

Developing and Empowering Effective Leadership

Anglophone Master Training of Trainers and Coaches

September 2017 | Dar es Salaam

Henry Mosely, Moderator



Learning objectives

By the end of this session, the participants will be able to:

- Develop a picture of the components in a family planning system
- Analyze the interactions of Supply and Demand in improving as family planning system
- Identify the diverse people and organizations needed to design and implement innovative family planning programs
- Use team learning strategies to develop "leader-managers" in TCI staff and in geographies throughout the 3-stage TCI process

What is the current reality with most urban family planning systems?

- There is no such thing as a “dysfunctional” family planning system...because...
- In every urban setting, the present family planning system is perfectly designed to produce the results it gets

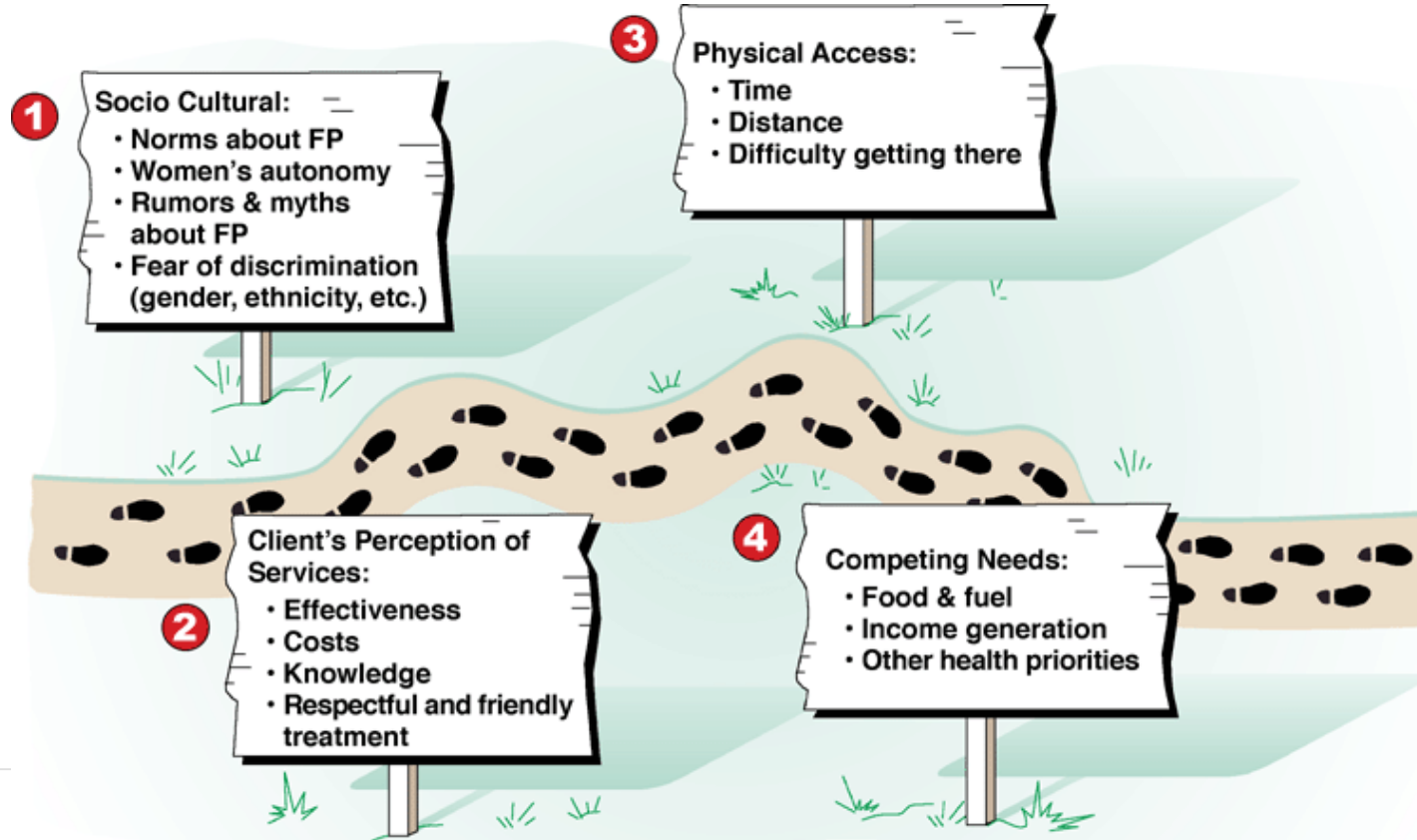
If we want different results, we need to change the system

