Enhancing Leadership and Coalition for Change

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Session Objectives

• Identify components of nursing leadership to facilitate change, including coalitions
• Explore strategies to enhance and build nursing leadership in the Caribbean to address non-communicable diseases and the elderly
• Explore factors that facilitate or impede development of nursing leadership
• Discuss principles of effective leadership in designing an evidence-based model/programs for prevention of cardiovascular and other chronic disease in the elderly ~ and advocating for its adoption in policy and implementation
The role of the leader in any organization, be it a hospital, an insurance Company or a supermarket, has changed by leaps and bounds in the past few years.
• There are many changes and challenges that you are meeting now that your predecessors did not experience. At the same time your staff is looking for effective leadership.
LEADERSHIP AND CHANGE

- What is leadership and what is change?

- As you know there are many definitions for leadership.
• Competencies, skills, knowledge, experience and processes needed to positively influence, enable and empower followers to do extraordinary things in all circumstances and to perform at their personal and professional optimum to benefit themselves, the group and the organization; and I include the Community.

“Organization, Development and Change”
(Waddell, Cummins & Warley, 2003)
LEADERSHIP & MANAGEMENT

- Management is doing things right while leadership is doing the right things.

- Management is efficiency in climbing the success ladder and leadership is ensuring that the success ladder is placed against the correct wall.
Organizational Change is typically conceptualized as moving from the status quo to a new, desired, configuration to better match the environment.
• Change could be seen as a departure from the norm, or alternatively as normal and simply a natural response to environmental and internal conditions.

• Provide effective and applicable leadership before, during and after change.
• Knowledge, skills, strategies and experience are essential
• Connect with your followers on an emotional level
• Acting as a stabilizing factor to keep your organizations and followers well focused
• Be cognizant that change touches your staff/followers on a variety of levels e.g. emotional, personal, spiritual and financial.
FACTORS THAT MAY INFLUENCE A PERSON’S REACTION TO CHANGE

- Previous experience
- Change agent
- Impact of change
- Organizational culture
- Perceptions
- Psychological resistance
- Poor timing
LEADERS CAN FACILITATE CHANGE

- Be resilient and work with change rather than against it
- Receptive to new ideas and ways of doing things
• Think creatively

• Resist falling back to the old, traditional ways of doing things

• You must not be overwhelmed by pressure which adds to the pressure of change
• Balance your daily life and business, as a result to >

• Focus on the job and change at hand

• Be more open, flexible and empathetic to staff
• Leaders must be able to regard setbacks as challenges rather than problems

• Flexibility in the area of problem solving

• Consider different approaches and scenarios before making decisions
Communication must be honest, open, direct, comprehensive, and factual

Participation and involvement

Facilitation, guidance and support

Negotiation and co-operation
• Effective planning
• Understanding (process and people)
• Rewards for effective change
• Education and empowerment
• Utilization of positive people
• Role modeling
• Provision of resources for change
• Ceremonies
In summary your role as a leader is critical to the facilitation of change in organizations and communities. Outcomes will be dependent on your leadership and what strategies you adopt.
A Primer on Coalitions

• “A temporary alliance of distinct parties, persons or states [organizations] for joint action” (Webster’s Dictionary)

• “A community coalition is a group that involves multiple sectors of the community, and comes together to address community needs and solve community problems” (Berkowitz & Wolff, 2000)
Coalitions offer:

- Strength and power in numbers leading to a wider reach
- Added credibility to the health community with a coordinated plan, united front, and consistent message
- Public perception of tangible, broad community support
- Media attention and public profile for organizations which they may not otherwise achieve
- Increased access to policy makers
Coalitions offer (continued...)

- Networking and partnership opportunities
- Economies of scale and cost-efficiency
- Division of labor and reduced duplication
- The exciting feeling of belonging to something greater than the sum of its parts
- Process vs **action** coalitions...

*(Cypress Consulting/coalitions)*
Disadvantages to Coalitions

- Conflict is inevitable due to a variety of strengths/weaknesses, personalities, etc.
- Requires time on consensus building
- Have to spend time “selling” advocacy coalitions to organizations and others
- Coalition management can become cumbersome – need a convenor with resources to promote information sharing and action planning among members
Selected World Approaches to Health Promotion

- **WHO Ottawa Charter of 1986**
  - Strengthen infrastructure for health promotion (*leadership training*, communication, evaluation)

- **WHO Kobe Centre Healthy Urbanization**
  - Developing strategies (knowledge, evidence)
  - Application of strategies (tactical, context-specific)
  - Capacity building (*leadership training*, learning)
  - Policy advocacy (health governance, advocacy)
ProLead Health Promotion Training

- The aim of ProLead is to develop a critical mass of leaders in health promotion, applying their knowledge and skills, focusing on their own local conditions, developing projects attuned to local needs but with an understanding of global driving forces, and having the skills with which to implement these projects.
ProLead Conceptual Framework

- Health promotion CAPACITY MAPPING
- Health promotion FRAMEWORKS, STRATEGIES, TRENDS
- Leadership SKILLS & CONCEPTS
- Management SKILLS & CONCEPTS
# ProLead Focus Areas

## Leadership

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## Management

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What explains community coalition effectiveness: a review of literature (Zakocs & Edwards, 2006)

