

Handouts—Module 1

Leading, Managing and Governing

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ICRC–LEADERSHIP DEVELOPMENT PROGRAM OVERVIEW

The **ICRC-Leadership Development Program (ICRC-LDP)** develops teams to learn the leading, managing, and governing practices that make it possible to achieve results to improve rehabilitation centers' services. ICRC-LDP builds on lessons learned from implementation in more than 40 countries.

At the heart of the program is the improvement team formed by all staff at the rehabilitation center. Led by their managers, they learn a proven method of leading and managing to address challenges and produce measurable results.

Participants in this program learn how to:

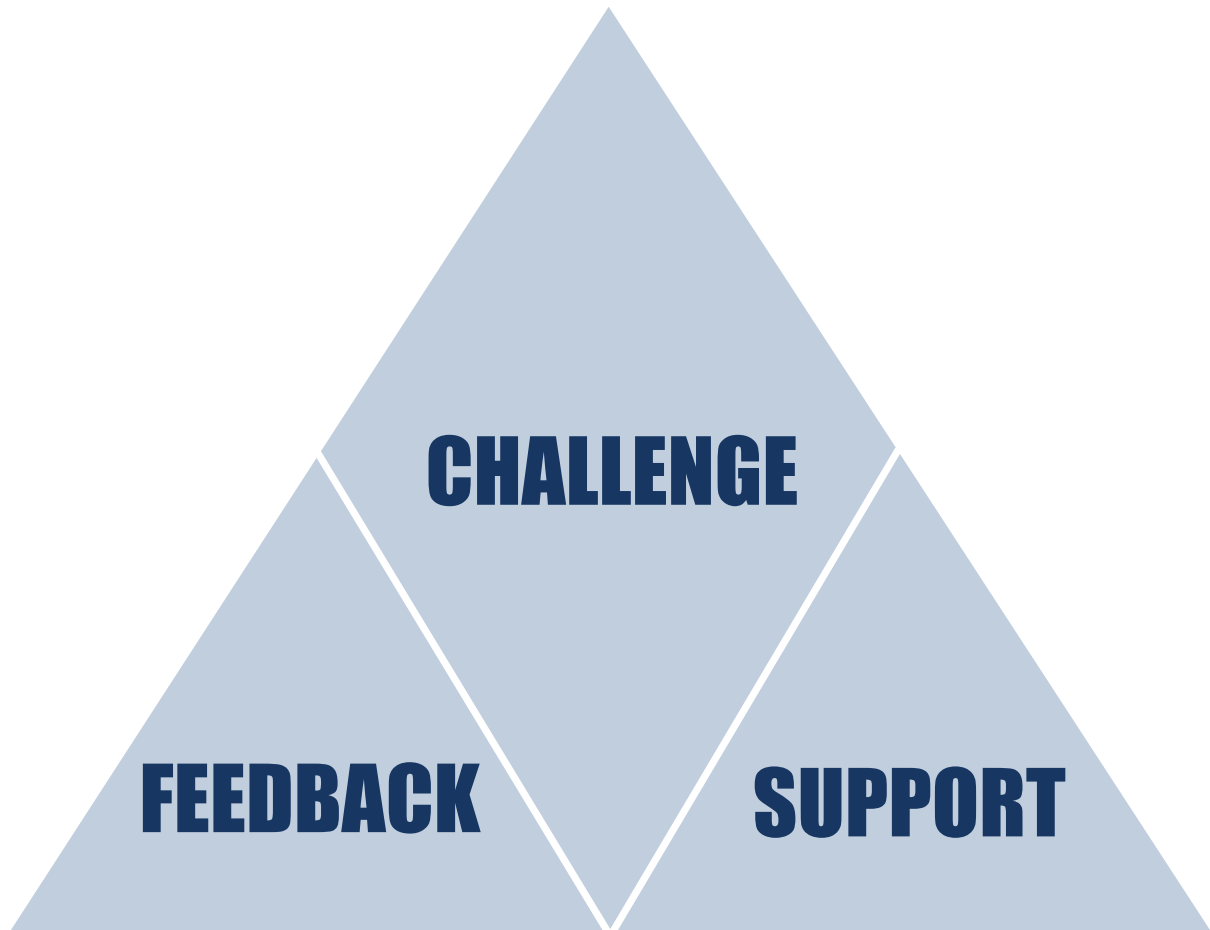
- Lead, manage, and govern to achieve results in priority service delivery areas;
- Apply reliable tools and processes for defining and addressing challenges;
- Build a workgroup climate that supports commitment to continuous improvement.

