

Strategic Training Executive Programme (STEP)



“Promoting sustainable workforce excellence in health supply chain management”

Strategic Training Executive Programme (STEP)

DAY 2: SHAPE

*“Promoting sustainable workforce excellence in health
supply chain management”*



Day 1 review, day 2
introduction

Strategic Training Executive Programme (STEP)



*“Promoting sustainable workforce excellence in health
supply chain management”*



Welcome!

The STEP 2.0 WORKSHOP:

- Is a five-day workshop focusing on **collaborative** leadership skills, within a realistic supply chain management context
- Provides opportunities to practice and network with peers
- Offers insights and best practices from each other and from the private sector

Logistics, housekeeping items, and ground rules

Your feedback is important

- This is the second generation of this programme, improvements to STEP were based largely on alumni feedback.
- Each day you will be asked to evaluate that day's programme
- At the end of the day, the evaluation form will be shared with you and projected as a QR Code
- Your feedback will help to ensure that STEP is as effective as possible in developing our critical leadership capabilities
- Submit your Day 2 evaluation at the close of today's sessions





STEP 2.0 Workshop Agenda

DAY	FOCUS	1 ST Morning Session	2 ND Morning Session	1 ST Afternoon Session	2 ND Afternoon Session
1	LEAD	Session 1 Getting Started	Session 2 Leadership, Challenges, Transformation	Session 3 Collaboration, Advocacy, Transformation	Session 4 Communication, Change Management, Transformation
2	SHAPE	Session 5 Day 1 Review Day 2 Introduction	Session 6 Team Mobilization	Session 7 Team Development	Session 8 Team Leadership
3	PLAN	Session 9 Day 2 Review Day 3 Introduction	Session 10 Think Strategically	Session 11 Change Strategically	Session 12 Plan Strategically
4	ACT	Session 13 Day 3 Review Day 4 Introduction	Session 14 Assessing Readiness	Session 15 Starting Fast	Session 16 Sustaining Transformation
5	EVALUATE	Session 17 Day 4 Review Day 5 Introduction	Session 18 Keeping Score	Session 19 Changing to Change	Session 20 Getting Started

Refer to page 24 in your Team Member Workbook

Your Transformation Challenge

- The cornerstone of STEP is **YOUR TRANSFORMATION CHALLENGE**
- Your challenge is the true measure of what you learn from this course, and, just as important, how your organisation benefits from their investment of your time in STEP
- Each day we will dig deeper into the work you started during the STEP YTC Preparation Assignments.
- The daily activities will include peer (team member/coaches/staff) reviews of your work and opportunities to revise your work

- Today's Peer-Peer (P2P) focus: YTC Step 3a - *Identify Stakeholders and Invested Groups*



TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

Teamwork assignment debrief

Your Transformation Challenge – Your Challenge Question

Tonight's Home Teamwork Assignment

PEER REVIEW EXERCISE

- Meet as a team this evening
- Your coach will facilitate the peer review exercise activities
- Each team member reviews all other team members' responses to **STEP Preparation YTC Assignment #1: YTC Step 1 - Identify Your Challenge**
- Follow the instructions for quality peer reviewing practices from the sheet provided to you
- NOTE: the objective is to POSITIVELY help each other produce the best plan of action for their Transformation Challenge

Technical
Timeout
Background
Articles
(page 15)

Take 5 minutes at your table to prepare for this exercise

Each team member will be asked to present their original challenge statement and then read any revisions that resulted from last night's peer review session

Select one team member to briefly discuss the process of working together as peers.



OUR TEAM MASCOT

LEAD: Day 1's learning objectives

What did you learn?

