

# PUBH 791

## CORE PRINCIPLES IN PUBLIC HEALTH LEADERSHIP

### COURSE DESCRIPTION

The Core Principles in Public Health Leadership course introduces students to major theories and concepts of leadership, ways of applying these to public health issues requiring leadership, and provides an opportunity for students to develop skills and resources for further developing their own and others' leadership. Core Principles in Public Health Leadership will cover key topics such as major theories and models of leadership, leadership competencies, current public health issues and challenges, ethical issues in leadership, and approaches to change and leadership at the team, organizational and community level.

### **Course Goals and Objectives**

This course is designed to complement the on-site Leadership Seminar, PUBH 790, in the development of leadership understanding and skills. The broad goal for this class is to further facilitate the process of students assessing and improving their own and others' leadership development using the course content and classmates' leadership insights. Improvement of leadership skills in public health professionals, in turn, will increase the likelihood of population and community health improvement. The course is designed, more specifically, to assist students to:

1. Compare and contrast their own definition of leadership with various differing theoretical perspectives and subsequently refine their perspective accordingly
2. Describe and illustrate major theoretical approaches to leadership using examples from leadership practice
3. Identify and describe effective approaches to current issues in leadership practice such as diversity, women's leadership, cross cultural issues, and collaborative leadership
4. Define ethics and apply ethical frameworks to leadership issues and decision making
5. Identify and be conversant with key current and future challenges to public health leadership as explicated in the IOM report, *The Future of the Public's Health in the 21st Century*
6. Explain the key leadership competencies and their significance
7. Describe principles of effective leadership communication
8. Identify the models for organizational diagnosis and utilize their selected model to analyze leadership issues in their organization

## **Course Goals and Objectives**

9. Describe their conception of change and illustrate how to successfully apply it in an organization
10. Explain stages of team development and skills and activities they will utilize in order to more effectively manage and lead teams
11. Identify key skills and approaches involved in effectively leading without formal authority in inter-organizational and community settings
12. Explicate how they will use concepts and tools from this course to further develop their own leadership skills as well as the skills of those who work with them in their organization

## **Principal Texts for the Class**

### **Required:**

Leadership on the Line: Staying Alive through the Dangers of Leading, Ronald Heifetz and Marty Linsky; Harvard Business School Press, 2002. Available at the Health Sciences Book Store or through Amazon.com

### **Recommended:**

Public Health Leadership: Putting Principles into Practice, Louis Rowitz, Aspen Publishers, 2001. Available through Amazon.com Excellent text particularly for those leading in local, state or federal public health agencies.

Leadership Without Easy Answers, Ronald Heifetz, Belknap Press, 1998. Available through Amazon.com. If you like Heifetz and would like some more in-depth theoretical foundations of his work this is excellent.

## **INTRODUCTORY SESSION FOR PUBLIC HEALTH LEADERSHIP COURSE**

### **OBJECTIVES:**

By the end of this lesson, learners will be able to:

- Describe the overall purpose of the Public Health Leadership Course in the context of the Public Health Leadership Program's (PHLP) goal to develop public health leaders
- Describe the critical nature of leadership in attaining public health goals
- Identify the distinctions between "technical" and "adaptive" problems
- Describe the three modules of the course and how they interrelate
- Begin the process of "leadership in action" by spurring student reflection on previous work from the Leadership Seminar and its ties to individual leadership action development planning

### **TUTORIAL:**

Slides and lecture, "Introduction to PUBH 791, Core Principles in Public Health Leadership" by David Steffen

**Required Reading:**

Heifetz, R. and Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston, MA: Harvard Business Press. Introduction and chapters 1 and 2, pages 1-48.

Cocowitch, V. and Upshaw, V. Public Health Leadership Model: “Healthy People in Healthy Communities.” Presented at spring leadership seminar.

Individual Leadership Development Plan (ILDLP) Guide and Forms.

Competency sets:

Council on Linkages. Public Health Competencies (note leadership and systems thinking skills)

([http://www.trainingfinder.org/competencies/list\\_nolevels.htm](http://www.trainingfinder.org/competencies/list_nolevels.htm)).

National Public Health Leadership Developmental Network Competency Framework.

