

MODULE 6 – DEVELOPING PEOPLE

How to Use Module 6: Developing People

Module 6: Developing People is intended to provide food for thought more than specific skills-building tools and processes. Unlike the other modules in this series, this module is not organized around a sequence of linked activities structured like a workshop agenda. All of the components of previous modules are here—self-reflection, video clips, discussion questions, group exercises, and planning for action—but they are built in to thematic sections that relate to the overall topic of Developing People.

Most of the components in Module 6 lend themselves to individual use and reflection. The components that are intended for use in groups are identified as group exercises. Here are some ideas for using Module 6 with a group:

- Watch video clips from the panel discussion, in which four MCH leaders discuss a wide range of issues related to Developing People. Discuss as a group: What ideas struck you? Do you agree or disagree with the speakers' viewpoints? How do these facets of Developing People play out in your workplace?
- Assign resources (e.g., video clips, articles, podcasts) to different people. Each person then presents the key points to the group and leads a discussion.
- Incorporate video clips and/or group exercises into your organization's existing mentoring program.
- Use group exercises in a staff meeting or retreat. Use them as the basis for discussions about improving your organization's feedback mechanisms, professional development opportunities, and general environment for "people development."

Developing People: Overview and Introduction

Introductory Presentation

This narrated presentation provides a brief overview of module concepts and content. (Approximately 5 minutes long, plus 10 to 15 minutes for discussion)

Story: Do You Know? [group or individual exercise]

This parable sets the stage for a discussion of sources of wisdom and the process of learning. (Approximately 20 minutes)

Video: What are some elements of people development? (10 minutes)

Holly Grason, Michael Fraser, Laura Kavanagh, and Kay Edwards talk about

- Investing time in developing others
- Stretching opportunities
- Risk taking
- Ethics and authenticity
- Principles and ideas vs. tools and techniques
- "In MCH, our capital is our people."

Self-Reflection and Planning Worksheet

Additional Resources—Emotional and Social Intelligence

— *Video: Social Intelligence and Leadership*

An interview with Dan Goleman, by the Harvard Business Review.

<http://www.youtube.com/watch?v=7Qv0o1oh9f4&feature=channel>

- *Podcast Series: Emotional Intelligence*
The Center for Creative Leadership
<http://www.ccl.org/leadership/podcast/index.aspx>

Additional Resources—Servant Leadership

- *Transcript: Maxine Hayes on Servant Leadership*
Summary of keynote address at the 2003 Women of Color as Leaders in Public Health and Health Policy conference sponsored by Harvard Medical School's Office for Diversity and Community Partnership
<http://www.mfdp.med.harvard.edu/woc/summaries/hayes.htm>
- *Video: Where will we find tomorrow's leaders?*
An interview with Linda Hill about "leading from behind" and creating environments in which people can flourish and express their talents, by the Harvard Business Review.
http://www.youtube.com/watch?v=sMQmKHmlqY4&feature=channel_page

Organizational Environments that Support Developing People

Video: What can organizations do to support developing people? (13 minutes)

Holly Grason, Michael Fraser, Laura Kavanagh, and Kay Edwards talk about

- Sharing knowledge
- Strategies for creating an organizational culture of people development in the federal government, the university setting, and small organizations
- The relationship of personal learning goals to organizational mission
- Developing people as a democratic concept

Exercise: Design Two Organizations [group exercise]
(30 to 45 minutes)

Video: Barriers to Innovation and Inclusion

<http://www.youtube.com/watch?v=424YskAfew>

Watch the 10-minute video as a group and identify key points related to the environment for developing people. What are the obstacles to professional growth and organizational effectiveness presented in this scenario?

Video: Part 2: Pathways

<http://www.youtube.com/watch?v=b5nA8LX7TMw>

Watch the 10-minute sequel to *Barriers to Innovation and Inclusion*. What's different this time? What ideas could translate into your own workplace? What strategies are already used in your organization to foster creativity and professional development?

