COURSE DESCRIPTION

The Core Principles in Public Health Leadership course introduces students to major theories and concepts of leadership, ways of applying these to public health issues requiring leadership, and provides an opportunity for students to develop skills and resources for further developing their own and others’ leadership. Core Principles in Public Health Leadership will cover key topics such as major theories and models of leadership, leadership competencies, current public health issues and challenges, ethical issues in leadership, and approaches to change and leadership at the team, organizational and community level.

Course Goals and Objectives

This course is designed to complement the on-site Leadership Seminar, PUBH 790, in the development of leadership understanding and skills. The broad goal for this class is to further facilitate the process of students assessing and improving their own and others’ leadership development using the course content and classmates’ leadership insights. Improvement of leadership skills in public health professionals, in turn, will increase the likelihood of population and community health improvement. The course is designed, more specifically, to assist students to:

1. Compare and contrast their own definition of leadership with various differing theoretical perspectives and subsequently refine their perspective accordingly
2. Describe and illustrate major theoretical approaches to leadership using examples from leadership practice
3. Identify and describe effective approaches to current issues in leadership practice such as diversity, women’s leadership, cross cultural issues, and collaborative leadership
4. Define ethics and apply ethical frameworks to leadership issues and decision making
5. Identify and be conversant with key current and future challenges to public health leadership as explicated in the IOM report, The Future of the Public’s Health in the 21st Century
6. Explain the key leadership competencies and their significance
7. Describe principles of effective leadership communication
8. Identify the models for organizational diagnosis and utilize their selected model to analyze leadership issues in their organization
Course Goals and Objectives
9. Describe their conception of change and illustrate how to successfully apply it in an organization
10. Explain stages of team development and skills and activities they will utilize in order to more effectively manage and lead teams
11. Identify key skills and approaches involved in effectively leading without formal authority in inter-organizational and community settings
12. Explicate how they will use concepts and tools from this course to further develop their own leadership skills as well as the skills of those who work with them in their organization

Principal Texts for the Class

Required:

Recommended:

Leadership Without Easy Answers, Ronald Heifetz, Belknap Press, 1998. Available through Amazon.com. If you like Heifetz and would like some more in-depth theoretical foundations of his work this is excellent.

INTRODUCTORY SESSION FOR PUBLIC HEALTH LEADERSHIP COURSE

OBJECTIVES:
By the end of this lesson, learners will be able to:
• Describe the overall purpose of the Public Health Leadership Course in the context of the Public Health Leadership Program’s (PHLP) goal to develop public health leaders
• Describe the critical nature of leadership in attaining public health goals
• Identify the distinctions between “technical” and “adaptive” problems
• Describe the three modules of the course and how they interrelate
• Begin the process of “leadership in action” by spurring student reflection on previous work from the Leadership Seminar and its ties to individual leadership action development planning

TUTORIAL:
Slides and lecture, “Introduction to PUBH 791, Core Principles in Public Health Leadership” by David Steffen
Required Reading:

Cocowitch, V. and Upshaw, V. Public Health Leadership Model: “Healthy People in Healthy Communities.” Presented at spring leadership seminar.

Individual Leadership Development Plan (ILD) Guide and Forms.

Competency sets:
Council on Linkages. Public Health Competencies (note leadership and systems thinking skills)
(http://www.trainingfinder.org/competencies/list_nolevels.htm).

National Public Health Leadership Developmental Network Competency Framework.

Association of Schools of Public Health (ASPH) Master's Degree in Public Health Core Competencies- Please read the "Cross-Cutting Competencies" which include Leadership, Professionalism, Communication, Diversity and Culture, and Systems Thinking competency areas which are particularly pertinent to leadership practice http://www.asph.org/userfiles/Version2.3.pdf

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The four lessons in Module 1 provide a foundation for thinking about your definition of and approach to leadership, outlining the major theories, research, trends and definitions of leadership. Several key issues that provide challenges to leadership in all fields will be discussed, including diversity, cross-cultural and gender issues, collaboration and ethics.

## MODULE 1: LEADERSHIP OVERVIEW

LESSON 1: LEADERSHIP DEFINITIONS AND MAJOR ISSUES

**OBJECTIVES**

By the end of this lesson, learners will be able to

- Define leadership from varying perspectives
• Compare and contrast their own definition of leadership with different theoretical perspectives
• Review selected leadership issues

**TUTORIAL**
Slides and lecture, “An Overview of Leadership” by Vaughn Upshaw

**ACTIVITY**
*Note:* Learners will need to have their definition of leadership from the Leadership Seminar available to them while they are listening to the tutorial.