Association of Schools of Public Health (ASPH) Master’s Degree in Public Health Core Competencies- Please read the "Cross-Cutting Competencies" which include Leadership, Professionalism, Communication, Diversity and Culture, and Systems Thinking competency areas which are particularly pertinent to leadership practice <http://www.asph.org/userfiles/Version2.3.pdf>

**MODULE 1: LEADERSHIP THEORY AND RESEARCH**

**OVERVIEW of MODULE 1**

**The four lessons in Module 1 provide a foundation for thinking about your definition of and approach to leadership, outlining the major theories, research, trends and definitions of leadership. Several key issues that provide challenges to leadership in all fields will be discussed, including diversity, cross-cultural and gender issues, collaboration and ethics.**

**MODULE 1: LEADERSHIP OVERVIEW**

**LESSON 1: LEADERSHIP DEFINITIONS AND MAJOR ISSUES**

**OBJECTIVES**

- By the end of this lesson, learners will be able to
- Define leadership from varying perspectives

- Compare and contrast their own definition of leadership with different theoretical perspectives
- Review selected leadership issues

### **TUTORIAL**

Slides and lecture, “An Overview of Leadership” by Vaughn Upshaw

### **ACTIVITY**

**Note:** Learners will need to have their definition of leadership from the Leadership Seminar available to them while they are listening to the tutorial.

### **Required Reading**

Rowitz, L. (2001). *Public health leadership*. Gaithersburg, MD: Aspen. Chapter 1.

### **Recommended Readings and References**

Johnson, D. and Johnson, F. (2005). *Joining together group theory and group skills*(9<sup>th</sup> ed.). Needham Heights, MA: Allyn and Bacon.

Northouse, P. (2007). *Leadership theory and practice* (4th ed.). Thousand Oaks, CA: Sage.

Rowitz, L. (2001). *Public health leadership*. Gaithersburg, MD: Aspen.

Yukl, G. (2005). *Leadership in organizations* (6<sup>th</sup> ed.) Upper Saddle River, NJ: Prentice Hall.

## **MODULE 1: LEADERSHIP OVERVIEW** **LESSON 2: LEADERSHIP THEORY AND RESEARCH**

### **OBJECTIVES**

By the end of this lesson, learners will be able to

- Describe major theoretical approaches to leadership
- Identify examples of research using different leadership theories
- Assess strengths and limitations of various leadership theories
- Illustrate leadership theories using examples from leadership practice

### **TUTORIAL**

Slides and lecture, “Leadership Theory and Research” by Vaughn Upshaw

### **Required Reading**

Goleman, D., Boyatzis, R., and McKee, A. (2001). Primal leadership: The hidden driver of great performance. *Harvard Business Review*, 79(11), 42-51.

Platow, M., Haslam, S., Reicher, S. (2007). The new psychology of leadership. *Scientific American*, 7/31/07

### **Recommended Readings and Reference**

Goleman, D., McKee, A., and Boyatzis, R. (2002). *Primal leadership: Realizing the power of emotional intelligence*. Boston, MA: Harvard Business School Press.

Heifetz, R. and Laurie, D. (2001). The work of leadership. *Harvard Business Review*, 79(11) 131-40.

Heifetz, R. and Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston, MA: Harvard Business School Press.

Northouse, P. (2007). *Leadership theory and practice* (4th ed.). Thousand Oaks, CA: Sage.

Rowitz, L. (2001). *Public health leadership*. Gaithersburg, MD: Aspen. Chapter 2.

Turning Point Collaborative Leadership Curriculum  
<http://www.collaborativeleadership.org/>

Yukl, G. (2005). *Leadership in organizations* (6th ed.) Upper Saddle River, NJ: Prentice Hall.

## **MODULE 1: LEADERSHIP OVERVIEW** **LESSON 3: CURRENT LEADERSHIP ISSUES**

### **OBJECTIVES**

By the end of this lesson, learners will be able to

- Describe real-world decision making for leaders
- Explore differences between management and leadership
- Assess leadership issues for women
- Discuss diversity and leadership
- Review cross-cultural leadership issues
- Describe practices of collaborative leadership

### **TUTORIAL**

Slides and lecture, "Current Issues in Leadership" by Vaughn Upshaw

### **Required Reading**

Kent, T. (2001). What is Leadership? *OD Practitioner*, 33(2) 31-7.

