

Leadership and Management: Essential skills for effective partnerships

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Learning objectives

- ❖ Understand the contribution of leadership and management to the stewardship role of the health sector and to managing successful public-private sector partnerships.
- ❖ Define key leadership and management practices and competencies.
- ❖ Understand approaches used to strengthen leadership and management in the health sector and partnerships with the private sector.

Defining leading and managing

- ❖ Leading: “enabling others to face challenges and achieve results under complex conditions.”
- ❖ Managing: “organizing the internal parts of the organization to implement systems and coordinate resources to produce reliable performance.”
- ❖ Both management and leadership are indispensable

Why focus on leadership and management in health?

- ❖ Technically and medically, we know what to do to in public health to save millions of lives and reduce illness.
- ❖ A key limiting factor in applying what is known is effective leadership and efficient management.



(Source: “WHO Working Paper # 8 Lack of Effective Management is a Key Limiting Factor in Achieving the MDGs in Health”)

Why focus on Leadership and Management in Health?

- ❖ Many health professionals leading and managing health systems have little or no L&M preparation.
- ❖ L&M are not commonly taught in medical, nursing, or public health schools.
- ❖ L&M are essential for well-functioning health systems.
- ❖ L&M needed within MOH to encourage greater partnership with the private sector.

What if L&M are missing?

- ❖ Think of an instance when technical/medical (clinical) skills were present in a facility or team but leadership and management skills were missing.



What were the consequences?

Requirements for successful partnerships

- ❖ Strong commitment, vision, trust, equity
- ❖ Ability to identify and address challenges collaboratively
- ❖ Strong internal and partnership management systems
- ❖ Negotiation and communication skills
- ❖ Clarity of goals, roles, and responsibilities
- ❖ Supportive policy and regulatory environment

L&M practices



Leadership practices necessary for stewardship & partnerships

- ❖ Scan
- ❖ Focus
- ❖ Align/mobilize
- ❖ Inspire



Leadership competencies

- ❖ Self-mastery
- ❖ See the big picture
- ❖ Create a shared vision
- ❖ Clarify purpose and priorities
- ❖ Communicate effectively
- ❖ Motivate teams
- ❖ Negotiate conflict
- ❖ Lead change

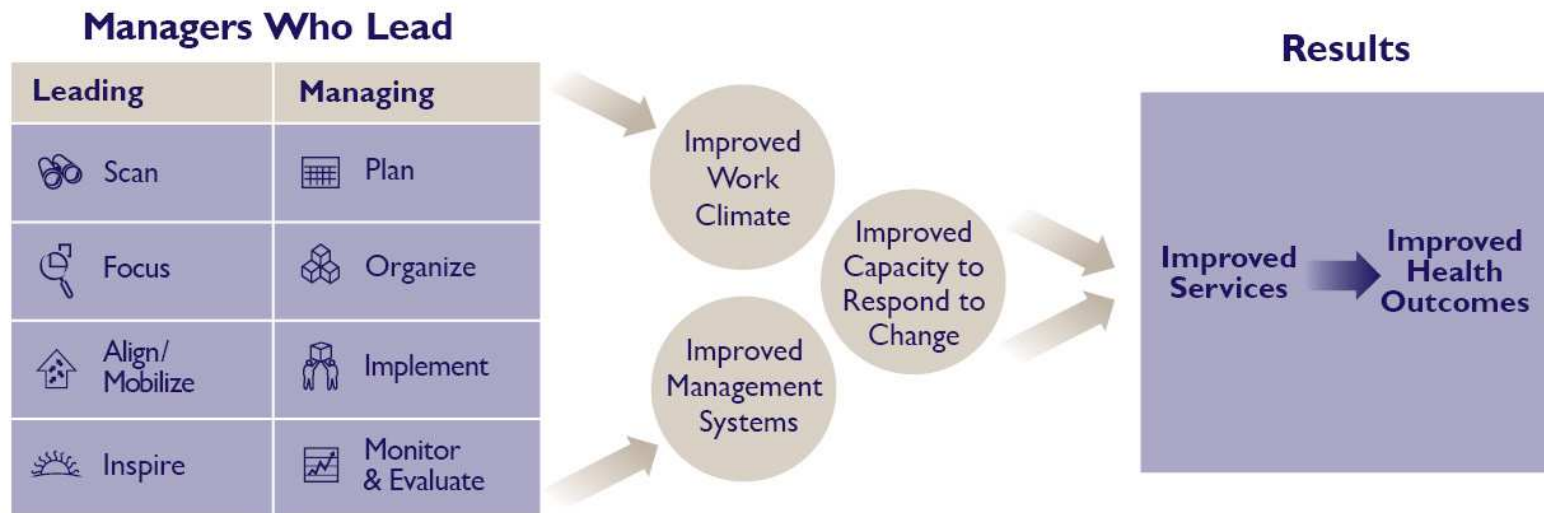
Management competencies

- ❖ Marketing
- ❖ Systems thinking
- ❖ Financial management
- ❖ Contract management
- ❖ Entrepreneurialism
- ❖ Human resource management

