Leadership in Public Health Practice
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
“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)
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