### **Recommended Readings and Reference**

Dickson, M., Den Hartog, D., Michelson, J. (2003) Research on leadership in a cross-cultural context: Making progress, and raising new questions. *The Leadership Quarterly*, 14, 729-768.

Eagly, A. and Carli, J. (2003) The female leadership advantage: An evaluation of the evidence. *The Leadership Quarterly*, 14, 807-834.

Heifetz, R. and Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston, MA: Harvard Business Press. Chapter 10.

Northouse, P. (2007). *Leadership theory and practice* (4<sup>th</sup> ed.). Thousand Oaks, CA: Sage.

Peters, T. (2001). Leadership: Sad facts and silver linings. *HBR*, 79(11) 121-28.

Rowitz, L. (2001). *Public health leadership*. Gaithersburg, MD: Aspen. Chapters 6-8.

Woltring, C., Barlas, C. (2001). *Journey to Leadership: Profiles of Women Leaders in Public Health*. Artist-Writers Publications.

Yukl, G. (2005). *Leadership in organizations* (6th ed.) Upper Saddle River, NJ: Prentice Hall.

Zaleznik, A. (1992). Managers and leaders: Are they different? *HBR*, 70(2) 126-35.

## **MODULE 1: LEADERSHIP OVERVIEW** **LESSON 4: ETHICS AND LEADERSHIP**

### **OBJECTIVES**

- By the end of this lesson, learners will be able to
- Define ethics for leaders
  - Review ethical perspectives for leaders
  - Describe ethical framework for leadership
  - Apply frameworks for leadership ethics

### **TUTORIAL**

Slides and lecture, "Leadership Ethics" by Vaughn Upshaw

### **Required Reading**

The Public Health Oath (<http://www.apha.org/codeofethics/oath.pdf>).

The Public Health Code of Ethics  
(<http://www.phls.org/docs/PHLSEthicsbrochure.pdf>)

Thomas, J. and the Public Health Leadership Society. Skills for the Ethical Practice of Public Health.  
(<http://www.phls.org/docs/EthicalPracticePublicHealth.pdf>)

Farr, James N. (1998). *Supra-conscious leadership: New thinking for a new world*. Huntington, WV: Humanomics Publishing. Chapter 12.

Gostin, L. and Powers, M. (2006). What does social justice require for the public's health? Public health ethics and policy imperatives. *Health Affairs* 25(4),1053-1060.

Yukl, G. (2005). Leadership in organizations (6th ed.) Upper Saddle River, NJ: Prentice Hall. Chapter 14, Ethical Leadership and Diversity, pp. 417-439.

### **Recommended Readings and Reference**

ASPH Ethics and Public Health Model Curriculum  
(<http://www.asph.org/document.cfm?page=782>).

Northouse, P. (2007). *Leadership theory and practice*. (4th ed.). Thousand Oaks, CA: Sage.

Rowitz, L. (2001). *Public health leadership*. Gaithersburg, MD: Aspen.

## **MODULE 2: LEADERSHIP IN PUBLIC HEALTH**

### **OVERVIEW of MODULE 2**

**These lessons will focus upon putting theory into practice and, more specifically, on public health leadership challenges and opportunities and current leaders and the competencies and styles they employ in order to successfully meet these future challenges.**

### **MODULE 2: LEADERSHIP IN PUBLIC HEALTH LESSON 1: CURRENT PH CHALLENGES AND THE LEADERSHIP COMPETENCIES TO MEET THEM**

#### **OBJECTIVES**

By the end of this lesson, learners will be able to

- Discuss the keys skills and competencies that PH leaders need to be effective

- Describe the competencies required for effective leadership in public health
- Discuss key PH leadership challenges in workforce development, certification of professionals and accreditation of PH agencies and systems

## **TUTORIAL**

Slides and lecture, “Developing Leadership Competencies to Improve Health Status” by Lou Rowitz

MPEG Video to download and view, “A Competent Public Health Workforce,” by Hugh Tilson.

## **Required Readings**

Beitsch, L. M., Brooks, R. G., Libbey P.M., Menachemi, N. (2006) Public Health At Center Stage: New Roles, Old Props. *Health Affairs*. Vol. 25, Iss. 4; p. 911-922.

