

LDP

MODULAR LEADERSHIP DEVELOPMENT PROGRAM
FOR PHYSICAL REHABILITATION CENTERS

Board Alignment Meeting BAM

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Board Results Presentation Meeting

BRP



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**LEADERSHIP, MANAGEMENT
& GOVERNANCE PROJECT**



Inspired Leadership. Sound Management. Transparent Governance.

Adapted from the Leadership Development Program Facilitator's Guide
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ICRC-LDP Board Results Presentation Meeting

FACILITATOR

Rehabilitation Center Manager

PARTICIPANTS

Members of the Board of Directors (or other relevant oversight body in the case of public physical rehabilitation centers) and Rehabilitation Center Team Members

MEETING DESIGN

The Results Presentation Meeting is designed to present to members of the board the results of the ICRC Leadership Development Program (ICRC-LDP), as well as to provide a time to reflect on the board's role and next steps.

This meeting lasts for three hours. The first hour and a half the team members present their results. The rest of the time, the board members alone evaluate their role in the process and next steps

PREPARATION OF CONTENT

- Read the facilitator notes for this session.
- Help team members rehearse their presentation.
- Based on your last meeting with the team, prepare a brief presentation on how you plan to continue working with the ICRC-LDP and what kind of support you need from the board.
- Invite members of the team and members of the board to the meeting.

PREPARATION OF MATERIALS

- Make copies of all meeting handouts:
- Prepare materials required for the meeting

MATERIALS

- Certificate of achievement (optional)
- Flipcharts—easel and paper
- Tape
- Colored markers

PREPARED FLIPCHARTS

- Meeting purpose, objectives, agenda, and schedule
- Governing is. . .
“Governing is setting strategic direction, establishing policy, raising and allocating resources, and overseeing achievement of results in a way that is responsive to the people an organization serves.” Good governing involves openness, transparency, accountability, and participation of the governed in the decision-making process.

HANDOUTS

- ICRC-LDP Overview (p. BRP-11)
- Conceptual Model: Leading, Managing, and Governing for Results (p. BRP-12)

Agenda.

Board Results Presentation Meeting

The purpose of this session is to present the ICRC-LDP results to the Board of Directors (or relevant governing/oversight body in the case of public centers) and obtain their commitment to continue supporting the ICRC-LDP process.

Objectives

- To present the team results in a compelling way
- To make plans to sustain the ICRC-LDP process in the teams workplace.

Meeting Content and Schedule

Total meeting duration: 3 hours

ACTIVITY	TIME
A. Setting the Stage	30 minutes
B. Team's Project Final Presentation	45 minutes
Break	15 minutes
C. Applying Governance Practices	45 minutes
D. Next Steps for the Governing Body and closing	45 minutes

Activity A. Setting the Stage: Welcome, Meeting Overview , and Expectations

This activity helps the board to understand the purpose, agenda, and expectations for the meeting.

Duration 30 minutes

Materials

- Handout: *ICRC-LDP Overview* (p. BRP-11)
- Prepared flipchart: Meeting purpose, objectives, agenda, and schedule

Process


STEP 1. Settling in, seating guests, and welcome (5 minutes)

Introduce the guests, as needed.

Introduce the team members, as needed.

STEP 2. Welcome everyone and use the prepared flipchart to explain the context, objectives, and agenda of the meeting. (5 minutes)

STEP 3. Review the ICRC-LDP structure and components (20 minutes)

 **Distribute** the handout *ICRC-LDP Overview* and use to review the structure and components of ICRC-LDP.

Encourage team members to describe their experience participating in the ICRC-LDP and board members to ask questions.

Activity B. Team Project Final Presentation

This activity presents results of the leadership project to key stakeholders and shows that learning about how to lead and manage has produced results.

■ **Duration** 45 minutes

■ **Materials** □ Certificate of Achievement (optional)

■ **Process**

STEP 1. Team presents results of their leadership project (35 minutes)

The team will present according to the format suggested:

- Context
- The challenge
- Activities implemented
- Results (project results and personal and team improvements)

Allow a maximum of 20 minutes for presentation followed by questions and answers.