Motivating Employees for Improved Performance

Story: The Bowling Game [group or individual exercise]

Have participants read the story. As a group, brainstorm specific strategies for motivating and engaging staff; measuring personal, team, and organizational performance; and improving performance and supporting learning in your organization. (Approximately 20-40 minutes)

Group Exercise: Blindly Following Instructions [group exercise]

Facilitate the exercise as described. Debrief with a group discussion using the "learning points" as a starting point. (Approximately 30-40 minutes)

Group Discussion: The Boy Scout Troop [group or individual exercise]
Read, or have a participant read, each segment of this scenario. For each of the six situations described, ask participants if they can draw an analogy to the workplace. Explore the implications of the leadership styles and motivation strategies for the organization and for the individuals. (Approximately 20-40 minutes)

Developing People: Does One Size Fit All?

Video: Developing People from Different Generations and Life Stages (10 minutes)
Holly Grason, Michael Fraser, Laura Kavanagh, and Kay Edwards talk about

- teaching people to expect their employers to support their development
- generational differences in expectations for professional development
- openness to people's potential
- supporting people's contributions at different life stages

Video Lecture: Mentoring the Public Health Professional

In this archived presentation from the Wisconsin Public Health Association's 2008 conference, Carol Woltring, Executive Director of the Center for Health Leadership and Practice Public Health, talks about developing a leadership pipeline, current public health workforce issues, generational considerations, and guidelines for mentoring relationships.

(58 minutes including some group discussion time)

<http://media1.wi.gov/DHFS/Viewer/Viewers/Viewer320TL508.aspx?mode=Default&peid=0fec06ed-9f6e-40cc-9316-ecceea45db78&playerType=SL1&mode=Default&shouldResize=true&pid=3a67c9f3-ec5e-4187-9c0f-67ee8f7d9599&playerType=SL1>

Presentation slides: <http://www.wpha.org/documents/3.4Woltring.pdf>

Additional Resources:

- *Video: What Motivates Gen Y and Boomer Talent*
An interview with Sylvia Ann Hewlett, by the Harvard Business Review.
<http://www.youtube.com/watch?v=fVHnug8H1MM>
- *Podcast: Women in Leadership: Navigating the Narrow Band and Balance Beam*
From the Center for Creative Leadership's Leading Effectively Podcast Series
www.ccl.org/leadership/podcast/transcriptWomenInLeadership.aspx
- *Transcript: Yvonne Maddox on Institutional Strategies And Policies For The Advancement Of Female Leaders*
Summary of keynote address at the 2003 Women of Color as Leaders in Public Health and Health Policy conference sponsored by Harvard Medical School's Office for Diversity and Community Partnership
<http://www.mfdp.med.harvard.edu/woc/summaries/maddox.htm>
- *Reports:*
 - *Leadership for Policy Change*
<http://www.policylink.org/site/apps/nlnet/content2.aspx?c=IkIXLbMNJrE&b=5136581&ct=6999753>
Describes the barriers to participation of leaders of color in local and national public policy development and the strategies that can be used to remove the barriers.
 - *Generational Changes and Leadership: Implications For Social Change Organizations*
http://leadershiplearning.org/system/files/Generational%20Changes%20and%20Leadership-Full%20Report_0.pdf
<http://www.racialequitytools.org/resourcefiles/kunreuther1.pdf>

- *Up Next: Generation Change and the Leadership of Nonprofit Organizations*
<http://www.aecf.org/upload/publicationfiles/ld2928k643.pdf>
- *Ready to Lead? Next Generation Leaders Speak Out*
http://www.aecf.org/~media/Pubs/Other/R/ReadytoLeadNextGenerationLeadersSpeakOut/ready_to_lead.pdf

Mentoring and Coaching

Video: Mentoring and Coaching (9 minutes)

