

DISCUSSION QUESTIONS AND GROUP EXERCISES

The discussion questions and group exercises that follow are intended to help participants connect the scenario to their own experience and to reinforce the concepts explored in specific modules of the MCH Leadership series. Although the exercises are tailored to correspond to specific modules, they also may be used as a stand-alone instrument with the case study.

MODULE 1

General Discussion Questions:

- 1) Is this a familiar scenario?
- 2) Were the goals of the first meeting met?
- 3) What could have been done before and during the first meeting to ensure greater progress at the meeting?
- 4) What challenges might you face in gaining the full participation of all key players, particularly after the first meeting?
- 5) What other challenges or barriers might you face?
- 6) Critique the leadership characteristics of the players according to the qualities discussed in module 1.

CASE STUDY EXERCISE #1

Draft a memo or letter setting the stage for the second meeting of this initiative and inviting participants to collaborate.

As you draft the memo, consider the following questions:

- Who was missing from the first meeting? Are there key stakeholders who should be brought in now?
- How can you persuade the participants that they will benefit from participation in the collaboration (e.g. help them understand "what's in it for them")?
- How can you encourage invitees to think about the strengths and resources—not necessarily money—that they can bring to the table?
- What specific phone calls need to be made, in addition to the memo?
- Are there specific ways you can engage key participants prior to the meeting (e.g. asking them to gather or analyze specific data that will be used in the meeting)?

MODULE 2

CASE STUDY EXERCISE #2::

Role play the second meeting as the group develops a shared vision. Assign group members different roles (e.g. nutrition, education, public health).

After the role play, answer the following questions:

- What struck you about this process?
- How was it similar or dissimilar to your own professional experiences? Would this process succeed in your own work setting?
- What leadership skills did you (or would you, in real life) draw on?
- What will need to happen in order to make progress toward the vision or to meet expectations about results?
- What do you think will happen now?

MODULE 3

CASE STUDY EXERCISE #3:

Draft an agenda and general plan for the second meeting. Include an outline of the data, information, and materials that will be provided in advance or during the meeting, and how they will be used. Create a plan for organizing participants to get the work done (e.g., team member tasks and roles, timelines, team structures).

As you plan for the meeting, answer the following questions:

- What are the specific challenges you will face in creating an effective working environment for this group?
- What are some strategies that can be applied?
- What specific outcomes should be expected from this meeting? What kind of follow up will be required to move the proposal forward?
- Where do you expect to face the greatest resistance? How can you overcome this resistance?
- How much should you cite the Governor's desire? How can you seek his endorsement early?
- Where do you expect to find the greatest support? How can you use this for the best advantage?
- What additional preparation (beyond what's described in the case study) would be helpful before this second meeting?