

Leadership in Public Health Practice



CPHA  **ACSP**

CANADIAN PUBLIC HEALTH ASSOCIATION
ASSOCIATION CANADIENNE DE SANTÉ PUBLIQUE

Agenda

- **Definition of leadership in public health**
- **Leadership style**
- **Enablers and barriers to leadership**
- **Leadership competencies for public health practice in Canada**
- **Leading self: Enhancing your personal leadership capacity**

Defining leadership

“In the field of public health [leadership] relates to the ability of an individual to influence, motivate, and enable others to contribute toward the effectiveness and success of their community and/or the organization in which they work. It involves inspiring people to craft and achieve a vision and goals. Leaders provide mentoring, coaching, and recognition. They encourage empowerment, allowing other leaders to emerge.”

PHAC (2007)

Poll

Leadership vs management

- Is leadership the same as or different from management?
- Does leadership happen only by those in senior level positions?
- Can leadership be learned?

Does leadership have “style”?

- Democratic approach: participative, consensus
- Contingency approach: read the situation/context and adapt accordingly
- Transformational approach: relational, creative

Characteristics of leaders

- Ability to build and communicate a vision
- Ability to collaborate and lead interprofessional teams
- Strategic flexibility and ability to manoeuvre political and legal contexts of public health and health care systems
- Ability to self-renew, learn and face challenges with spirituality and humour

Enabling factors for leadership

- Personal desire and development
- Relationships and championship
- Leadership is valued and supported
- Mentorship and succession planning
- Policy commitment
- Full scope of practice

Barriers to leadership

- Work situations that lead to fatigue and burnout
- Multiple challenges in the workplace
- Tensions from multiple sources
- Organizational structures and culture
- Organizational change efforts
- Personnel issues

Polls

Leadership competencies

- Developed in 2015
- Multidisciplinary
- Five categories; 49 competency statements
 - Transform systems (9)
 - Achieve results (6)
 - **Lead Self** (8)
 - Engage others (17)
 - Develop coalitions (9)

Lead self

- Abide by an ethical code
- Critically examine their role
- Evidence-informed decisions
- Lifelong self-development
- Accountable
- Emotional intelligence
- **Self-aware and reflective**
- Reflexivity and flexibility in face of criticism

How self-aware are you?

- *“You can’t be a good leader without self-awareness.”* Tjan, 2015
- 5 ways to increase self-awareness
 - Meditate
 - Journal
 - Take tests
 - Ask your friends
 - Get feedback at work

Video

Leadership ...

- Can happen at any level of an organization or community
- Does not require a management position
- Sometimes involves being a good follower
- Anticipates and takes advantage of opportunity
- Appreciates others' contributions
- Needs to be nurtured

How good are your leadership skills?

- Take the test!

https://www.mindtools.com/pages/article/newLDR_50.htm

How to develop leadership skills?

- Network, connect and communicate
- Be a lifelong learner – courses, books, people
- Show, don't tell – be a leader outside of work
- Find your passion – understand your motivation – be self-aware
- Be direct – ask for feedback, coaching, mentoring
- Step up – volunteer – grasp opportunities