

Handouts—Module 6

Aligning and Mobilizing

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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 & 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 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.

STAKEHOLDER ANALYSIS AND RESOURCE MOBILIZATION WORKSHEET

Use this worksheet to consider stakeholders' interests and concerns and identify specific requests.

Stakeholder group or individual	What are their interests and concerns?	What specific request will we make of this stakeholder?	What do we need to do to get their support?

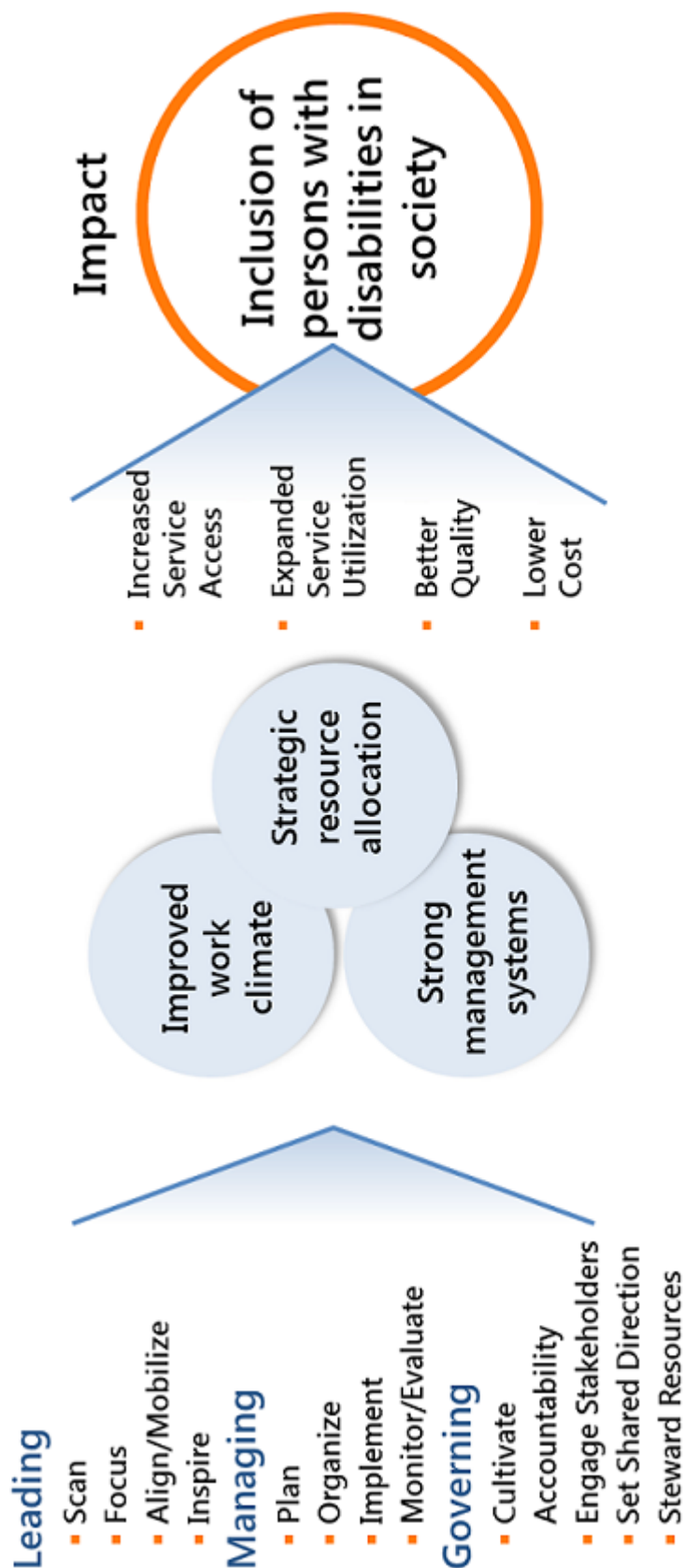
ACTION PLAN FOR THE IMPROVEMENT TEAM

CHALLENGE:		INDICATOR(S):		
DESIRED MEASURABLE RESULT:				
PRIORITY ACTIONS:				
Activities	Person Responsible	Start Date	End Date	Resources

CONCEPTUAL MODEL: LEADING, MANAGING AND GOVERNING FOR RESULTS



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



COMMITMENT VERSUS COMPLIANCE

Commitment — Internally driven		
Source of motivation	Feelings	Outcomes
You WANT to do something.		
<ul style="list-style-type: none"> You want to do something extraordinary. You believe in it. 	<ul style="list-style-type: none"> Care about the work Determined to persevere in the face of obstacles Empowered to overcome obstacles. Energetic, bring new possibilities and options to the work. 	<ul style="list-style-type: none"> Good results that you are proud of.
Compliance — Externally driven		
Source of motivation	Feelings	Outcome
You HAVE to do something.		
Formal compliance You do just what is required and no more.	<ul style="list-style-type: none"> Compliant but not enthusiastic; act to satisfy an external standard or requirement Motivated only enough to achieve organizational objectives 	<ul style="list-style-type: none"> Do what is expected Follow orders and work according to a plan Do what one has to, but in a routine way
Noncompliance You don't do what is required.	<ul style="list-style-type: none"> Annoyed, frustrated, critical of others, or similar Uncooperative, negative; refuse to participate in work activities 	<ul style="list-style-type: none"> Insubordination No results
Malicious compliance You purposely do the wrong thing, although you may not object openly.	<ul style="list-style-type: none"> Resentful and critical, but unwilling to discuss complaints Follow the "letter of the law" but undermine desired results 	<ul style="list-style-type: none"> Sabotage Negative results



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