STEP 2. Words of thanks and closing speeches (10 minutes)

Give the governing body a chance to give brief speeches thanking the participants for focusing on their leadership challenge and working toward results.

The certificates of achievement can be handed out by the governing body guests at this time.

After team members received their certificates and speeches are finished, team members retire and the governing body continues with the meeting.

Activity C. Applying Governing Practices

Through this activity, participants will review how governance practices were applied to the implementation of the ICRC-LDP.

Duration 45 minutes

- Materials**
- ❑ Prepared flipchart: Governing is...
“Governing is setting strategic direction, establishing policy, raising and allocating resources, and overseeing achievement of results in a way that is responsive to the people an organization serves.” Good governing involves openness, transparency, accountability, and participation of the governed in the decision-making process.
 - ❑ Handout: *Conceptual Model: Leading, Managing, and Governing for Results* (p. BRP-12)

Process

STEP 1. Refresh the concept of governing (10 minutes)

SAY: *In our first meeting when we started the ICRC-LDP, we explored the leading, managing, and governance practices and how all three elements are essential to achieving a measurable result. In this session, we will review how you played your governing role and how you applied the governing practices.*

ASK: *Do you remember how we defined governing?*

Listen to some of the answers, show the flipchart labeled “Governing is...” and relate it to participants’ answers to your question.

SAY: *“Governing is setting strategic direction, establishing policy, raising and allocating resources, and overseeing achievement of results in a way that is responsive to the people an organization serves.” Good governing involves openness, transparency, accountability, and participation of the governed in the decision-making process.*

STEP 2. How we applied the practices of good governance to ICRC-LDP (35 minutes)

*Refer to the handout *Conceptual Model: Leading, Managing, and Governing Practices* and briefly go over each of the four governing practices.*

Divide participants into pairs or small groups and assign one practice to each group.

SAY: *Discuss with your partner how this practice was applied to support the LDP-ICRC initiative.*

In plenary, ask each small group to briefly describe how the practices were applied to support the ICRC-LDP and what other activities can be done to support it in the future.

 **Take notes** on the flipchart about specific activities that the board did and what can be done to support the ICRC-LDP.

SAY: *We have seen how you, the board, applied the practices of good governance when overseeing the ICRC-LDP implementation. Now discuss how the ICRC-LDP will continue and what the board role will be.*

Use an inquiry mode (not prescriptive) when discussing governance within the board. Emphasize their role in the ICRC-LDP and avoid getting diverted to other roles they play as individuals or as a group.

Activity D

Next Steps for the Board and Closing

This activity will give members of the board a clear view of their role in continuing support of the ICRC-LDP.

Duration

45 minutes

Materials

- ❑ Presentation on ICRC-LDP next activities and support needed from the board
- ❑ Handout: *ICRC-LDP Overview* (p. BRP-11, distributed Activity A)
- ❑ Blank flipchart

Process

STEP 1. Review responsibilities of the board (5 minutes)


In plenary, look back at the handout distributed earlier, *ICRC-LDP Overview*, focusing on the key responsibilities of the governing body.

STEP 2. Continuation of the ICRC-LDP (15 minutes)

Based on your last meeting with the team, explain how you plan to continue working with the ICRC-LDP and what kind of support you need from the board.

STEP 3. Plan board activities (20 minutes)

SAY: *Now that I presented how we are planning to continue with the ICRC-LDP, I invite you to put in writing the board's next steps and accountabilities to support the ICRC-LDP.*

Lead discussion to define the activities, people responsible, and dates, and  **take notes** on the blank flipchart.

SAY: *In order to be acquainted with ICRC-LDP progress, you might need to meet again to review new team progress.*

ASK: *When can we have a brief meeting to inform you of progress and receive feedback about the process?*

Guide participants in coming to agreements and continue taking notes of the accountabilities. Review the notes on the flipchart to be sure that everyone agrees. Tell participants that you will type up the responses and send a copy to each of them.

STEP 4. Close the board meeting (5 minutes)

Solicit participants' reactions to the meeting and additional comments.

