CHANGING SCOPE OF PUBLIC HEALTH
- GREATER ACCOUNTABILITY AND PERFORMANCE
- GROWING COMPETITION FOR ROLES AND RESOURCES
- FOCUS ON THE PUBLIC HEALTH SYSTEM
- SHIFTING DEMOGRAPHIC COMPOSITION
LENIHAN 2

- ALTERNATIVE ORGANIZATIONAL ARRANGEMENTS
- CHRONIC DISEASE EPIDEMIC
- EMERGING AND REEMERGING THREATS
- INVISIBILITY AND SEARCH FOR PUBLIC SUPPORT
LENIHAN 3

- Strained health care system and growing number of uninsured
- Health reform
- Stagnant revenues
- Technology revolution
- Devolution of federal responsibilities to the state and local level
CHEROKEE LEADERSHIP WISDOM

- Clear Intention
- Skillful Means
- Affirmation