Activities at the core of the ICRC-LDP process

- Ten 4-hour modules, one every 2 weeks over the period of 6 months.
- Ongoing work of teams between workshops to apply leading and managing practices to their challenges.
- Coaching and feedback from managers.

PARTICIPANTS	WHO THEY ARE AND WHAT THEY DO
Governing Body	Made up of the Board of Directors, uses effective governance practices to oversee and sustain the ICRC-LDP process.
Teams	<p>Formed by all staff at the rehabilitation center. These teams will:</p> <ul style="list-style-type: none"> ■ Actively participate in all modules; ■ Support each other to learn and apply the leading and managing practices; ■ Identify challenges, develop Action Plans, and mobilize resources to achieve results; ■ Complete a leadership project and present results to key stakeholders; ■ Continue to address new challenges after the modules are completed.
Managers	<p>Managers of the teams who participate with their teams as ICRC-LDP as module facilitators. Managers typically will:</p> <ul style="list-style-type: none"> ■ Adjust the ICRC-LDP time line and program materials, as needed; ■ Prepare and facilitate the 10 4-hour modules; ■ Coach teams to ensure their teams develop and implement their Action Plans.

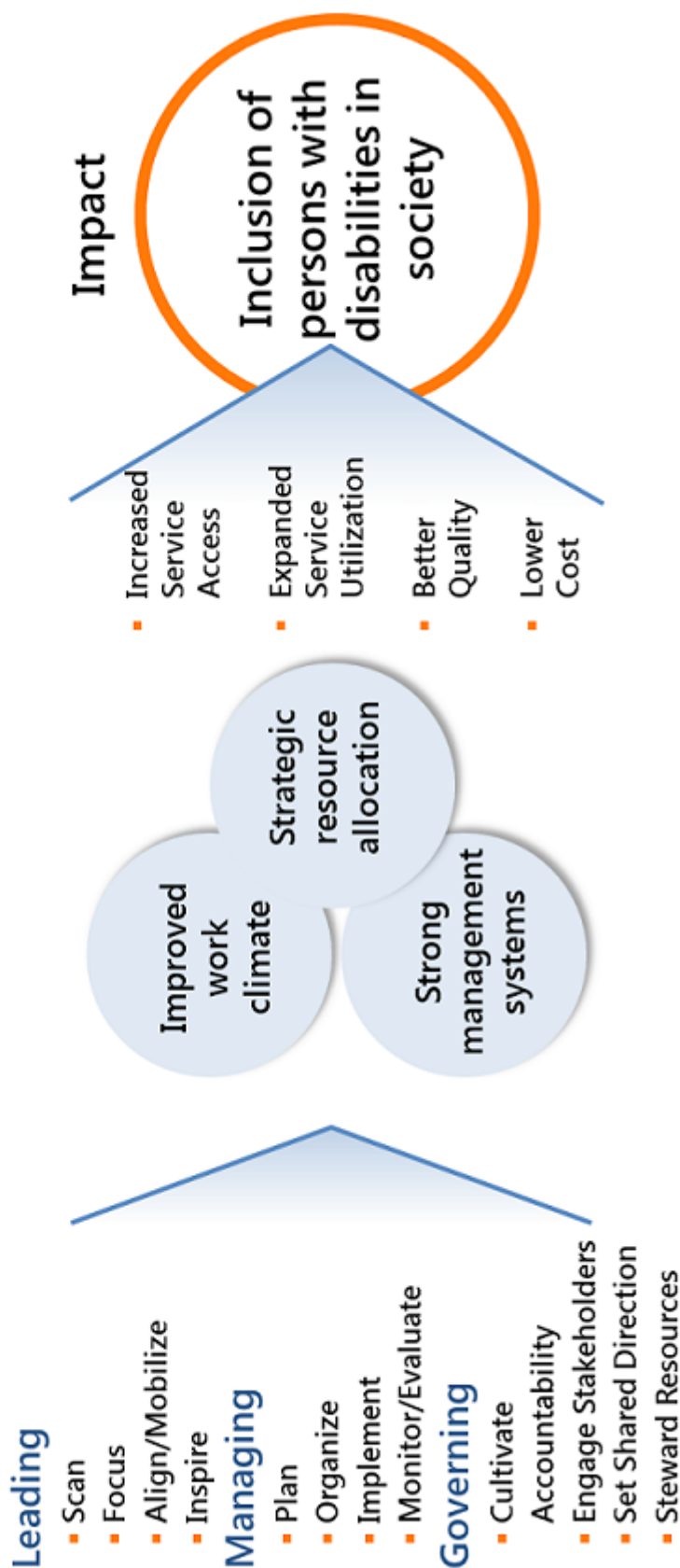
DEVELOPING MANAGERS WHO LEAD TRIANGLE



CONCEPTUAL MODEL: LEADING, MANAGING AND GOVERNING FOR RESULTS



Conceptual Model: Leading, Managing and Governing for Results at Physical Rehabilitation Centers



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 & 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 & 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 it 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.

GOVERNING PRACTICES AT THE FACILITY LEVEL

How Facility-Level Managers Who Lead can Practice Good Governance (within the context of LDP)

Governing Practices	Actions at the Service-Delivery Level	Selected Tools
CULTIVATE ACCOUNTABILITY Foster a decision-making environment based on systems and structures that support integrity, transparency, participation, and inclusion. Goal: <i>Create and sustain a culture of accountability by establishing and practicing conduct that upholds transparency, integrity, participation, and inclusion.</i>	<ol style="list-style-type: none"> 1. Create mechanisms to share information and reward behaviors that reinforce transparency, integrity, participation, and inclusion. 2. Share reports on finances, activities, and plans with managers, service delivery providers, clients, community members, and other stakeholders. 3. Establish processes to continuously assess the appropriateness and effect of decisions. 4. Establish a formal consultation mechanism through which staff, clients, and other stakeholders may voice concerns. 	<ul style="list-style-type: none"> ■ Participatory budgeting process ■ Citizen report cards and community scorecards
