

The Leading & Managing Framework

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Let's begin this class on Leadership and Management by taking a quick journey through time.

I have always liked simple definitions for concepts and one of my favorites for leadership and management comes from Peter Drucker, who you see in the drawing on the right.

Drucker said, "Leadership is doing the right thing. Management is doing it right." Take a moment to think about that! He's saying that leaders have a moral obligation to others, and that managers know how to get a job done. This is a great combination of duties and very reflective of the ideas we associate with transformational leadership, too!

Drucker is sometimes called the father of modern management. Born in Vienna 1909, died in California 2005. Doctorate in Public and International Law in Frankfurt, Germany. Moved to US in 1937—in the middle of the depression—and decided to study business (when management studies didn't yet exist. He brought those into being later with his thinking and writing).

NYU Graduate Business School, on to Claremont College in California in the early 70s. He predicted many trends—and initiated many of them as well!

One of the things he's most famous for was predicting in the 70s what later became known as the New Economy—the reality that we live with now—that knowledge and information technology are overcoming production and the use of raw materials to produce goods. The so-called knowledge revolution.

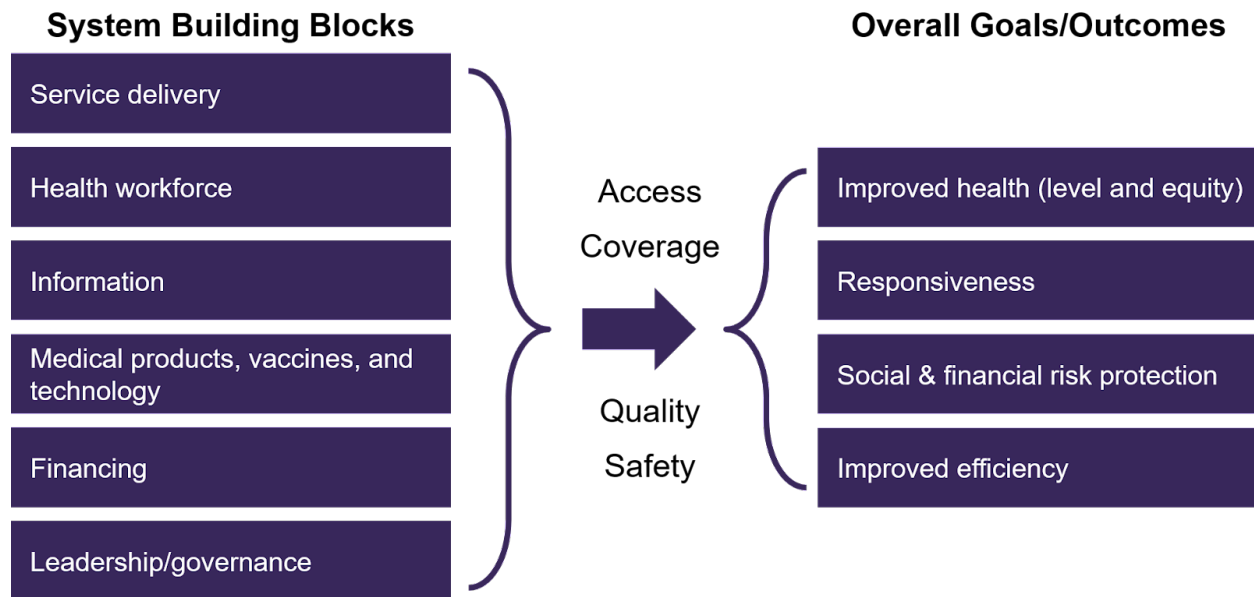
He also believed that you needed to learn both management and leadership skills. In fact, as you can see in this quotation, he believed that you needed to be a good manager before you should attempt to lead others! "Those who seek to lead but fail to manage... are not relevant to their organizations or to their societies."