Session 2

Leadership, Challenges, Transformation: learning objectives

Upon completion of this session, you will be able to

- Describe the difference between leading and managing
- Identify the role of a leader during times of stability and times of change
- Determine if you naturally lead or manage
- Determine your level of comfort with change

Session 3

Collaboration and advocacy learning objectives

Upon completion of this session, you will be able to answer:

- What it means to collaborate
- ✓ Why collaboration is important to a leader
- ✓ When you need to collaborate
- ✓ What group structure do you need to collaborate
- ✓ Who are good collaborators
- ✓ Are you a good collaborator

Session 4

Communication, Change Management, Transformation

learning objectives

By the end of this session you will be able to:

- Understand why effective communication is important while managing change
- Identify common communication failures
- Understand the Change Curve and how to communicate at various points along the curve



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TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

Shaping your team: your thoughts

- What comes to mind when you hear the phrase “TEAMWORK”?
- Have you ever worked in a “TEAM-BASED” workplace?
- What do you think about “TEAMS”?
- Is the same leadership style needed for all situations?





Thank you

E še

Daalu

Nagode

These organisations contributed their time, guidance and curriculum during the development of STEP 2.0

Gavi, the Vaccine Alliance
USAID
The Global Fund to Fight AIDS, Tuberculosis and Malaria
UNICEF
WHO
The People that Deliver Initiative
PATH
Village Reach
Sabin Vaccine Institute
Africa Resource Centre
The University of Global Health Equity
Yale University
International Federation of Pharmaceutical Wholesalers (IFPW)
GSK
Johnson and Johnson
UPS

Obrigado
Thank you



Session 6: Team Mobilisation

Strategic Training Executive Programme (STEP)



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TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

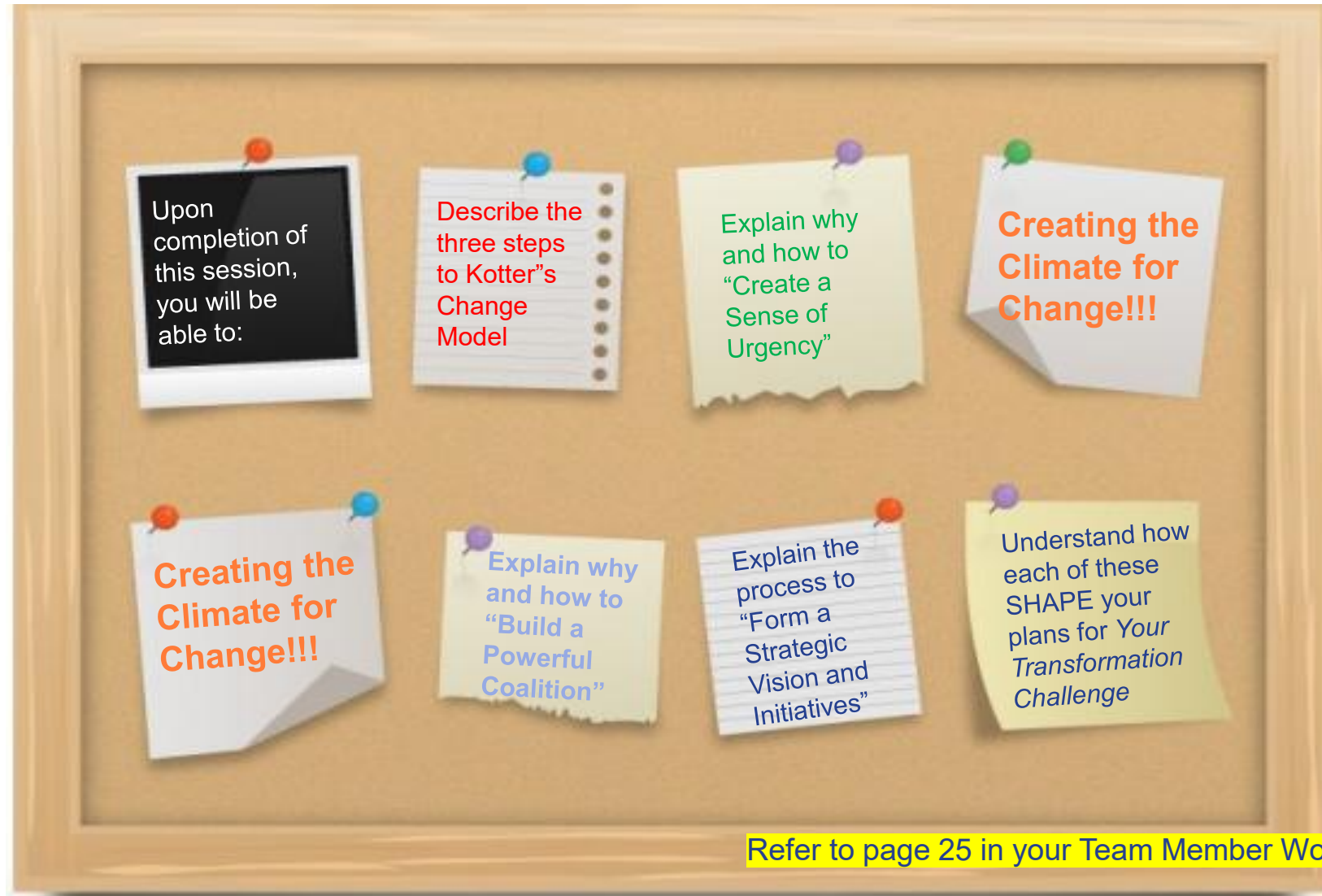
STEP Programme Preparation - Assignment #2