- The existing family planning system is “working” for many people and organizations
 - ▶ These people and organizations will typically resist any changes that are perceived as threats to their status and roles, and/or blame others, including the clients, for their deficiencies
- The existence of unmet needs and unintended pregnancies, especially among the poor, indicates that the family planning system is not “working” for the most important people of all
 - ▶ These people and their communities are typically not even consulted, much less given any role in changing the system

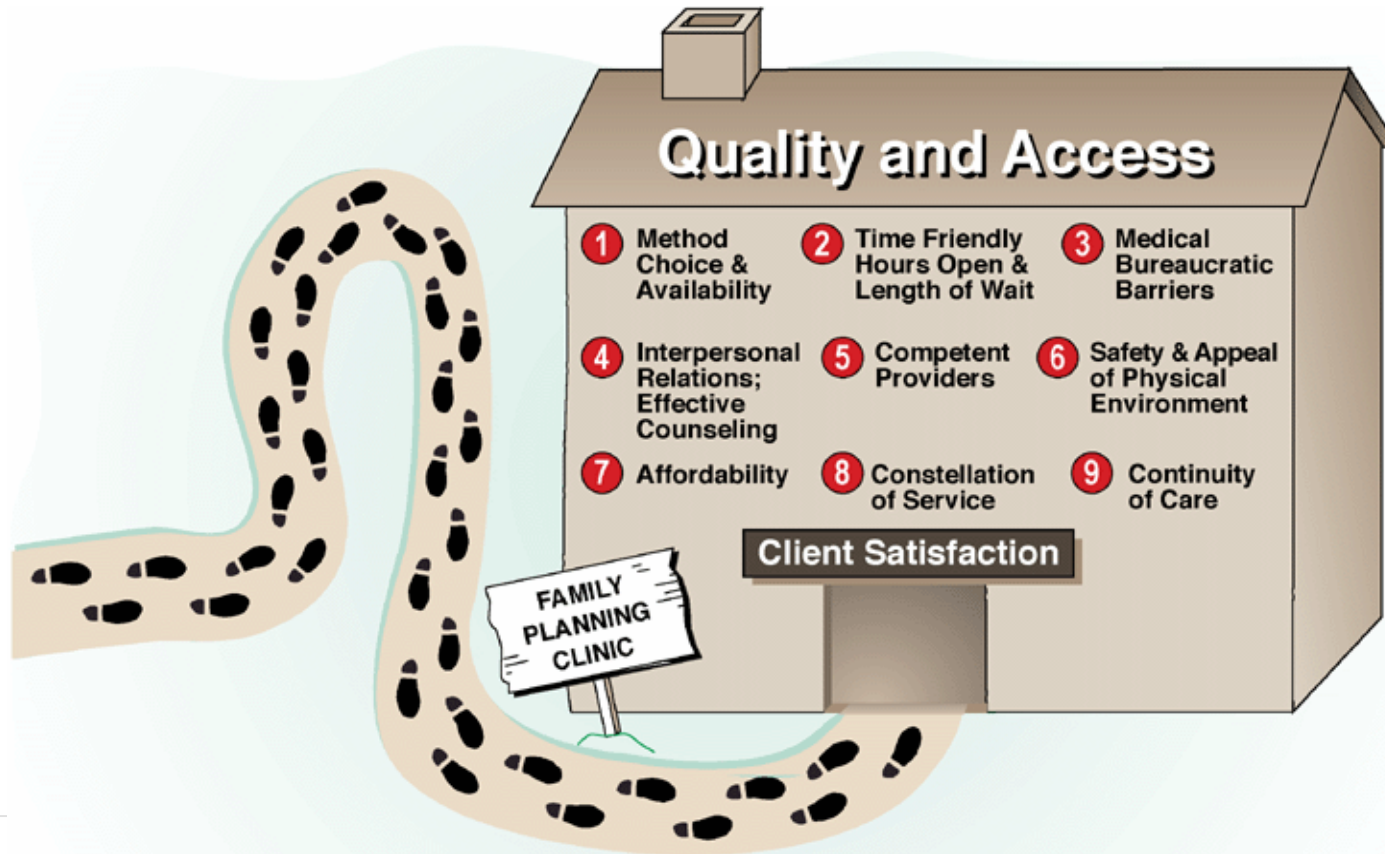
What do we mean by the Family Planning System?