So, with Drucker in mind, let's look more closely at the skills of leading and managing. In this course, we use the Management Sciences for Health framework of leading and managing. MSH defined leadership as: "... enabling groups of people to face challenges and achieve results in complex conditions." —Management Sciences for Health (MSH)

Enabling others reflects the transformational leadership idea that it is followers who allow us to lead and that we have an obligation to help them grow and succeed on the job. Achieving results is a central part of this definition and something we will talk about specifically in this course—how you use monitoring and evaluation data to make better decisions as a leader and manager.

Drucker also wrote, “Effective leadership is not about making speeches or being liked; leadership is defined by results, not by attributes.”

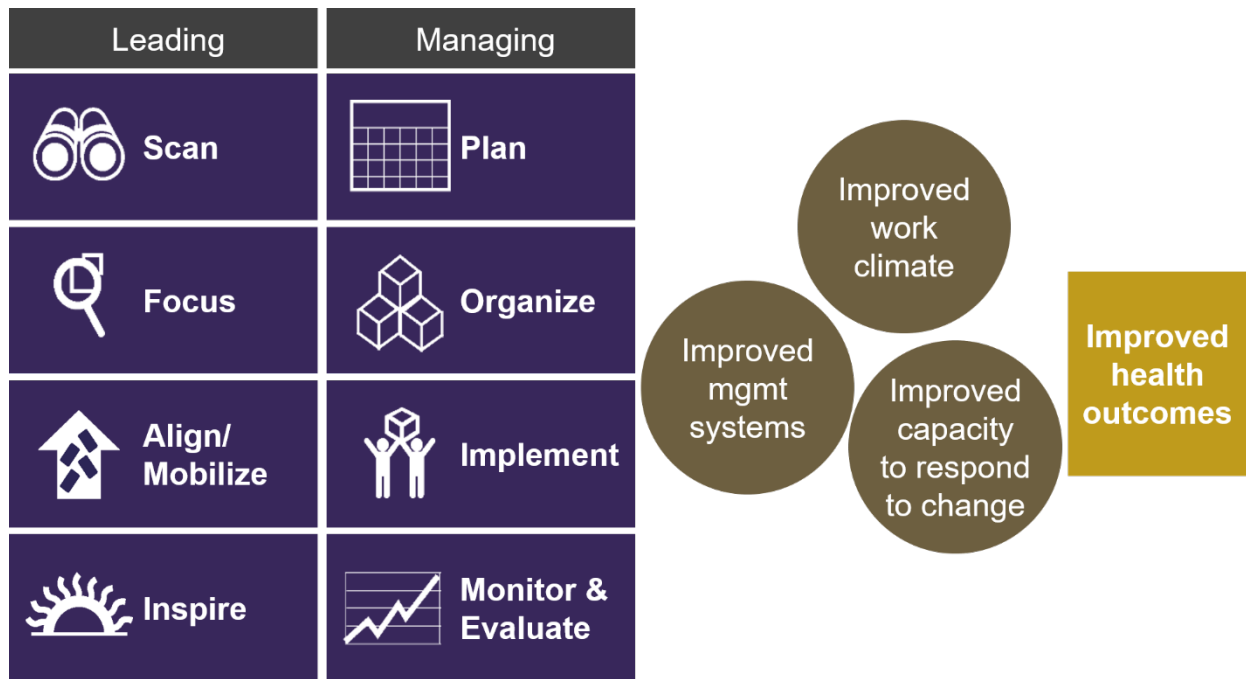
And there is probably little doubt that we work in complex environments in public health. In fact, the World Health Organization uses a framework that illustrates the many key elements of the complex systems within which we work. Let’s take a look at that.



The WHO Health Systems Framework was developed in 2007 to promote a common understanding of what actions constitute health systems strengthening. On the left are the building blocks for keeping our promise of delivering effective health services. The promises themselves are shown on the right—improving health, being responsive to the public, managing risk, and improving our efficiency. The building blocks on the left define the important elements of the health system. They include the services we provide, the workforce that allows us to deliver, and the information that is needed for us all to work effectively. They also include the products, vaccines and technologies that we need for serving our citizens and the financing that fuels the system. Most importantly to us in this class is the final building block showing leadership and good governance.