Benjamin, G. C. (2006) Putting The Public In Public Health: New Approaches. *Health Affairs*. Vol. 25, Iss. 4; p. 1040-1043.

Competency sets:

Association of Schools of Public Health (ASPH) Master’s Degree in Public Health Core Competencies- Please read the "Cross-Cutting Competencies" which include Leadership, Diversity and Culture, and Systems Thinking competency areas which are particularly pertinent to leadership practice <http://www.asph.org/userfiles/Version2.3.pdf>

Council on Linkages. Background and Prologue to Public Health Competencies (<http://www.trainingfinder.org/competencies/background.htm>).

Council on Linkages. Public Health Competencies (note leadership and systems thinking skills) ([http://www.trainingfinder.org/competencies/list\\_nolevels.htm](http://www.trainingfinder.org/competencies/list_nolevels.htm)).

National Public Health Leadership Developmental Network Competency Framework.

Gebbie, K. and Turnock, B. (2006).The public health workforce 2006: New challenges, *Health Affairs* 25(4), 923-933.

Lichtveld, M. and Cioffi, J. (2003). Public health workforce development: Progress, challenges and opportunities. *Journal of Public Health Management and Practice* 9(6) 443-50.

## National Public Health Leadership Developmental Network Competency Framework

Rowitz, L. (2001). *Public health leadership*. Gaithersburg, MD: Aspen. Chapters 14 and 16.

Turnock, B. and Barnes, P. (2007) Commentary (on national accreditation of local health departments): History will be kind. *Journal of Public Health Management and Practice* 13(4) 337-341.

### **Recommended Readings and Reference**

Special Journal Issue Examining Public Health Accreditation. (2007) *Journal of Public Health Management and Practice* 13(4)

Cioffi, J., Lichtveld, M., Thielen, L. and Miner, K. (2003). Credentialing the public health workforce: An idea whose time has come.

IOM (2003). *Who will keep the public healthy?* Washington, DC: National Academy Press.

Tilson, H. and Gebbie, K. (2001). Public health physicians: An endangered species. *American Journal of Preventive Medicine*, 21(3) 223-40.

Health Affairs; Chevy Chase, Jul/Aug 2006; Vol.25, Iss.4- much of this issue is devoted to keep public health issues that impact on public health leadership

## **MODULE 2: LEADERSHIP IN PUBLIC HEALTH**

### **LESSON 2: THE POWER OF VISIONING IN PUBLIC HEALTH LEADERSHIP**

#### **OBJECTIVES**

By the end of this lesson, learners will be able to

- Describe the value and process of predicting and preparing for the future challenges and opportunities facing public health leaders
- Outline the processes used to effectively envision the future and perform strategic planning to prepare for and possibly “co-create” that future
- Describe what leaders need to do in order to effectively identify and rally action around the future challenges and opportunities that must be addressed in order to improve the public’s health

#### **TUTORIAL**

Slides and lecture, “The Power of Visioning in Leadership” by Bill Sollecito

### **Required Readings**

Gostin, L., Boufford, J. I., and Martinez, R. M. (2004). The future of the public's health: Vision, values, and strategies. *Health Affairs* 23(4) 96-107.

Heifetz, R. and Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston, MA: Harvard Business Press. Chapter 3, pp. 51-74.

IOM (2003). *The future of the public's health in the 21<sup>st</sup> century*. Washington DC: National Academy Press. Chapters 1-2.

### **Recommended Readings and Reference**

Knowling, R. (2000). Why vision matters. *Leader to Leader*, 2000(18) 38-43.

Kouzes, J.M., and Posner, B.Z. (2003). *The leadership challenge* (3<sup>rd</sup> ed.). San Francisco: Jossey-Bass.

Mintzer, B. (2001). The power of a vision: A leader's journey. *Caring Magazine* 20(6).

Nanus, B. (1992). *Visionary Leadership*. San Francisco: Jossey-Bass.

Rowitz, L. (2001). *Public health leadership*. Gaithersburg, MD: Aspen. Chapters 3, 14, and 16.