**Required Reading**

**Recommended Readings and References**


**MODULE 1: LEADERSHIP OVERVIEW**
**LESSON 2: LEADERSHIP THEORY AND RESEARCH**

**OBJECTIVES**
By the end of this lesson, learners will be able to
• Describe major theoretical approaches to leadership
• Identify examples of research using different leadership theories
• Assess strengths and limitations of various leadership theories
• Illustrate leadership theories using examples from leadership practice

**TUTORIAL**
Slides and lecture, “Leadership Theory and Research” by Vaughn Upshaw

**Required Reading**

**Recommended Readings and Reference**


Turning Point Collaborative Leadership Curriculum
http://www.collaborativeleadership.org/


**MODULE 1: LEADERSHIP OVERVIEW**
LESSON 3: CURRENT LEADERSHIP ISSUES

**OBJECTIVES**
By the end of this lesson, learners will be able to
- Describe real-world decision making for leaders
- Explore differences between management and leadership
- Assess leadership issues for women
- Discuss diversity and leadership
- Review cross-cultural leadership issues
- Describe practices of collaborative leadership

**TUTORIAL**
Slides and lecture, “Current Issues in Leadership” by Vaughn Upshaw

**Required Reading**

**Recommended Readings and Reference**


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**MODULE 1: LEADERSHIP OVERVIEW**

**LESSON 4: ETHICS AND LEADERSHIP**

**OBJECTIVES**

By the end of this lesson, learners will be able to
- Define ethics for leaders
- Review ethical perspectives for leaders
- Describe ethical framework for leadership
- Apply frameworks for leadership ethics

**TUTORIAL**

Slides and lecture, “Leadership Ethics” by Vaughn Upshaw

**Required Reading**

The Public Health Code of Ethics
(http://www.phls.org/docs/PHLSethicsbrochure.pdf)

(http://www.phls.org/docs/EthicalPracticePublicHealth.pdf)


**Recommended Readings and Reference**

ASPH Ethics and Public Health Model Curriculum


**MODULE 2: LEADERSHIP IN PUBLIC HEALTH**

**OVERVIEW of MODULE 2**

These lessons will focus upon putting theory into practice and, more specifically, on public health leadership challenges and opportunities and current leaders and the competencies and styles they employ in order to successfully meet these future challenges.

**MODULE 2: LEADERSHIP IN PUBLIC HEALTH**

**LESSON 1: CURRENT PH CHALLENGES AND THE LEADERSHIP COMPETENCIES TO MEET THEM**

**OBJECTIVES**
By the end of this lesson, learners will be able to

- Discuss the keys skills and competencies that PH leaders need to be effective
• Describe the competencies required for effective leadership in public health
• Discuss key PH leadership challenges in workforce development, certification of professionals and accreditation of PH agencies and systems

TUTORIAL
Slides and lecture, “Developing Leadership Competencies to Improve Health Status” by Lou Rowitz


Required Readings


Competency sets:
Association of Schools of Public Health (ASPH) Master's Degree in Public Health Core Competencies- Please read the "Cross-Cutting Competencies" which include Leadership, Diversity and Culture, and Systems Thinking competency areas which are particularly pertinent to leadership practice


Council on Linkages. Public Health Competencies (note leadership and systems thinking skills)
(http://www.trainingfinder.org/competencies/list_nolevels.htm).

National Public Health Leadership Developmental Network Competency Framework.


National Public Health Leadership Developmental Network Competency Framework


**Recommended Readings and Reference**


Health Affairs; Chevy Chase, Jul/Aug 2006; Vol.25, Iss.4- much of this issue is devoted to keep public health issues that impact on public health leadership

**MODULE 2: LEADERSHIP IN PUBLIC HEALTH**

**LESSON 2: THE POWER OF VISIONING IN PUBLIC HEALTH LEADERSHIP**

**OBJECTIVES**

By the end of this lesson, learners will be able to

- Describe the value and process of predicting and preparing for the future challenges and opportunities facing public health leaders
- Outline the processes used to effectively envision the future and perform strategic planning to prepare for and possibly “co-create” that future
- Describe what leaders need to do in order to effectively identify and rally action around the future challenges and opportunities that must be addressed in order to improve the public’s health

**TUTORIAL**

Slides and lecture, “The Power of Visioning in Leadership” by Bill Sollecito


**Required Readings**


**Recommended Readings and Reference**


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**MODULE 2: LEADERSHIP IN PUBLIC HEALTH**
**LESSON 3: COMMUNICATIONS SKILLS FOR LEADERS**

**OBJECTIVES**
By the end of this lesson, learners will be able to
- Explain the importance of effective communication by leaders
- List the skills needed to work with the media
- Identify the principles involved in communicating effectively in a crisis situation

**TUTORIAL**
Slides and lecture, “Leadership Communication” by Patti Pozella
Required Readings
Covello, Vincent. Three readings:
The most frequently used bridging statements employed by communications professionals in media interviews.