According to WHO, leadership and governance are more than just one of the six building blocks for a well-functioning health system. They are the **central component** of health systems strengthening around which the five other building blocks revolve. **Leadership is the essential component of the health systems strengthening framework.**

So, with this WHO framework in mind, let’s look next at the MSH framework for leading and managing. This will break down for us the specific skills that we need to practice. This course relies heavily upon the Leading and Managing Framework created by MSH.



Leading and managing skills are broken into two columns. Leading skills include scanning, focusing, aligning/mobilizing and inspiring. Managing skills include planning, organizing, implementing and monitoring and evaluating. We'll talk more about each of these, but first let's focus on the results that we're after with good leadership and management- since that's really the point of all this skill building!

This model shows the link between leading and managing practices and improved health outcomes. The purpose of effective leadership and management in health is to improve health outcomes! By applying these eight practices consistently, we build strong organizational capacity. This capacity is represented in the circles in the middle of this model. These are the core components of strong and well-functioning organizations:

- Improved work climate
- Improved management systems
- Improved capacity to respond to change

These three results lead to improved services and improved health outcomes- very similar to the expected outcomes defined in the WHO Health Systems Framework, in fact. Looking more closely at the skills now, think about where your strengths and weakness currently lie. Where do you need to practice more? You'll be doing some self-assessment work on these skills shortly. Notice that every skill has an anticipated outcome.

Scanning means:

- Understanding your stakeholders
- Seeing trends, opportunities and risks on the horizon
- Looking for best practices

- And knowing yourself, your organization and stakeholder

As a result, people have up to date, valid knowledge of their clients, the organization, and its context. They know how their behavior affects others.

Focusing means:

- Articulating the mission and strategies for people
- Identifying critical challenges
- Showing people how strategies link to outcome goals
- Determining priorities for action
- Creating a common picture of desired results

As a result, the organization's work is directed by well-defined mission, strategy and priorities.

Aligning/mobilizing mean:

- Ensuring the organization is consistent in what it values and how it acts
- Facilitating teamwork
- Uniting key stakeholders around an inspiring vision
- Enlisting stakeholders to commit resources

As a result, your stakeholders—inside and outside—understand and support the organization's goals and have mobilized resources to reach them.

Inspiring means

- Showing that you act in accordance with what you say
- Demonstrating honesty in interactions
- Showing trust and confidence in staff. Acknowledging the contributions of others
- Providing staff with challenges, feedback, and support
- Being a role model

As a result, your organization displays a climate of continuous learning and staff show commitment even when setbacks occur. Let's look next at the managing behaviors, probably more familiar to most of you.

- **Planning** to achieve a set of intentional results.
- **Organizing** processes, resources, structures over time to facilitate operations and actions.
- **Implementing** activities and expediting efforts to all can contribute toward results.
- **Monitoring and evaluating** actions and results against plans and using feedback to adjust plans, structures and processes for future results.

Like the leadership skills, each of the management skills also has an ideal organizational outcome.

Let's finish this unit lecture with a quote from another management theorist, John Kotter. He said: "Leadership and management are two distinctive and complementary systems of action. Each has its own function and characteristic activities. Both are necessary for success in an increasingly complex and volatile... environment." I think there's little doubt that our world is increasingly complex and volatile. Think for a moment about this statement. Why would both be necessary for addressing our complex work environments?

In closing, and before you turn to the other assignments that accompany this lecture, let's summarize the key ideas from this lecture:

- Leadership and management are complementary skills that can be learned.
- Effective leadership and management are focused on achieving results.
- Leadership can occur at any level of an organization—and you want it to.
- Followers confer real leadership upon others.
- Leadership takes self-knowledge, and, therefore, courage.
- "Courage is not the absence of fear." (Nelson Mandela)