Leading and managing for results

Leading & Managing for Results Model

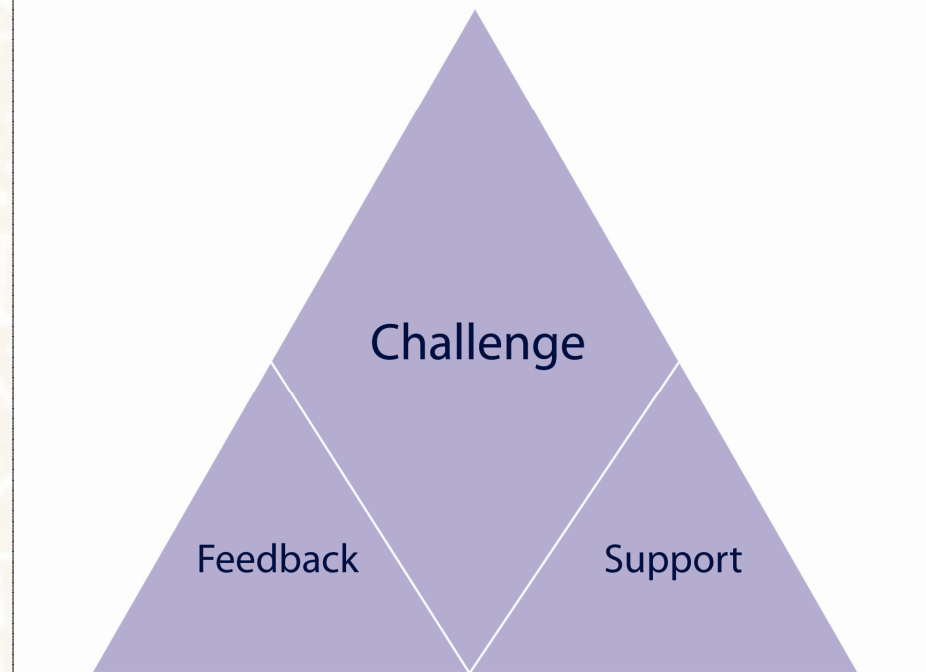
How do management and leadership contribute to improved service delivery?



Building and applying the body of knowledge about leading and managing in international health

Developing leadership and management

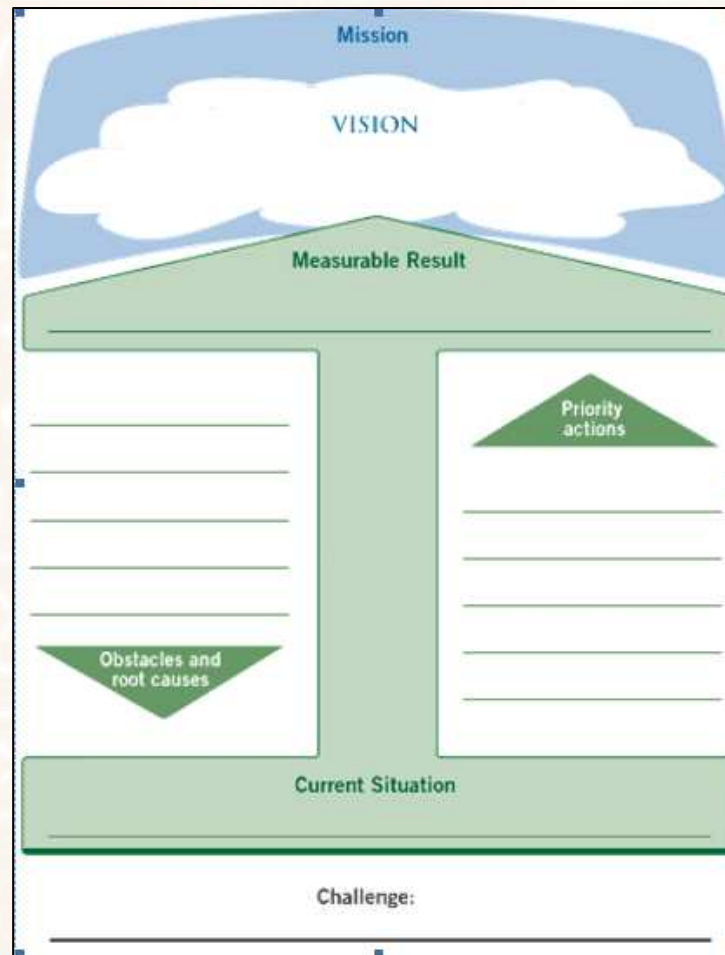
Developing Managers Who Lead



Strengthening leadership & management: Kigoma, Tanzania

- ❖ **MOH staff from 6 facility and 3 district teams**
- ❖ **All selected challenges related to increasing number of new FP clients in the facilities and district**