- A framework - “Maximizing Access and Quality” - was developed to illustrate a family planning system from a *client’s perspective*
- The framework is useful in that it illustrates the possible *constraints or facilitating factors* along the path that clients must take to go from being a non-user to a satisfied user
- This may be appropriate for TCI since to goal of the family planning program from the client’s perspective is producing **satisfied users**

The Client's Perspective: Getting to the Door



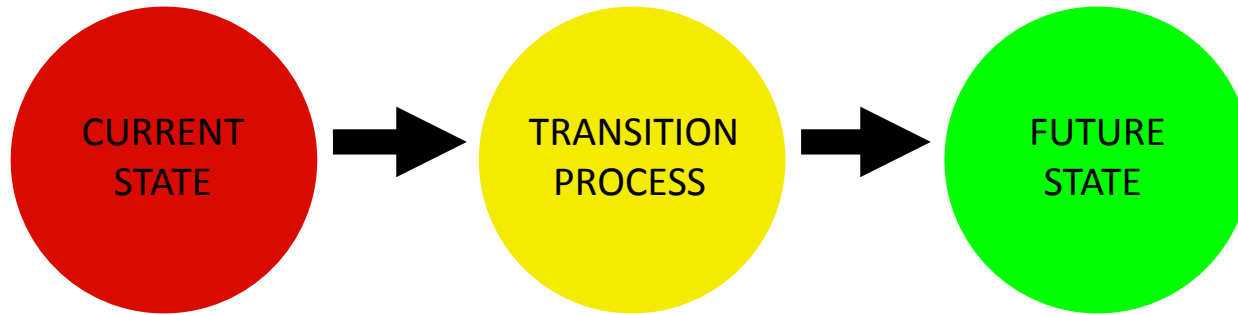
The Client's Perspective: Inside the Door



Exercise

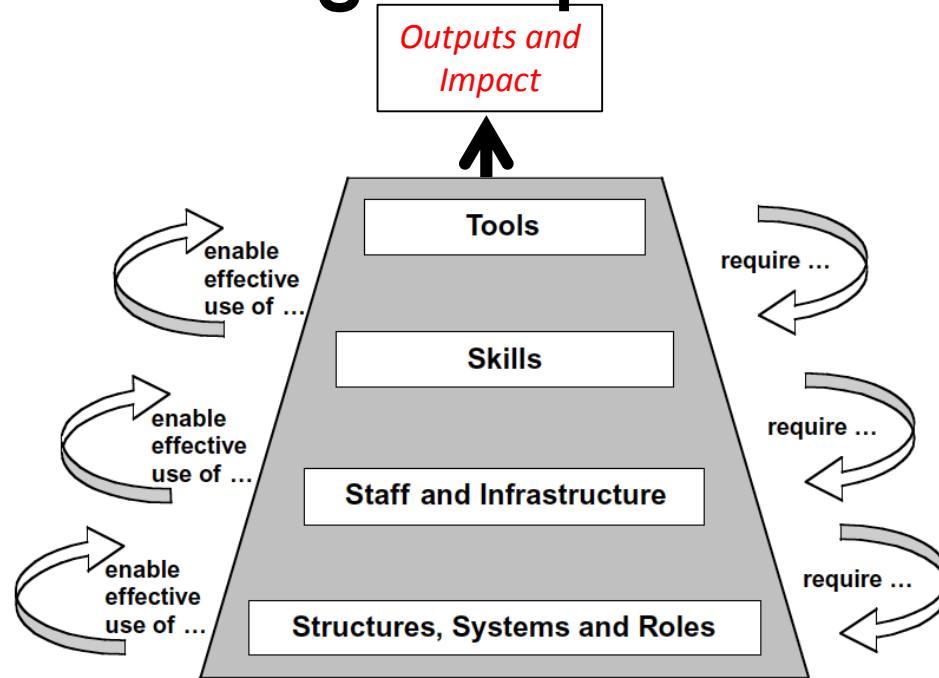
Identification of Supply and Demand
Components of a Family Planning System
The Client's Perspective

