Leadership in Public Health

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Leadership in Public Health

1. Examples of leaders
2. What makes public health different
3. Leading versus managing
4. Types of leadership in public health
5. Styles of leadership
6. Advice from the experts on how to lead
7. Conclusion – challenges for the future
What is a leader?

- It’s more than just having charisma.
- It’s more than just being very popular.
- It’s not just about power.
- It’s not just about the CEO
Examples of Leaders

- In Sports
Examples of Leaders

- Politics
Examples of Leaders

- Business
Examples of Leaders

- What traits do they have in common
  - All assumed responsibility
  - All accepted risks
  - All had followers
  - All were very visible to the public

“Efforts and courage are not enough without purpose and direction.” John F. Kennedy
Examples of Leaders

- Public Health

Who Goes here?
What Makes Public Health Different?

- Multidimensional problems
  - Intertwined with social and economic ills
    - Teen pregnancy
    - Drug abuse
What Makes Public Health Different?

Threats
1. Work within rules and regulations
2. Performance is extremely visible to the outside world
3. Numerous internal/external stakeholders
4. Bureaucracy impedes or delays action
5. Funding competes with entitlements
6. Medical model
What Makes Public Health Different?

- Opportunity to tap into public’s passion
  - Mobilize stakeholders that both strongly support or oppose proposed actions
What Makes Public Health Different?
Leading versus Managing

- The are distinct differences between management and leadership
- Often an individual is hired into an administrative position
  - And is expected to carry out both
    - Management activities, and
    - Leadership activities
  - Usually requires different traits and skills
Managing

- Managers are tied to the work of the day and the mission of the agency
- Concentrate on how to make the agency effective and efficient
- More locked into the requirements of the job than the leader
- Make the dreams and vision of the leader real
Leaders

- Focus on vision and supporting staff
- Less bound to the agency than managers
- Allocate much time to building relationships with external stakeholders
- Oriented toward their vision
Leadership Skills

Most leaders need both of these skills

- Transactional
  - Reciprocal activity of exchange
  - Exchange of work or action for various types of reward

- Transformational
  - More about change
  - Searches for the needs and motives of others
Public Health Leadership
Rowitz

- 5 Levels of leadership
  1. Personal
  2. Team
  3. Agency
  4. Community
  5. Professional
Public Health Leadership Levels

1. Personal Level
   - Commitment to social justice
     - Equity in access
   - Understanding the political process
   - Mentoring
   - Decision-making
Public Health Leadership

2. Team Level

- Public health is a group activity
- Skills needed for teamwork
  - Building
  - Maintaining
  - Increasing effectiveness
Public Health Leadership

3. Agency Level
   - Integration of skills
     - Practitioner skills
     - Management skills
     - Leadership skills
Public Health Leadership

4. Community Level
   • Increase the visibility of the agency
   • Provide public health information to the
     ■ General public
     ■ Business community
     ■ Medical community
Public Health Leadership

5. Professional level
   - Public health leaders need to speak with a unified voice
   - Attend professional meetings
   - Complement but not use the medical model
Styles of Leadership

- 6 Styles of Leadership
6 Styles of Leadership

1. Visionary
   - Leadership that inspires people by focusing on long-term goals
   - Explain overall goals to win support
2. Coaching
   - Management by delegation
   - Frees up time
3. Affiliative
   - Creates a warm people friendly atmosphere
   - Focuses on emotional climate and not the work
6 Styles of Leadership

4. Democratic
   - Obtain input and commitment from others
   - Elicit ideas and participation
   - Can slow progress

5. Pacesetting
   - Set ambitious goals and monitor progress
   - Pressure can create burnout

6. Commanding
   - Issues instructions without asking for input
   - “do it because I say so”
Leadership Skills

- Jim Collins
  - Social sector does not have to act like business
    - Most businesses are mediocre
  - Need to find out what makes the difference between a good and great organization
  - Ask “who” not “what”
  - Assemble the right team first and then envisioning where you want to lead them
Success and Driving Transformation - Collins

- David Packard
  - Primary barrier to growth was not markets
  - But the inability to get the right people together in an organization
Leading an Organization

- To Collins leading is like driving a bus
  - Get the right people on the bus
    - And the wrong people off the bus
  - Get the right people in the right seats
    - The challenge on how to motivate then almost become moot
  - Then start your journey
What Can We Do to Enhance Leadership Skills

- Peter Drucker on Leadership
  - Forbes 11/19/2004

  “Management is doing things right; leadership is doing the right things.”
  
  Peter Drucker
Drucker

- What Needs to be done
  - Ask “What needs to be done”
  - Don’t tackle things you aren’t good at
    - Delegate to others
    - Don’t be afraid of strength in others
  - Never try to be an expert if you’re not
Check your performance
- Write down “what do I hope to achieve from this assignment”.
  - Put it away and review later, 6 months.
  - Check performance against goals
  - Also checks if you picked the right things to do
Drucker

- Mission Driven
  - Communicate to others what you are trying to do
  - Learn how to say no
  - Don’t suffocate yourself trying to do 25 things
Prisoner of your own organization
- Anytime you are in the office
  - Everybody comes to you wanting something
  - It doesn’t help to lock the door
- Find a quiet place to work
- Develop Priorities
  - Don’t have more than 2
  - After completing those 2 make the list again, don’t go back to the old list
How Organizations Fall
- Lack of communication
- Make sure others with whom you work understand your priorities
  - They shouldn’t have to guess
- Say “this is what I am focusing on.”
- Ask “You put this on top of your priority list, why?”
Drucker

- Creative Abandonment
  - Ask “when do we stop pouring resources into things that have achieved, or can’t achieve, their purpose?”
  - Often we think one more big push, or more time, will help
Drucker

- Reinvigorate others
  - People hit a crisis when they realize that they won’t make it to the top or they realize they aren’t first rate
  - Provide them with a parallel challenge
Drucker

- Develop your Character
  - Be more concerned with your character than your reputation, because your character is what you really are, while your reputation is merely what others think you are.  
    John Wooden, UCLA Coach

  “No man will make a great leader who wants to do it all himself or get all the credit for doing to.”  
  Andrew Carnegie
Challenges for the Future

- Changing demographics
- Funding challenges
- New problems
- Requires more leaders than ever in public health
  - Are leaders born or made?
Finally

“Most people have the will to win, few have the will to prepare to win”.

Bobby Knight, Coach

Thank you