## **MODULE 2: LEADERSHIP IN PUBLIC HEALTH** **LESSON 3: COMMUNICATIONS SKILLS FOR LEADERS**

### **OBJECTIVES**

By the end of this lesson, learners will be able to

- Explain the importance of effective communication by leaders
- List the skills needed to work with the media
- Identify the principles involved in communicating effectively in a crisis situation

### **TUTORIAL**

Slides and lecture, "Leadership Communication" by Patti Pozella

### **Required Readings**

Covello, Vincent. Three readings:

(2002, October) *Message mapping*. Presented at World Health Organization workshop on bio-terrorism and risk communication, Geneva, Switzerland.

The most frequently used bridging statements employed by communications professionals in media interviews.

(2002) Risk and crisis communication: 77 questions commonly asked by journalists during a crisis. Reprinted from Covello, V.T. *Keeping your head in a crisis: Responding to communication challenges posed by bio-terrorism and emerging infectious diseases*. Association of State and Territorial Health Officers.

### **Recommended Readings and Reference**

CDC Communication Office (<http://www.cdc.gov/communication/>).

Center for Risk Communication - Vincent Covello  
(<http://www.centerforriskcommunication.com/home.htm>).

Goodman Communications - Good Ideas for Good Causes  
(<http://www.agoodmanonline.com>).

Rick Amme & Associates-Media and Crisis Management  
(<http://www.amme.com/>)

Rowitz, L. (2001). *Public health leadership*. Gaithersburg, MD: Aspen.  
Chapter 9.

Turning Point Program Social Marketing Collaborative  
(<http://www.turningpointprogram.org/Pages/socialmkt.html>)

## **MODULE 2: LEADERSHIP IN PUBLIC HEALTH** **LESSON 4: PREPARING AND CARING FOR ONESELF AS A LEADER** **WHILE PURSUING THE PH VISION**

### **OBJECTIVES**

By the end of this lesson, learners will be able to

- Identify personal issues, considerations and approaches that are key to successful leadership
- Describe the characteristics and value of servant leadership
- Identify techniques to balance work and one's personal life, including the boundaries that must be maintained
- List several ways of protecting one's time as a leader
- Discuss techniques to regenerate and refresh your leadership energies

- Discuss the role of caring and emotion in leadership

### **TUTORIAL**

Slides and lecture, "Serving Others, Caring for Self: Finding Space in the Midst of the Race," by Ed Baker

### **Required Readings**

Greenleaf, R. (1991). *Servant leadership: A journey into the nature of legitimate power and greatness*. Mahwah, NJ: Paulist Press, pp. 7-48.

Heifetz, R. and Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston, MA: Harvard Business Press. Chapters 8-11, pp. 163-236.

### **Recommended Readings and Reference**

Boyatzis, R., McKee, A. and Goleman, D. (2002). Reawakening your passion for work. *HBR*, 80(4), 87-94.

Drath, W. H. (2001). The third way: A new source of leadership. *Leadership in Action*, 21(2) 7-13.

Editors of Harvard Business Review (2004). Leading by feel. *HBR*, 82(1) 27.

Heifetz, R. (2001). *Leadership without easy answers*. Boston, MA: Harvard University Press.

Heifetz, R. and Laurie, D. (2001). The work of leadership. *HBR*, 79(11) 131-40.

Heifetz, R. and Linsky, M. (2002). A survival guide for leaders. *HBR*, 80(6) 65-74.

Senge, P. et al. (1994). *The fifth discipline fieldbook*. New York: Doubleday, pp. 193-293 (chapters on developing personal mastery and productive mental models).

## **MODULE 3: ORGANIZATIONAL, TEAM AND COMMUNITY LEADERSHIP**

### **OVERVIEW of MODULE 3**

The four lessons in Module 3 address the different approaches that are necessary to exercise public health leadership and catalyze change at various structural levels: the team, organization and community levels. Accurate assessment and diagnosis of these levels is key to accomplishing positive leadership changes, whether the leader is operating with or without formal authority.

## **MODULE 3: ORGANIZATIONAL, TEAM AND COMMUNITY LEADERSHIP** **LESSON 1: ORGANIZATIONAL DIAGNOSIS AND CULTURE**

### **OBJECTIVES**

By the end of this lesson, learners will be able to

- Identify models for organizational diagnosis and describe the strengths and limitations of each
- Select the organizational diagnosis model that works best as a tool for you
- Understand various dynamics of organizational culture, including influentials, norms, morale, attitude towards change, etc.