Team breakout exercise - part 1

- Refer to your Preferred Learning Style results (*seeing, hearing or feeling* - printed on your name card)
- Discuss the preferred learning style mix of your group – is each type represented or are there 1 or 2 predominant types represented?
- In the groups (teams) that you work with daily, have you thought about how different learning styles contribute differently?
- Was the survey accurate? Do you agree with the results?



Team Mobilisation



Team Mobilisation: your thoughts



- What does the term “Transformation” mean to you?
- What ideas do you have about change management?
- How have you managed change in your work, home or social environment?
- Reflect on the series of self-assessments you completed during your STEP Preparation Assignments. What did they tell you about you and your comfort level with change?

Change Models: Introduction

“Change is the only constant”

~ Heraclitus, Greek Philosopher (535 – 475 BC)

- Change management, an organisational/team not limited to self or a few people
- **70% of change efforts within organisations fail**
- Threat to change implementation: not focusing attention on ‘people’
- The change process is comprised of a series of steps and requires considerable time to produce a satisfying result (Dr John Kotter)
- Identifying / incorporating best practices in change management are important to increase chances of success



Kotter's 8 Step ~~Change~~ Transformation Model



Kotter's 8 Step ~~Change~~ Transformation Model



Refer to page 26 in your Team Member Workbook

Kotter's Change Model

Step 1: Create a Sense of Urgency

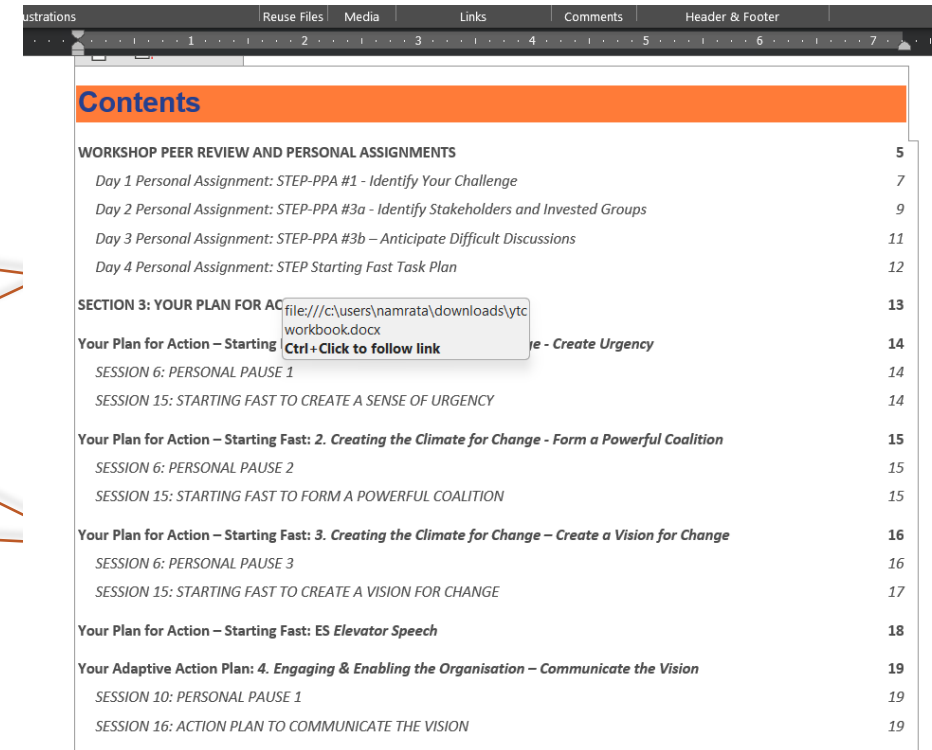
Help others see the need for change through a bold, aspirational opportunity statement that communicates the importance of acting **immediately**.



