

## **Handouts—Module 9**

### **Inspiring**

- 1. Practices for High-Performing Physical Rehabilitation Centers (p. 9-16)**
- 2. Inspire through Building Trust (p. 9-17)**
- 3. “I acknowledge you for... \_\_\_\_\_.” (p. 9-18)**
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## PRACTICES FOR HIGH PERFORMING PHYSICAL REHABILITATION CENTERS

## LEADING

## SCAN

- Identify client and stakeholder needs and priorities
- Recognize trends, opportunities, and risks that affect the organization
- Look for best practices
- Identify staff capacities and constraints
- Know yourself, your staff, and your organization—values, strengths, and weaknesses

## ORGANIZATIONAL OUTCOME

*Managers have up-to-date, valid knowledge of their clients, and the organization and its context; they know how their behavior affects others.*

## FOCUS

- Articulate the organization's mission and strategy
- Identify critical challenges
- Link goals with the overall organizational strategy
- Determine key priorities for action
- Create a common picture of desired results

## ORGANIZATIONAL OUTCOME

*The organization's work is directed by a well-defined mission and strategy, and priorities are clear.*

## ALIGN &amp; MOBILIZE

- Ensure congruence of values, mission, strategy, structure, systems, and daily actions
- Facilitate teamwork
- Unite key stakeholders around an inspiring vision
- Link goals with rewards and recognition
- Enlist stakeholders to commit resources

## ORGANIZATIONAL OUTCOME

*Internal and external stakeholders understand and support the organization's goals and have mobilized resources to reach these goals.*

## INSPIRE

- Match deeds to words
- Demonstrate honesty in interactions
- Show trust and confidence in staff, acknowledge the contributions of others
- Provide staff with challenges, feedback, and support
- Be a model of creativity, innovation, and learning

## ORGANIZATIONAL OUTCOME

*The organization's climate is one of continuous learning, and staff show commitment, even when setbacks occur.*

## MANAGING

## PLAN

- Set short-term organizational goals and performance objectives
- Develop multi-year and annual plans
- Allocate adequate resources (money, people, and materials)
- Anticipate and reduce risks

## ORGANIZATIONAL OUTCOME

*The organization has defined results, assigned resources, and developed an operational plan.*

## ORGANIZE

- Develop a structure that provides accountability and delineates authority
- Ensure that systems for human resource management, finance, logistics, quality assurance, operations, information, and marketing effectively support the plan
- Strengthen work processes to implement the plan
- Align staff capacities with planned activities

## ORGANIZATIONAL OUTCOME

*The organization's work is directed by a well-defined mission and strategy, and priorities are clear.*

## IMPLEMENT

- Integrate systems and coordinate work flow
- Balance competing demands
- Routinely use data for decision-making
- Co-ordinate activities with other programs and sectors
- Adjust plans and resources as circumstances change

## ORGANIZATIONAL OUTCOME

*Activities are carried out efficiently, effectively, and responsively.*

## MONITOR &amp; EVALUATE

- Monitor and reflect on progress against plans
- Provide feedback
- Identify needed changes
- Improve work processes, procedures, and tools

## ORGANIZATIONAL OUTCOME

*The organization continuously updates information about the status of achievements and results, and applies ongoing learning and knowledge.*

## GOVERNING

## CULTIVATE ACCOUNTABILITY

- Sustain a culture of integrity and openness that serves the public interest
- Establish, practice and enforce codes of conduct upholding ethical and moral integrity
- Embed accountability into the institution
- Make all reports on finances activities, plans, and outcomes available to the public and the stakeholders
- Establish a formal consultation mechanism through which people may voice concerns and provide feedback

## ORGANIZATIONAL OUTCOME

*Those who govern are accountable to those who are governed. The decision making is open and transparent. The decisions serve public interest.*

## ENGAGE STAKEHOLDERS

- Identify and invite participation from all parties affected by the governing process
- Empower marginalized voices, including women, by giving them a voice in formal decision-making structures and processes
- Create and maintain a safe space for the sharing of ideas
- Provide an independent conflict resolution mechanism
- Elicit and respond to all forms of feedback in a timely manner
- Establish alliances for joint action at whole-of-government and whole-of-society levels

## ORGANIZATIONAL OUTCOME

*The jurisdiction/sector/organization has an inclusive and collaborative process for making decisions to achieve the shared goals.*