End by reminding them of their special obligation and privilege to follow and model the four governing practices: cultivating accountability, engaging stakeholders, setting a shared direction, and stewarding resources.

Handouts—Board Results Presentation Meeting

1. **ICRC-LDP Overview**
2. **Conceptual Model: Leading, Managing, and Governing for Results**

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

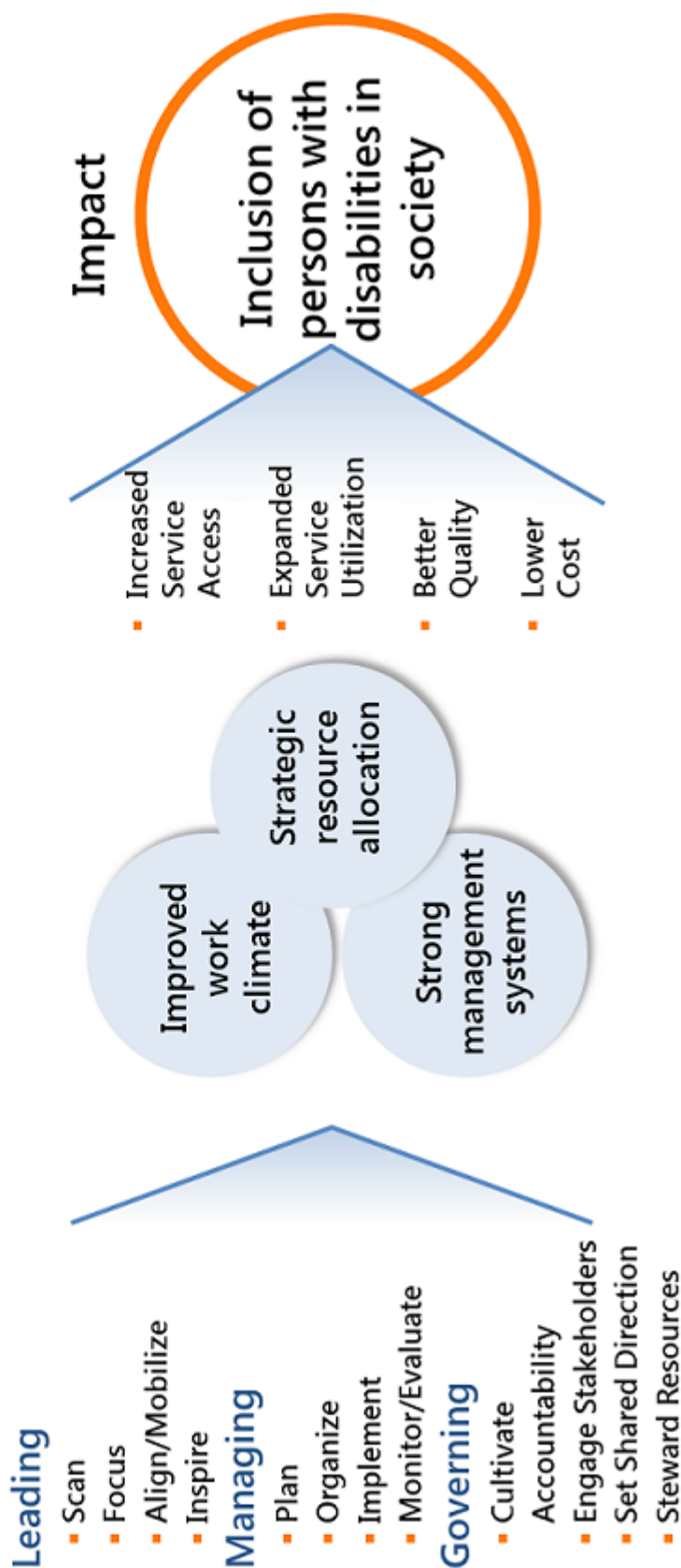
- Ten 4-hour modules, one every 2 weeks over the period of 6 months.
- Ongoing work of teams between workshops to apply leading and managing practices to their challenges.
- Coaching and feedback from managers.

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.

CONCEPTUAL MODEL: LEADING, MANAGING AND GOVERNING FOR RESULTS



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





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