SESSION 6: PERSONAL PAUSE 1

How Will You Create a Sense of URGENCY for Your Transformation Challenge?

Refer to SESSION 6: PERSONAL PAUSE 1 in your YTC Workbook



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Kotter's Change Model

Step 2: Form a Powerful Transformation Coalition



A volunteer army needs a coalition of effective people – born of its own ranks – to guide it, coordinate it, and communicate its activities

Why Should You Consider a Powerful Transformation Coalition?



Stakeholder planning helps identify:

- The interests of all stakeholders, who may affect or be affected by the change initiative
- Potential issues that could disrupt the initiative
- Key people for information distribution
- Groups that should participate in different stages of planning and implementation
- Ways to reduce potential negative impacts & manage negative factions

Source: Adapted from: The Geneva Learning Foundation's BOOST Scholars Adaptive Leadership Course

Who Should You Consider for a Powerful Transformation Coalition?

Stakeholders tend to fall into six categories

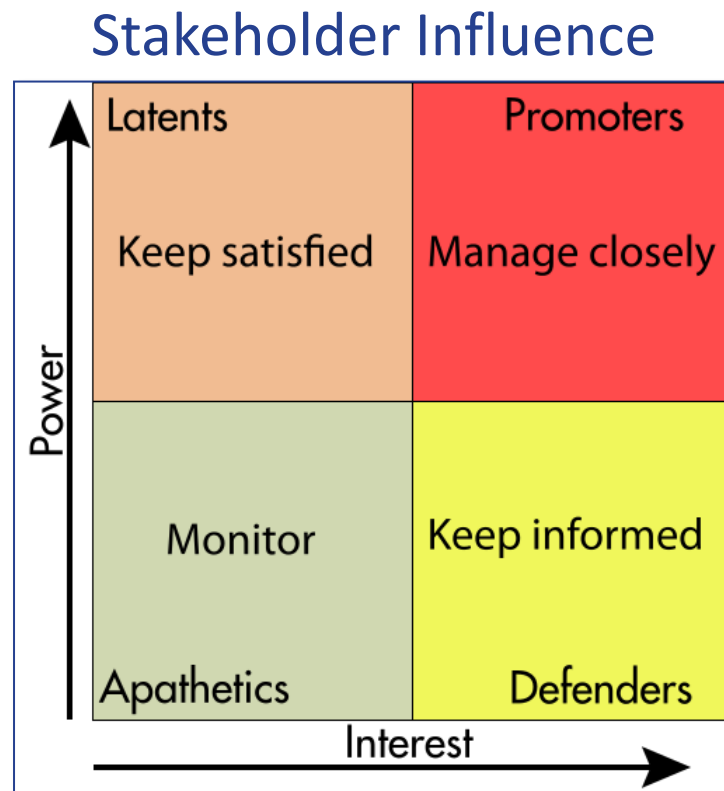
- Partners/Allies
- Opposition
- Casualties
- Troublemakers
- Authorities
- Yourself