Change is the Process of Transitioning to a Desired State



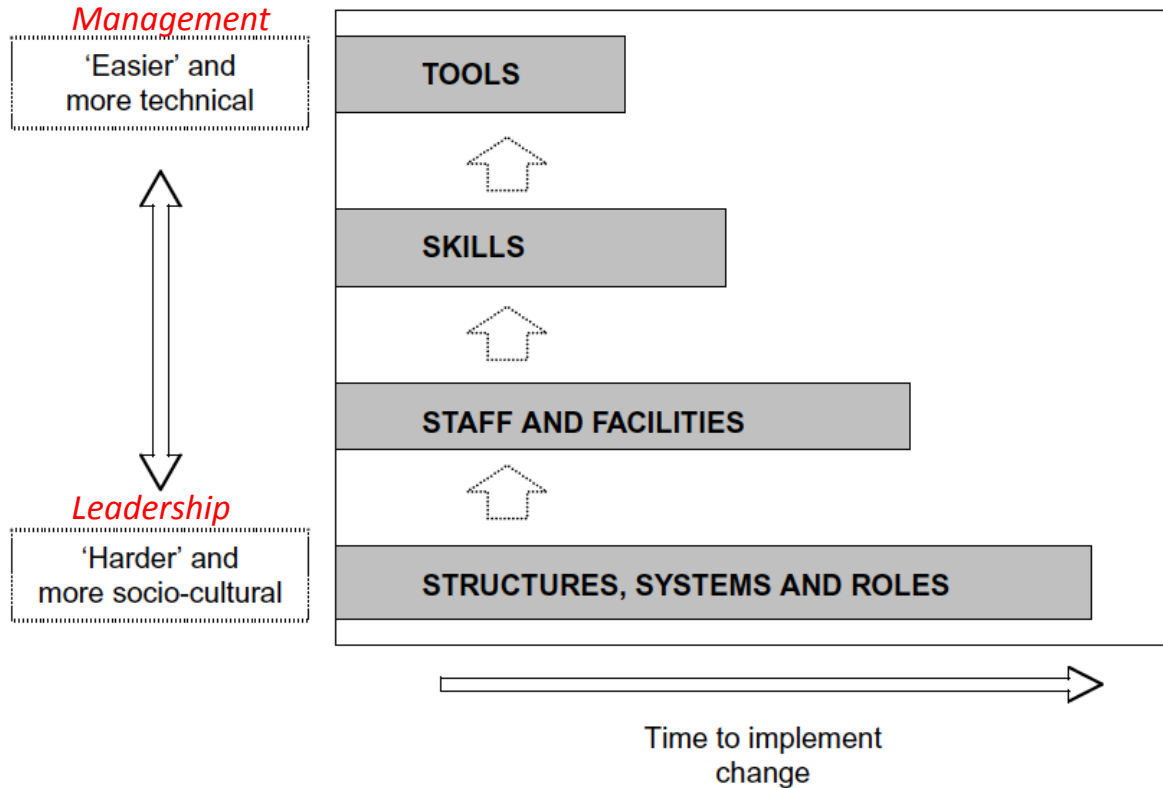
- Leadership involves not only charting a course but also arriving there
 - Visions can only reached with and through the efforts of others

