

Leadership and Strategic Management for TB Control Managers

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Module No.1 of 8

Leadership and Strategic Management for TB Control Managers

Module 1 | **Introduction**





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Foreword

Tuberculosis continues to be a major health challenge for the South-East Asia Region, complicated further by the emergence of multi-drug resistance and the spread of HIV/AIDS. It has therefore become critical, more than ever before, to ensure the provision of quality services through well-managed national TB control programmes to meet these challenges. It is in order to meet a felt need to enhance the management and leadership skills within national TB control programmes in the Region, that a modular training course on Leadership and Strategic Management has been developed by the World Health Organization's Regional Office for South-East Asia.

The modules are designed to allow for self development and learning through interactive training methodologies. They cover several areas relating to effective leadership and management and partnership building. Case studies based on experience in countries of the Region have been included to make the training relevant to programme managers in the Region. The modules have been extensively field-tested for training programme staff from national TB control programmes and other sectors involved in TB care in several countries in the Region.

While the primary purpose of this set of modules is to develop the managerial skills of staff working at national and intermediate levels of TB control programmes in government and nongovernmental organizations of countries in the South-East Asia Region, the concepts and approaches could well be more widely applied to other public health programmes.

I believe that this basic modular course, if used effectively, could lay the foundation for strong, well-managed public health programmes, both in the South-East Asia Region and elsewhere.



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Introduction

Following the widespread implementation of DOTS by national TB control programmes in several countries, it became clear that the major obstacles to TB control were no longer technical in nature. The running of large national TB control programmes (NTPs) required increasingly better management, communication, and leadership skills on the part of TB programme managers at national, and in larger countries, intermediate levels of the programme—skills that are not adequately imparted in the course of training health professionals at any level.

This modular training course on leadership and strategic management was therefore developed in response to the felt need for improved management of national TB control programmes. This was following an assessment of the leadership and managerial skills required at national and intermediate levels of NTPs in countries in the South-East Asia Region.

The overall goal of this training is to provide participants with the necessary understanding and skills to develop and strengthen the management of TB programmes or projects. The skills learnt through these modules could, however, well be applied in the context of other disease control or health projects.

Methodologies used in the modules

The training modules and methodology used is based on the following basic principles:

- Participants are encouraged to be independent and self-directed. Facilitators are present only to guide participants to gain additional knowledge and acquire new skills rather than to simply supply them with facts.
- Participants learn best when actively involved in the learning process rather than by passively listening or observing and they will learn from one another as well as from the facilitators.
- It is expected that participants already have a wealth of professional knowledge and experiences. Learning is therefore linked to building on this foundation.
- The modules have been designed to be relevant and applicable to the work and responsibilities of participants. As such, the theories and concepts presented are directly related to TB programmes and, wherever possible, settings familiar to participants have been used.

In recognition of the way in which adults learn best, the modules use a variety of training techniques to ensure full participation and to reinforce skills and knowledge. The techniques used are:

- Modular reading
- Individual exercises and questionnaires
- Group work and discussion
- Brainstorming
- Case studies
- Role plays
- Games
- Facilitator and participant presentations
- Plenary discussions

Participants are at times requested in these exercises to reflect on their real work situations in order to begin to find alternative ways of working or possible solutions for actual issues they may face in their programmes.

Some of the exercises, in particular the questionnaires, may also be used again by participants once they are back in their work environments. This would help them to gauge the progress they are making in modifying certain aspects of their managerial and leadership styles.

Organization of the training modules

This modular training comprises eight modules that may be used independently of one another or as a complete package. Each module covers a specific aspect that is key to being an effective TB programme manager. The modules are listed below:

- Module 1 : Introduction
- Module 2 : Managerial Styles
- Module 3 : Leadership and Leadership Styles
- Module 4 : Personal Effectiveness
- Module 5 : Role Efficacy
- Module 6 : Communication Skills
- Module 7 : Team Building
- Module 8 : Building Partnerships

Each module includes:

- A table of contents
- An introduction
- Objectives of the module
- A summary of exercises found in the module
- Content: information that will assist the participant in carrying out exercises and in achieving the objectives of the module
- Exercises with instructions to enable participants to analyse their present capabilities and strengthen these, or acquire new skills
- Summary of key points

Description of the Modules

The following is a brief description of modules 2–8.

Module 2: Managerial Styles begins with an exercise to help recognize and examine individual managerial styles. The specific functions of a manager are analysed in terms of 12 different managerial styles and how these may affect their staff, and the way in which they interact or work towards programme objectives. Participants are asked to identify key actions they will take to improve their managerial styles once back at their place of work.

Module 3: Leadership and Leadership Styles defines the term ‘leadership’, differentiates between the functions of a leader and those of a manager, and describes various aspects of leadership and the characteristics of a good leader. It helps participants to determine the type of leadership skills they possess and ways to improve their effectiveness as leaders.

Module 4: This module describes the concept of personal effectiveness and ways to improve it. A scale is used to determine individual personal effectiveness at the workplace. Three dimensions of personal effectiveness are looked at: self-disclosure, use of feedback and perceptiveness. Eight possible categories of personal effectiveness are identified. Once people are able to place themselves in a specific category, they are also able to more easily identify areas that can be improved both for themselves as well as for their staff.

Module 5: Role Efficacy describes the concepts of role and role efficacy. The ten aspects of role efficacy are analysed through 10 case studies. Once these aspects are better understood, the exercises in the module assist participants to find ways to improve their own role efficacy as well as that of their staff.

Module 6: Communication Skills clarifies the concept and process of communication. Communication channels and barriers to communication are identified, as are ways to improve communication. Group discussions, role plays and group exercises are used to ensure that different communication skills are tried out in various situations.



Module 7: Team Building focuses on how to transform a group of individuals into a team by clarifying objectives, planning operations through consensus, coordinating resources and achieving tasks together despite obstacles and stress. The concept of a team is defined and the five stages of building a team are described. At the end of the module, participants are asked to develop action points for enhancing the effectiveness of their own teams.

Module 8: Building Partnerships looks at potential partners in TB control and ways to build and strengthen these partnerships. A SWOT analysis is used to look at the strengths, weaknesses, opportunities and threats that each partner brings. Finally, the module guides participants through the various steps of building effective partnerships.