- Published articles 1980-2004 > 1168 > 145 complete articles with 26 meeting selection criteria for coalition factors and effectiveness
- 26 studies > yielded 6 coalition building factors associated with effectiveness in 5 or more studies

1. Formalized rules/procedures
2. Leadership style
3. Member participation
4. Membership diversity
5. Agency collaboration
6. Group cohesion
Transformational Leadership
(Barker, Sullivan & Emery, 2006)

• An engaged relationship between leaders and followers that enhances individual and system outcomes… based on:

  • Managing organizational trust through intellectual stimulation of followers
  • Providing a credible vision for the system and inspiring others
  • Building and maintaining organizational trust
  • Having self-esteem and building self-esteem in others
Complexity Science and Organizational Concepts

• World/organizations comprised of complex adaptive systems (CAS) that are non-linear and capable of self-organization
• CASs are embedded in other CASs thus relationships and connectedness are critical
• CASs are ever-changing and adaptable > therefore, unpredictable and uncontrollable
• Yet from this apparent disorder patterns emerge that are governed by simple rules
Comparing Traditional vs Contemporary View of Organizations

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<tr>
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<th>Traditional (Scientific Mgt)</th>
<th>Contemporary (Complexity)</th>
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<tbody>
<tr>
<td>Organizational Functioning</td>
<td>Predictable, stable, controllable</td>
<td>Holistic, complex, adaptive</td>
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<tr>
<td>Relationships</td>
<td>Fragmented, specialized</td>
<td>Essential, diverse parts connect</td>
</tr>
<tr>
<td>Control</td>
<td>Emphasis on planning, controlling, directing, evaluating</td>
<td>Fosters creativity, risk taking – unpredictable outcomes</td>
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<tr>
<td>Change</td>
<td>Planned, simplicity/order, top-down</td>
<td>Evolutionary, experimentation, bottom-up</td>
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<tr>
<td>Information</td>
<td>Downward, formal upward info plans</td>
<td>Open, loose, diverse</td>
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<tr>
<td>Role of Leader</td>
<td>Decision Maker</td>
<td>Sense Maker</td>
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<tr>
<td>Structure</td>
<td>Hierarchical</td>
<td>Semiautonomous work groups</td>
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The most effective leaders combine traditional and contemporary organizational perspectives and strategies to achieve the vision for their organizations...
Leadership Focus > VISION

- Foster inclusive process to develop a “good enough” vision
- Use language that creates excitement and purpose:
- Provide comprehensive healthcare to elderly with cardiovascular disease
- Use latest research to create a network of services that enhance health and well-being of elders with cardiovascular disease
Leadership Focus > COMMUNICATION

- Consider communications within and outside of group
- Use marketing techniques like focus groups to test the “message received”
- Incorporate multi-modal communication techniques in all messages (see next slide)
Multi-Modal Communications

- **Communication Preferences** *(Relationship Styles Grid, Murphy, 1996, p. 66)*
  - Rational relators: analytical, factual, technical
  - Functional relators – planners, organizers, controlled
  - Intuitive relators – conceptual, visionary, creative
  - Personal – sensitive, subjective, verbal

Recommend including elements of all styles in messages

- **Communication Methods/Tone**
  - Print, electronic, video
  - In person: individual, small group, large group
  - Formal/informal ~ Scripted/spontaneous
  - And many other dimensions...
Group/Team Activities and Procedures

- Groups vs Teams
- Explicit articulation of how team will operate > ground rules reflecting shared values, communication, decision making, action steps, evaluation
- Team building activities that also create progress toward the vision or goal
Policy Change Levers

• Achieve some good – believe right thing to do
• Save money or better results with same dollars
• Trade for support of influence in future
• Respond to pressure considering strength of those in favor vs opposing
Change Strategies

• Head – intellectual, data
• Heart – values, beliefs
• Hands – strength, levers
• Combination based on stakeholder analysis
• Consider variety of communication strategies to match stakeholder preferences
Stakeholders and Communications

- Identify various groups and anticipate their position and priorities
- Develop plans to address their needs and concerns if important stakeholders
- Design communication and relationship building activities to promote support
- If in agreement, discuss what actions the group could enact to move the agenda
Change Strategies

Traditional & Contemporary

- Develop a change plan that includes structure for who, when, where, what, why and how
- Focus on connecting and building relationships among many elements
- Consider several small actions to move in desired directions and evaluate
ProLead Focus Areas

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Being a LEADER of Leaders

- Considering transformational leadership and complexity concepts, how might leader behaviors need to change to be most effective when leading leaders?
Cultural Context for Leadership Behaviors

- Which leader behaviors will be most effective in this situation/context?
- Do not make the mistake of assuming that evidence/data alone will win the day.
- Consider preservation of long term relationships while moving toward goals.
In Summary...

• There is substantial agreement about leadership skills required for health promotion change coalitions ~ attention to assessing and enhancing these skills critical for success!

• An evidence-based approach to policy change is powerful but not alone sufficient to assure support and implementation.
Reference List

Questions to Guide Further Discussions on Leadership

1. What do we know about change – in general and when considering health policy makers and regulators?

2. What leader behaviors are most effective when trying to lead a group of leaders?

3. Why are stakeholder analyses and communication plans essential for success?