### **TUTORIAL**

Slides and lecture, “Organizational Diagnosis and Culture” by Vic Cocowitch

### **Required Readings**

Bridges, W. (1992). *The character of organizations – Using Jungian type in organizational development*. Palo Alto, CA: Davies-Black Publishing, pp. 11–27.

Heifetz, R. and Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston, MA: Harvard Business Press. Chapter 4, pp. 75-100.

Kotter, J. P. (1978). *Organizational dynamics*. Reading, MA: Addison-Wesley Publishing, pp. 9-22.

Schein, E. H. (1985). *Organizational culture and leadership*. San Francisco: Jossey-Bass Publishers, Chapter 14, Leadership as Managed Culture Change. pp. 311-327.

Weisbord, M. R. (1976). *Organizational diagnosis: Six places to look for trouble with or without a theory*. Reading, MA: Addison-Wesley Publishing, pp. 33-34.

### **Recommended Readings and Reference**

Atchison, T. A. (1990). *Turning healthcare leadership around – Cultivating inspired, empowered and loyal followers*. San Francisco, CA: Jossey-Bass, pp.73-89.

Schein, E. H. (2004). *Organizational culture and leadership*. San Francisco: Jossey-Bass Publishers, Part Three, The Leadership Role in Culture Building, Embedding, and Evolving, pp. 223-418.

## **MODULE 3: ORGANIZATIONAL, TEAM AND COMMUNITY LEADERSHIP** **LESSON 2: LEADERSHIP AND ORGANIZATIONAL CHANGE**

### **OBJECTIVES**

By the end of this lesson, learners will be able to

- Discuss their individual beliefs and preferences about organizational change
- Describe theories and processes underpinning organizational change efforts
- Discuss potential leadership pitfalls in change efforts, as well as characteristics of successful change efforts
- Review a step-by-step model of organizational change

### **PRE-ACTIVITY**

Please review the Change Style Indicator that you took during the Assessment Workshop to refresh yourself with your Change Style Preference and its strengths and weaknesses.

### **TUTORIAL**

Slides and lecture, “Leadership and Organizational Change” by Vic Cocowitch

### **Required Readings**

Heifetz, R. and Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston, MA: Harvard Business Press. Chapter 5 and 6, pp.101-140.

Kegan, R. and Lahey, L. (2001). The real reason people won't change. *HBR*, 79(10) 85-92.

Kotter, J. (1995). Leading change: Why transformational efforts fail. *HBR*, 73(2) 59-67.

Quinn, R. E. (1996). *Deep change: Discovering the leader within*. San Francisco, CA: Jossey-Bass, pp. 15–27.

Rowitz, L. (2001). *Public health leadership*. Gaithersburg, MD: Aspen.

Chapter 3 (Note well, Figure 3-1, Systems Approach to Organizational Change)

Yukl, G. (2005). *Leadership in Organizations* (6<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall, Chapter 10, Leading Change in Organizations, pp. 284-317.

### **Recommended Readings and Reference**

Ackerman, L. (2001). *The change leader's roadmap: How to navigate your organization's transformation*. San Francisco: Jossey-Bass/Pfeiffer.

Evans, J. and Thach, L. (2000). Towards a next generation change model. *OD Practitioner*, 32(4) 42-48.

Quinn, R.E. (2004). *Building the bridge as you walk on it*. San Francisco, CA: Jossey-Bass, pp. 15–27.

## **MODULE 3: ORGANIZATIONAL, TEAM AND COMMUNITY LEADERSHIP** **LESSON 3: DEVELOPING AND LEADING GROUPS AND TEAMS**

### **OBJECTIVES**

By the end of this lesson, learners will be able to

- Discuss the role of groups and teams in leadership effectiveness
- Understand the basic concepts of group dynamics
- Describe the difference between working groups and teams
- List the stages of team development
- Outline a set of behaviors and activities to effectively manage and lead teams

### **TUTORIAL**

Slides and lecture, “Developing and Leading Groups and Teams” by Vic Cocowitch

### **Required Readings**

Doyle, M. and Straus, D. (1993). *How to Make Meetings Work*. New York: Berkley Books, pp. 19–37.