Holly Grason, Michael Fraser, Laura Kavanagh, and Kay Edwards talk about

- different functions of coaching and mentoring
- mentoring on big picture issues
- the mentor as a “wise friend”
- mentoring relationships with different people for different purposes
- coaching as skills-oriented process of modeling
- training people to coach and mentor

Video: Risks in Developing People (4 minutes)

Holly Grason, Michael Fraser, and Kay Edwards talk about

- providing “stretching” opportunities
- supporting learning from mistakes

Video: Mentors and Leadership Development (5 minutes)

Laura Kavanagh, Kay Edwards, and Michael Fraser talk about their development as leaders, the mentors who have nurtured them, and the twists and turns of career trajectories.

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Presentation slides: <http://www.wpha.org/documents/3.4Woltring.pdf>

Small Group Mentoring Discussion [group exercise]

(approximately 45-60 minutes)

Paired Mentoring Discussion [group exercise]

(approximately 60-90 minutes)

Tip Sheet: Networking

Additional Resources on Mentoring:

— *Mentoring Modules*, Canadian Coalition for Global Health Research

This 6-module series explores different types of mentoring relationships and programs and provides tools for “creating a culture of mentorship.”

http://www.ccghr.ca/default.cfm?content=mentorship_modules&lang=e&subnav=library

- Center for Health Leadership and Practice Mentoring Guides:
A Guide for Mentors (<http://www.cfhl.org/FileServlet2?id=7>)
A Guide for Protégés (<http://www.cfhl.org/FileServlet2?id=8>)
<http://www.cfhl.org/publications.jsp>

Additional Resources on Coaching:

- Podcast series on Coaching from the Center for Creative Leadership
<http://www.ccl.org/leadership/podcast/index.aspx>
- *Creating Coaching Cultures: What Business Leaders Expect and Strategies to Get There*
<http://www.ccl.org/leadership/pdf/research/CoachingCultures.pdf>
- Videos about coaching on YouTube:
 - Better Way to Peel a Banana (2:08)
<http://www.youtube.com/watch?v=VMlhgfJKZE0>
 “What is coaching,” in a nutshell (or banana peel).
 - *Coaching for Performance: Introduction to Coaching*
http://www.youtube.com/watch?v=aP4Q_zL0XMM
Coaching for Performance: Part 4—The Coaching Skill Set
http://www.youtube.com/watch?v=R_zfaobxzNE&feature=related
 Role plays and succinct information about the importance of coaching, challenges and opportunities, from supervisor and employee perspectives (excerpts from a larger training series)
 - *Coaching Questions*
 How to use questions to help people think through a problem or a task for themselves
<http://www.youtube.com/watch?v=Xx615tedfA&feature=quicklist>

Succession Planning as an Ongoing Activity

Video: Personal and Organizational Leadership Pipelines (6 minutes)

Holly Grason, Michael Fraser, Laura Kavanagh, and Kay Edwards talk about

- importance of investment throughout career
- ongoing attention to succession planning
- developing people during times of economic hardship

Resources:

- ASTHO’s State Health Agency Succession Planning Guide
<http://www.astho.org/Programs/Workforce-and-Leadership-Development/Succession-Planning-Guide--2008/>
- Critical Issues in Public Health Leadership: Succession Management and Developing Your Leadership Pipeline
 Slides from a 2008 presentation by Carol Woltring for the National Association of Chronic Disease Directors
<http://www.chronicdisease.org/files/public/CriticalIssuesinPHLeadership.ppt>

Video clips from interviews with MCH Leaders

Video Clip	Length
The importance of mentoring and peer support	2:00
Fostering professional development in MCH	4:42
A call to MCH directors and program managers to provide professional development opportunities	1:02
Laying the groundwork for a career in MCH	1:29
Multiple levels of leadership within an organization	1:15
The importance of developing people	3:00
Career trajectory: "Falling" into public health	3:00
Career trajectory: Building a system from the ground up	7:27