Source: Adapted from: The Geneva Learning Foundation's BOOST Scholars Adaptive Leadership Course

Kotter's Change Model

Step 2: Form a Powerful Transformation Coalition



- **Promoters:**

Stakeholders who attach a high priority to the change initiative; whose actions can have an impact on its implementation

- **Defenders:**

Stakeholders who attach a high priority to the change initiative but whose actions cannot have an impact on its implementation

- **Latents:**

Stakeholders whose actions can affect the implementation of the change initiative but who attach a low priority to the plans

- **Apathetics:**

Stakeholders whose actions cannot affect the implementation of the change initiative and who attach a low priority to its completion

Source: <http://www1.worldbank.org/publicsector/anticorrupt/PoliticalEconomy/stakeholderanalysis.htm>

SESSION 6: PERSONAL PAUSE 2

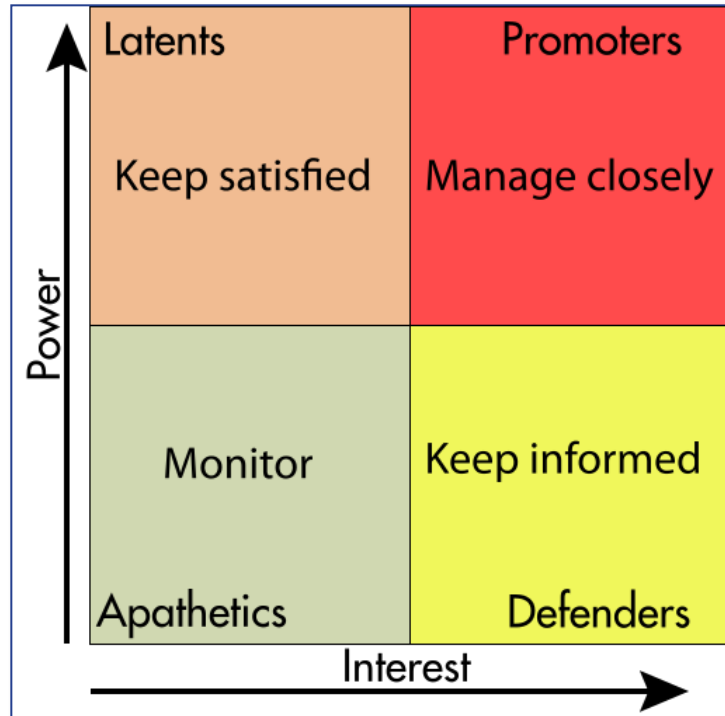
Review your stakeholder map and determine which Influence Matrix quadrant each belongs

Refer to your YTC Step 3 – Identify Stakeholders and Invested Groups/ Anticipate Difficult Discussions Assignment and SESSION 6: PERSONAL PAUSE 2 in your YTC Workbook

Kotter's Change Model

Step 2: Form a Powerful Transformation Coalition

Stakeholder Influence



- **Promoters:**
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Stakeholders who attach a high priority to the change initiative but whose actions cannot have an impact on its implementation
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Refer to SESSION 6: PERSONAL PAUSE 2 in your YTC Workbook

Source: <http://www1.worldbank.org/publicsector/anticorrupt/PoliticalEconomy/stakeholderanalysis.htm>



TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

Kotter's Change Model

Step 3: Create a Vision for Change

A **vision** is something that should tell us where we are going.

A **vision** describes where the road will take us and what we will find when we get there.

A **vision** is something that is:

- Futuristic
- Compelling
- Desirable
- Realistic and feasible
- Clear and focused
- Flexible
- Easy to communicate



SESSION 6: PERSONAL PAUSE 3

Review your vision of success, does it match the criteria we just discussed?