Fischetti, M. (1998). Team doctors report to the ER. *Fast Company*, 13, pp. 171-177.

Heifetz, R. and Linsky, M. (2002). *Leadership on the line: Staying alive through the dangers of leading*. Boston, MA: Harvard Business Press. Chapter 7, pp. 141-162.

Katzenbach, J. and Smith, D. (1994). *The Wisdom of Teams*. Boston, MA: Harper Business, pp. 11- 26.

Rowitz, L. (2001). *Public health leadership*. Gaithersburg, MD: Aspen. Chapter 4, pp. 52-58.

Yukl, G. (2005). *Leadership in Organizations* (6<sup>th</sup> ed.). Upper Saddle River, NJ: Prentice Hall, Chapter 11, Leadership in Teams and Decision Groups, pp.318-352.

### **Recommended Readings and Reference**

LaFasto, F.M.J. and Larson, C. (2001) *When Teams Work Best*. Sage Publications.

## **MODULE 3: ORGANIZATIONAL, TEAM AND COMMUNITY LEADERSHIP** **LESSON 4: HOW DO I FACILITATE PARTNERSHIPS AND COALITIONS** **ACROSS ORGANIZATIONS AND COMMUNITIES?**

### **OBJECTIVES**

By the end of this lesson, learners will be able to

- Define partnerships in public health
- Describe partnership configurations
- Examine the purpose of partnerships
- Identify partners in public health
- Review the process of engaging partners
- Assess the opportunities and challenges of partnerships
- Explore the leadership roles important in establishing and maintaining partnerships

### **TUTORIAL**

Slides and lecture, "Facilitating Partnerships and Coalitions Across Organizations and Communities" by Vaughn Upshaw

### **Required Readings**

Lasker, R. Weiss, E. (2003) Broadening participation in community problem solving: A multidisciplinary model to support collaborative practice and research. *Journal of Urban Health*, 80(1) 14-47. Excellent issue on CBPR.

Rowitz, L. (2001). *Public health leadership*. Gaithersburg, MD: Aspen. Chapter 4 (pp. 66-81)

Weiner, B., Alexander, J., and Zuckerman, H. (2000). Strategies for effective management participation in community health partnerships. *Health Care Management Review*, 25(3), 48-66.

### **Recommended Readings and Reference**

Arnstein, S. R. (1971). *Eight rungs on the ladder of citizen participation*. New York: Praeger Publishers.

Center for the Advancement of Collaborative Strategies in Health  
<http://www.cacsh.org/index.html>

Centers for Disease Control and Prevention (1997). Principles of Community Engagement. Public Health Practice Program Office: Atlanta, GA.  
(<http://www.cdc.gov/phppo/pce/>)

Florin, P., Mitchell, R. and Stevenson, J. (1993). Identifying training and technical assistance needs in community coalitions: a developmental approach. *Health Education Research*, 8(3) 417-432.

Landis, S. (1994). Madison County Community Health Project.

Lasker, R., Miller, R. and Weiss, E. (2001) Partnership Synergy: A Practical Framework for Studying and Strengthening the Collaborative Advantage, *The Milbank Quarterly*, 79, 179-206.

Mattessich, P.W., and Monsey, B.R. (1992). *Collaboration: What makes it work? A review of research literature on factors influencing successful collaboration*. St Paul, MN: Amherst, H. Wilder Foundation.

McLeroy, K.R., Kegler, M., Steckler, A., Burdine, J.M. and Wisotzky, M. (1994). Community coalitions for health promotion: summary and further reflection. *Health Education Research*, 9 (1) 1-11.

Miller, I. (1987) Interpreneurship: a community coalition approach to health care reform. *Inquiry*, 24, 266-75.

Rosener, J. (1987). *Citizen participation in public decision making* (edited by DeSario, J. and Langton, S.). Westport, CT: Greenwood Press.

Rowitz, L. (2001). *Public health leadership*. Gaithersburg, MD: Aspen. Chapters 11 and 12.

Weiner, B.J. and Alexander, J.A. (1998). The challenges of governing public-private community health partnerships. *Health Care Management Review*, 23 (2) 39-55.

Weiner, B., Alexander, J., and Zuckerman, H. (2000). Strategies for effective management participation in community health partnerships. *Health Care Management Review*, 25 (3) 48-66.