Organizational Change Requires New Capacities



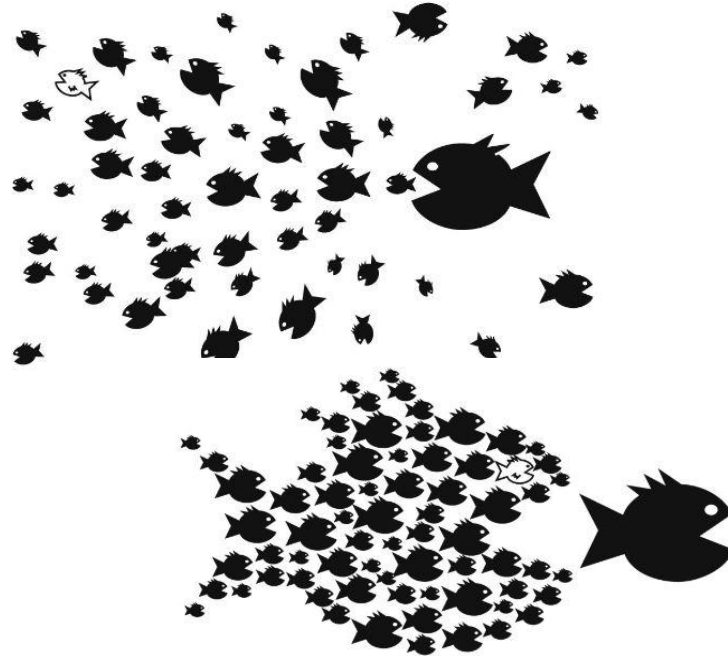
This framework illustrates the underlying causes of poor (or effective) organizational performance. Capacity building is required at every level, but particularly at the foundation.

Organizational Capacity Building Requires Management and Leadership as Well as Time



What is a another leadership challenge to developing an effective urban family planning system?

Bringing together many diverse organizations together into **Communities of Practice** working toward common goals



ORGANIZE!

Alternative strategies for supporting change

Business as Usual – “Consultant addiction”

- ▶ The consultant has the expertise and does not share it
- ▶ The consultant identifies problems and proposes solutions
- ▶ The consultant tells people what to do
- ▶ The consultant takes credit for successes and blames others for failures

Business Unusual – “We can do it ourselves”

- ▶ TCI exists to empower others and build their capacities
 - ▶ TCI encourages people to identify their problems and propose solutions
 - ▶ TCI listens carefully and offers help without taking responsibility for actions
 - ▶ TCI promotes self-measurement of progress with flexibility to change course
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The Team Approach to Leadership Development

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Teamwork To Achieve Operational Goals

- Existing organizations need teams with members coming from all job levels (including clients) to analyze problems, design and implement innovative solutions and measure results
- Multiple organizations need to come together as Communities of Practice. They can also create teams representing their varied interests to design innovative strategies to most effectively mobilize their varied resources toward achieving a shared vision

1a. What are the characteristics of an effective team?

- Diversity
- Familiarity with the situation or problem
- Trust
- Power to act
- Commitment to the purposes
- Knowledgeable

1b. What are team sizes and roles?

- Four to eight members
- Mutually accountable and responsible
- Open, honest, trusting
- Willing to learn and change
- Good at asking questions

2a. What about TCI as the coach of the team?

Sets to climate for:

- learning
- openness
- trust
- non-judgmental

Is not:

- teacher
- chairperson
- consultant

Is:

- knowledgeable about TCI

2b. What are the values held by the TCI coach?

- All members have great potential
- They must develop within themselves
- Learning and development involves thoughts and feelings, head and heart
- People develop by questioning their assumptions about themselves and others
- Actions and experience are critical to learning; knowledge comes from practice
- Coaching should leave people more competent, more capable to contribute and more fulfilled

3. What about the challenges presented to the team?

- Familiar - to the team
- Important – significant for the team
- Urgent – solutions will be acted on soon
- Feasible – not overly complex
- No existing solution – not a technical problem; requires adaptive/generative learning
- Provides a learning opportunity
- Team has authority for solutions and action

4. What is an effective strategy to engage the diverse members of the team?

- Coaches encourage questions from everyone
- Team members can only answer questions, before offering any proposals for action
- Questions generate a *dialogue* by:
 - Causing us to think and learn
 - Creating energy and vitality
- Triggering a need to:
 - listen
 - seek a common truth
 - justify opinions
 - Re-examine assumptions

5. Teams must have the authority to take action and measure their own results

- Concrete, specific, and measurable actions must occur during the group sessions and outside the meetings in order for learning to happen
- “Learning by doing”

6. What leadership values will be learned by members of the team coached by TCI?

- Shared commitment to common goals
- Willingness to help each other
- Courage to ask questions
- Respect for other viewpoints
- Building mutual trust
- Shared accountability

7. What are the leadership skills that can be learned by participating teams coached by TCI?

- Critical reflection
- Inquiry and questioning
- Systems thinking
- Active listening
- Self awareness
- Empathy
- Decision Making
- Communicating
- Handling relationships