The Challenge Model



Strengthening leadership & management: Kigoma, Tanzania

❖ Results:

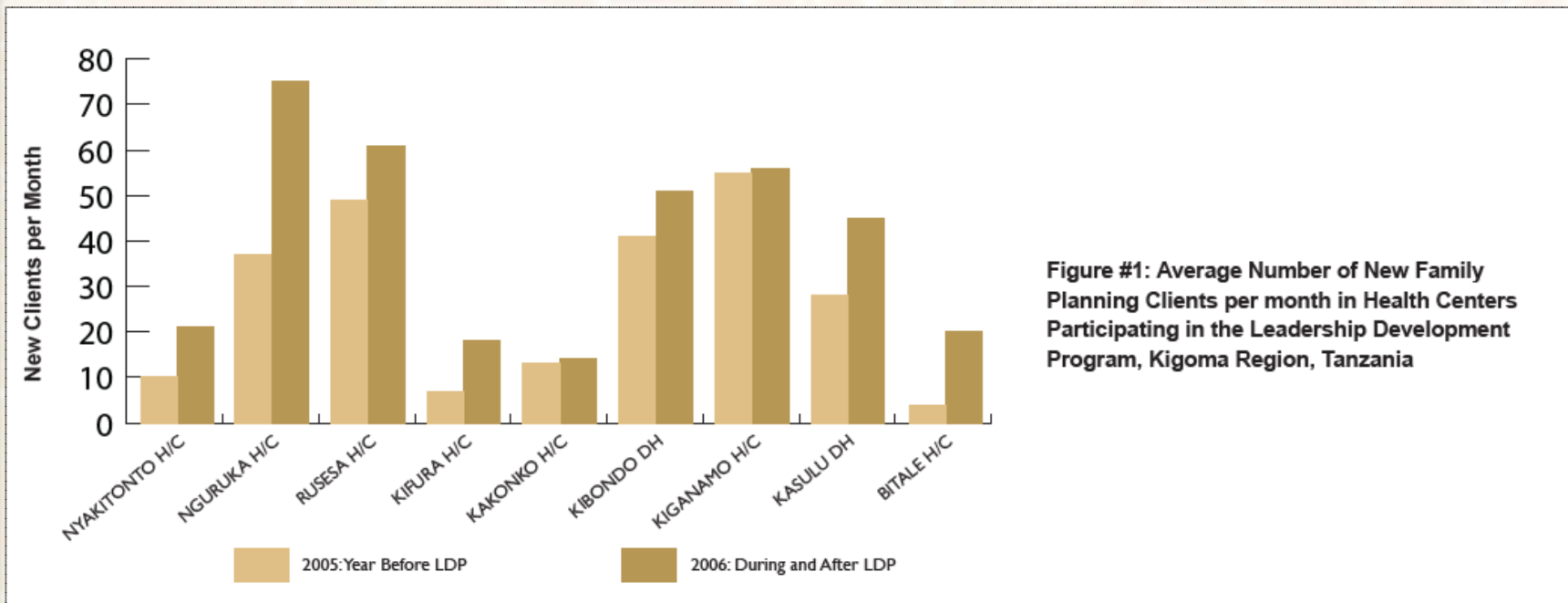


Figure #1: Average Number of New Family Planning Clients per month in Health Centers Participating in the Leadership Development Program, Kigoma Region, Tanzania

Strengthening leadership & management: Nicaragua

For a FP NGO:

- ❖ Strengthened management systems and leadership
- ❖ They were able to contract with the National Social Security Institute so that the NGO could deliver FP to some of the SS Institute's insured population, increasing the number of clients they serve.



Conclusions

- ❖ Leadership and management skills are needed to help promote the idea of working with the private sector to address FP and HIV/AIDS in the MOH.
- ❖ Partnerships will operate sub-optimally in the absence of strong leadership and management practices within partner organizations and among partners.
- ❖ Leadership and management can be developed to ensure successful partnerships.

Thank you!

- ❖ *“I have realized during the [leadership development program] that anything I do, whether small or big, cannot be achieved alone... Only through team work... great things can be achieved.”*

*--Leadership Development
Program participant*