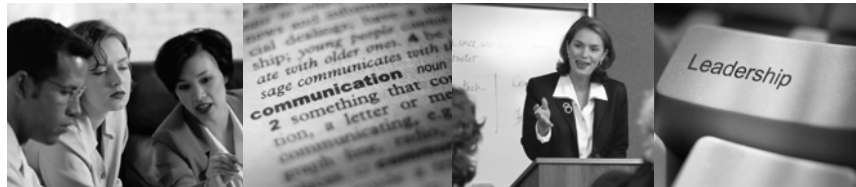
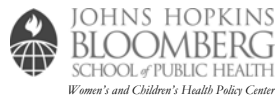


Maternal and Child Health Leadership Skills Development Series



Women's and Children's Health Policy Center
Department of Population, Family and Reproductive Health

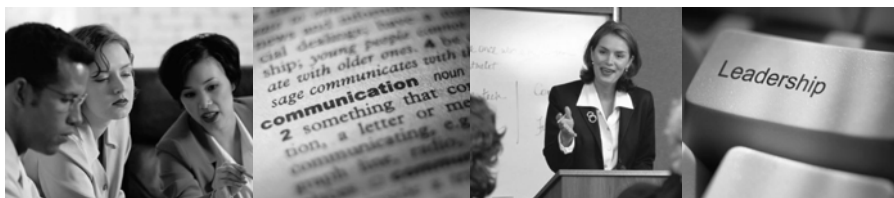


The MCH Leadership Skills Development Series was produced by Holly Grason and Marjory Ruderman for the Women's and Children's Health Policy Center. The series pulls together information from a wide variety of leadership training resources and draws on the knowledge and experiences of many MCH leaders. Please refer to the User Guide for more information on our sources and inspirations.

This work was funded by the Maternal and Child Health Bureau, Health Resources and Services Administration, through an MCH Public Health Leadership Training Grant (#T76MC00003) to the Department of Population, Family and Reproductive Health at the Johns Hopkins Bloomberg School of Public Health.

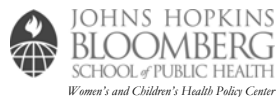
The Module 1 video features Ben Lozare, PhD, Associate Director and Chief of the Training Division in the Center for Communication Programs (CCP) at the Johns Hopkins Bloomberg School of Public Health. Dr. Lozare has decades of experience in leadership skills training and is the course director for the CCP's Leadership in Strategic Health Communication workshop.

Module I: Tapping Into Your Leadership Potential



Benjamin Lozare

Associate Director, Center for Communication Programs
Johns Hopkins Bloomberg School of Public Health



Session Objectives

- Identify characteristics important to leadership
- Reflect on your own leadership qualities and those you would like to further develop
- Understand the difference between management and leadership in the context of organizational development

What is management?

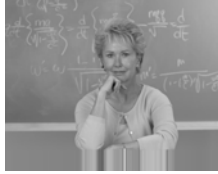
- Coping with complexity
- Ensuring order and consistency
- Planning and budgeting
- Organizing and staffing to accomplish objectives
- Problem solving

What is leadership?

- Coping with change
- Delivering change
- Setting direction—developing a vision
- Aligning people
- Motivating and inspiring

Source: Kotter, 1990; Cited in Fiona Sim, "Developing Leadership Skills," *Oxford Handbook of Public Health Practice*, 2001, pp. 415-421.

What leadership qualities do you have?



Are you...

- Passionate
- Self-reflective
- Willing to share power, successes and failures
- Willing to operate in an uncertain environment
- Focused on the big picture

TRANSACTIONAL leaders:

- Focus on maintaining the status quo
- Work within the existing organizational culture, norms and beliefs
- Relate to followers by exchange or transaction
- Are reactive

TRANSFORMATIONAL leaders:

- Focus on change
- Communicate clear vision
- Address the needs and values of the organization and of the individual followers
- Are proactive

TRANSACTIONAL leaders help subordinates to:

- Perform at expected levels
- Recognize task responsibilities
- Identify goals
- Understand the link between their needs and goal achievement

TRANSFORMATIONAL leaders motivate individuals to:

- Perform beyond normal expectations
- Question the status quo
- Focus on broader missions related to self achievement
- Have confidence in their abilities to achieve the leader's clearly communicated goals

Source: Leadership Development Program, Center for Training and Education, Johns Hopkins Bloomberg School of Public Health

What do leaders do?



- Researcher—creates new knowledge
- Designer—shapes organizational climates and structures
- Steward—looks after everyone's welfare
- Teacher—nurtures values and learning
- Enabler—enables others to act

Leadership requires:



- Science and art
- Logic and intuition
- Rules and judgment

Skills and competencies of a leader:



- Building shared vision
- Team building
- Embracing change
- Collaboration
- Communication
- Political knowledge and finesse

Key points:

- Management and leadership have different purposes and may require different skill sets.
- Both skill sets are critical for effectiveness; leaders should also be good managers.
- Leaders are focused on change.
- Leaders inspire others to work toward change.
- True leaders are not ego driven.

Women's and Children's Health Policy Center

Department of Population, Family and Reproductive Health

Johns Hopkins Bloomberg School of Public Health

615 N. Wolfe Street

Baltimore, MD 21205

Tel: 410-502-5450

Fax: 410-502-5831

<http://www.jhsph.edu/wchpc>

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