ENGAGE STAKEHOLDERS Identify, engage, and collaborate with diverse stakeholders representing the full spectrum of interested parties. Goal: <i>Establish procedures and an environment that encourages staff, clients, community members, and representatives of other sectors to participate in public health decisions that affect their lives and work.</i>	<ol style="list-style-type: none"> 1. Systematically elicit and respond to feedback on services from all stakeholders. 2. Hear and respond to marginalized voices, particularly female staff and clients, by giving them a place in formal decision-making and oversight structures. 3. Participate in relevant coalitions, networks, and alliances in support of priority areas. 	<ul style="list-style-type: none"> ■ Stakeholder analysis tool ■ Gender assessment instrument ■ Mechanisms for conflict resolution
SET SHARED DIRECTION Develop a collective vision of the “ideal state” of a priority health and a process for reaching it. Goal: <i>Oversee the involvement of stakeholders in articulating a vision for a priority area, determining the desired result, and overseeing the implementation of an Action Plan.</i>	<ol style="list-style-type: none"> 1. Be sure the shared vision and desired measurable result reflect stakeholders’ needs and priorities. 2. Oversee the development and implementation of a shared Action Plan to achieve the desired result. 3. Disseminate the vision, result, and main activities in the Action Plan to all stakeholders. 4. Establish accountability mechanisms for achieving the result, using well-defined indicators to gauge progress. 	<ul style="list-style-type: none"> ■ The Challenge Model ■ Project management dashboards
STEWARD RESOURCES Build capacity of staff at all levels to manage human, financial, and technical resources responsibly. Goal: <i>Strengthen the capacity to absorb resources and deliver high-quality, affordable, and cost-effective services appropriate to the needs of the population.</i>	<ol style="list-style-type: none"> 1. Mobilize resources to carry out the facility's Action Plan, and use these resources wisely to serve beneficiaries and other stakeholders. 2. Collect, analyze, and use information to make sound decisions on the use of human, financial, and technical resources for implementation of the Action Plan and achievement of the desired result. 3. Place the priority area on the local policy-making agenda. 4. Provide the public with information and opportunities to monitor the acquisition and deployment of resources. 	<ul style="list-style-type: none"> ■ Public expenditure tracking process ■ Stock record card for ordering and managing medicines and supplies



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