Recommended Readings and Reference
CDC Communication Office (http://www.cdc.gov/communication/).

Center for Risk Communication - Vincent Covello (http://www.centerforriskcommunication.com/home.htm).

Goodman Communications - Good Ideas for Good Causes (http://www.agoodmanonline.com).

Rick Amme & Associates-Media and Crisis Management (http://www.amme.com/)


Turning Point Program Social Marketing Collaborative (http://www.turningpointprogram.org/Pages/socialmkt.html)

**MODULE 2: LEADERSHIP IN PUBLIC HEALTH**
**LESSON 4: PREPARING AND CARING FOR ONESELF AS A LEADER WHILE PURSUING THE PH VISION**

**OBJECTIVES**
By the end of this lesson, learners will be able to
- Identify personal issues, considerations and approaches that are key to successful leadership
- Describe the characteristics and value of servant leadership
- Identify techniques to balance work and one’s personal life, including the boundaries that must be maintained
- List several ways of protecting one’s time as a leader
- Discuss techniques to regenerate and refresh your leadership energies
Discuss the role of caring and emotion in leadership

**TUTORIAL**

**Required Readings**


**Recommended Readings and Reference**


OVERVIEW of MODULE 3

The four lessons in Module 3 address the different approaches that are necessary to exercise public health leadership and catalyze change at various structural levels: the team, organization and community levels. Accurate assessment and diagnosis of these levels is key to accomplishing positive leadership changes, whether the leader is operating with or without formal authority.

MODULE 3: ORGANIZATIONAL, TEAM AND COMMUNITY LEADERSHIP

LESSON 1: ORGANIZATIONAL DIAGNOSIS AND CULTURE

OBJECTIVES
By the end of this lesson, learners will be able to

- Identify models for organizational diagnosis and describe the strengths and limitations of each
- Select the organizational diagnosis model that works best as a tool for you
- Understand various dynamics of organizational culture, including influentials, norms, morale, attitude towards change, etc.

TUTORIAL
Slides and lecture, “Organizational Diagnosis and Culture” by Vic Cocowitch

Required Readings


Recommended Readings and Reference


**MODULE 3: ORGANIZATIONAL, TEAM AND COMMUNITY LEADERSHIP**
**LESSON 2: LEADERSHIP AND ORGANIZATIONAL CHANGE**

**OBJECTIVES**
By the end of this lesson, learners will be able to
- Discuss their individual beliefs and preferences about organizational change
- Describe theories and processes underpinning organizational change efforts
- Discuss potential leadership pitfalls in change efforts, as well as characteristics of successful change efforts
- Review a step-by-step model of organizational change

**PRE-ACTIVITY**
Please review the Change Style Indicator that you took during the Assessment Workshop to refresh yourself with your Change Style Preference and its strengths and weaknesses.

**TUTORIAL**
Slides and lecture, “Leadership and Organizational Change” by Vic Cocowitch

**Required Readings**


Chapter 3 (Note well, Figure 3-1, Systems Approach to Organizational Change)


**Recommended Readings and Reference**


**MODULE 3: ORGANIZATIONAL, TEAM AND COMMUNITY LEADERSHIP**

**LESSON 3: DEVELOPING AND LEADING GROUPS AND TEAMS**

**OBJECTIVES**

By the end of this lesson, learners will be able to

- Discuss the role of groups and teams in leadership effectiveness
- Understand the basic concepts of group dynamics
- Describe the difference between working groups and teams
- List the stages of team development
- Outline a set of behaviors and activities to effectively manage and lead teams

**TUTORIAL**

Slides and lecture, “Developing and Leading Groups and Teams” by Vic Cocowitch

**Required Readings**


**Recommended Readings and Reference**


**MODULE 3: ORGANIZATIONAL, TEAM AND COMMUNITY LEADERSHIP**

**LESSON 4: HOW DO I FACILITATE PARTNERSHIPS AND COALITIONS ACROSS ORGANIZATIONS AND COMMUNITIES?**

**OBJECTIVES**

By the end of this lesson, learners will be able to

- Define partnerships in public health
- Describe partnership configurations
- Examine the purpose of partnerships
- Identify partners in public health
- Review the process of engaging partners
- Assess the opportunities and challenges of partnerships
- Explore the leadership roles important in establishing and maintaining partnerships

**TUTORIAL**

Slides and lecture, “Facilitating Partnerships and Coalitions Across Organizations and Communities” by Vaughn Upshaw

**Required Readings**


**Recommended Readings and Reference**