## SET SHARED DIRECTION

- Prepare, document and implement a shared action plan to achieve the mission and vision of the organization
- Set up accountability mechanisms for achieving the mission and vision using measurable indicators
- Advocate on behalf of stakeholders' needs and concerns
- Oversee the realization of the shared goals and the desired outcomes

## ORGANIZATIONAL OUTCOME

*The jurisdiction/sector/organization has a shared action plan capable of achieving objectives and outcomes jointly defined by those who govern and those who are governed.*

## STEWARD RESOURCES

- Ethically and efficiently raise and deploy the resources to accomplish the mission and the vision and to serve stakeholders and beneficiaries
- Collect, analyze, and use information and evidence for making decisions
- Align resources in the health system and its design with the shared goals
- Build capacity to use resources in a way that maximizes the health and well-being of the public
- Inform and allow the public opportunities to monitor the raising, allocation and use of resources, and realization of the outcomes

## ORGANIZATIONAL OUTCOME

*The institution has adequate resources for achieving the shared goals, and the resources are raised and used ethically and efficiently to achieve the desired objectives and outcomes.*

## INSPIRE THROUGH BUILDING TRUST

### Trust (noun):

Having a firm reliance on the integrity, ability, or character of a person.

### To trust (verb):

To increase one's vulnerability to another whose behavior is not under one's control in a situation where there may be risk.

### Practices that lead to trust

**Scanning:** show interest in coworkers, inquire after their families and well-being; look for causes of problems in work processes rather than blaming people

**Focusing:** show that you pay attention to what people do and notice the contributions they make

**Aligning and mobilizing:** consult with coworkers, appreciate their expertise and experience; cooperate rather than compete; use knowledge and competence rather than official status to influence others

**Inspiring:** treat coworkers with respect; support and help coworkers; seek out new information and be creative and innovative, including when acknowledging one's own mistakes or uncertainties

I acknowledge you for...

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I acknowledge you for...

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I acknowledge you for...



## LEADING THROUGH BREAKDOWNS

*Success is moving from failure to failure without losing enthusiasm.*

—Winston Churchill

### A breakdown is any situation that...

- threatens progress towards a commitment
- presents uncertainty or difficulty
- stops effective action
- presents obstacles to our commitments

### Breakdowns normally lead to...

- minimizing or ignoring the problem
- blaming each other
- eroding teamwork, trust, and effectiveness

### Change how you approach breakdowns by recognizing that...

- all large commitments have breakdowns
- the greater our commitment, the more and greater the breakdowns (“No commitment, no breakdown”)
- breakdowns, when well handled, are a major source of breakthroughs and “finding a new way” to meet your commitments

### High-performance teams handle breakdowns differently from typical groups:

TYPICAL GROUPS	HIGH-PERFORMANCE TEAMS
<ul style="list-style-type: none"> <li>■ are stopped by breakdowns</li> <li>■ members blame one another</li> <li>■ breakdowns are seen as obstacles and problems to avoid</li> <li>■ breakdowns are seen as an indicator that something is wrong with the person, team, or project</li> </ul>	<ul style="list-style-type: none"> <li>■ expect breakdowns</li> <li>■ welcome breakdowns</li> <li>■ use breakdowns to create breakthroughs</li> <li>■ see breakdowns as helpful to understanding what is missing to fulfill a commitment</li> </ul>

## BREAKDOWN CONVERSATION WORKSHEET

*Think of a breakdown your team has recently experienced and answer the following questions related to that breakdown.*

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1. What was the breakdown? Briefly describe what happened.

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2. What were you committed to? Describe the commitment of you or your team.

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3. What was missing that caused the breakdown to occur?

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4. What did you learn?

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5. What actions could you take now?

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## COACHING THROUGH BREAKDOWNS

### 1. Declare the breakdown.

- What was the breakdown?
- What happened? (Give facts, not interpretations.)

### 2. Identify your commitment.

- What is the commitment behind this?
- Take responsibility (not blame) for the breakdown.

### 3. Notice what is missing.

- What was missing that caused the breakdown to occur? (e.g., integrity, process, etc.)
- To what are you now committed?

### 4. Capture learning.

- What did you learn?
- What is possible now?

### 5. Plan actions.

- What actions will you take?
- What requests and promises do you or others need to make?





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