Refer to your YTC Step 4 – Preliminary Plan for Action Assignment/
SESSION 6: PERSONAL PAUSE 3 in your YTC Workbook

Kotter's Change Model

Step 3: Create a Vision for Change

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- Compelling
- Desirable
- Realistic and feasible
- Clear and focused
- Flexible
- Easy to communicate



Refer to SESSION 6: PERSONAL PAUSE 3 in your YTC
Workbook

Kotter's Change Model

Step 3: Create a Vision for Change with Strategic Objectives

Your Strategic Objectives must be **SMART**:

Specific and narrowly defined

Measurable At the end of the planning cycle it should be possible to determine if SOs were achieved or not, which means providing both the metrics and the means to measure those metrics

Achievable and Actionable Every SO needs to be achievable through direct action

Realistic Challenging objectives are acceptable, but don't set the marker so high that it can't be reached given available staffing, resources, and capital

Time bound All objectives need to have a timeframe that coincides with measurement



Source:

<http://www.pcg-services.com/being-smart-about-setting-strategic-objectives/>

SESSION 6: PERSONAL PAUSE 3

**Review your vision of success and
note your initial thoughts for specific
objectives that will achieve success**

Refer to SESSION 6: PERSONAL PAUSE 3 in your YTC Workbook

Kotter's Change Model

Step 3: Create a Vision for Change with Strategic Objectives

Your Strategic Objectives must be **SMART**:

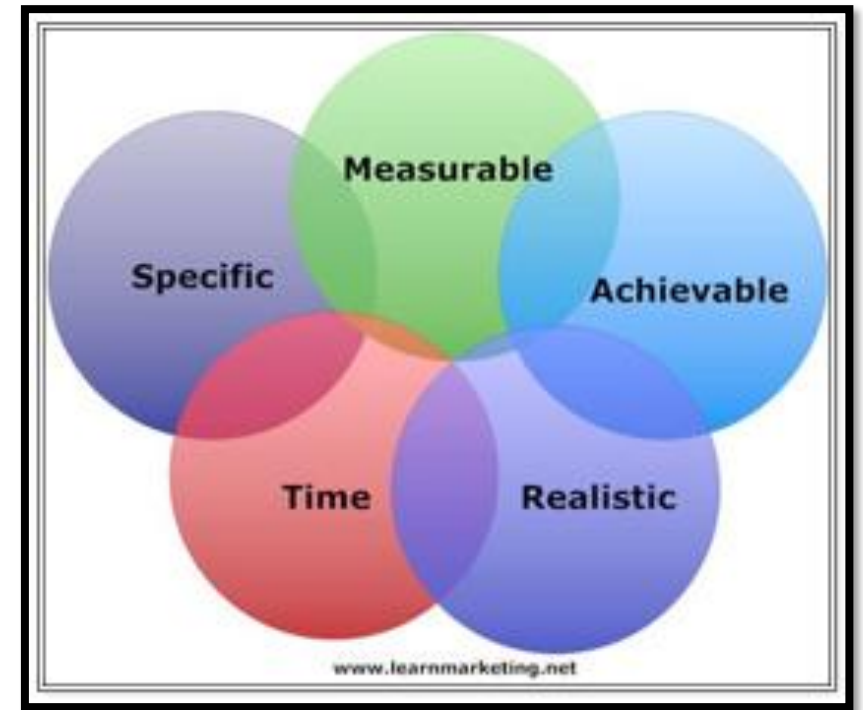
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<http://www.pcg-services.com/being-smart-about-setting-strategic-objectives/>

Refer to **SESSION 6: PERSONAL PAUSE 3**
in your YTC Workbook

STEP Preparation Assignment #2

Team Breakout part 2



Refer to your Preferred Learning Style results
(*seeing, hearing or feeling* - printed on your name card)

- Gather with others in the room who share the same preferred learning style and discuss these questions?
- In general, what strengths does your learning style provide? What about challenges presented by this learning style?
- How should you utilize the strengths and challenges in your workplace? How about your personal life?



TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook



Thank you

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International Federation of Pharmaceutical Wholesalers (IFPW)
GSK
Johnson and Johnson
UPS

Obrigado
Thank you
Merci



Session 7: Team Development

Strategic Training Executive Programme (STEP)



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TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

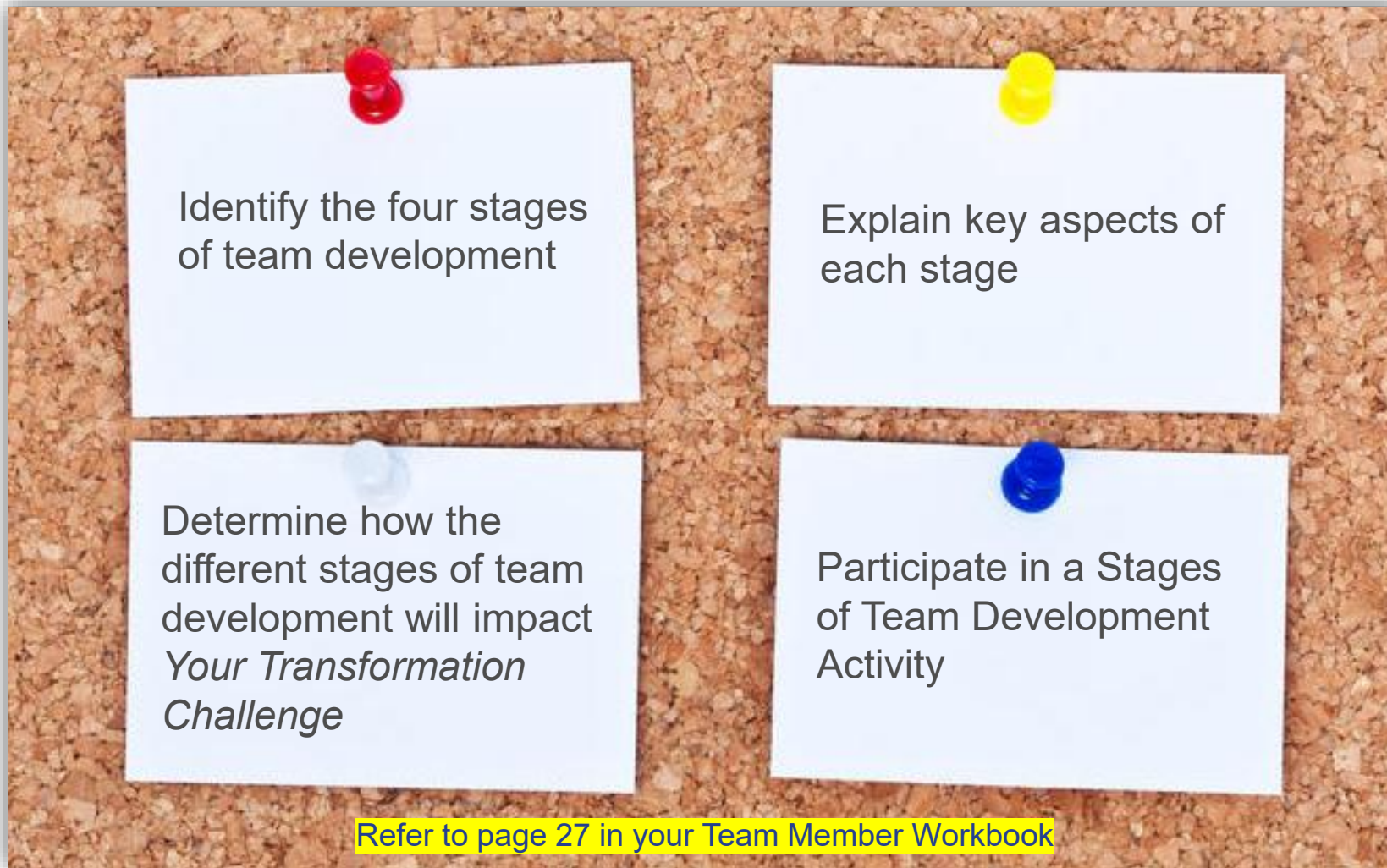
TECHNICAL
TIME OUT



Back to our day's discussion

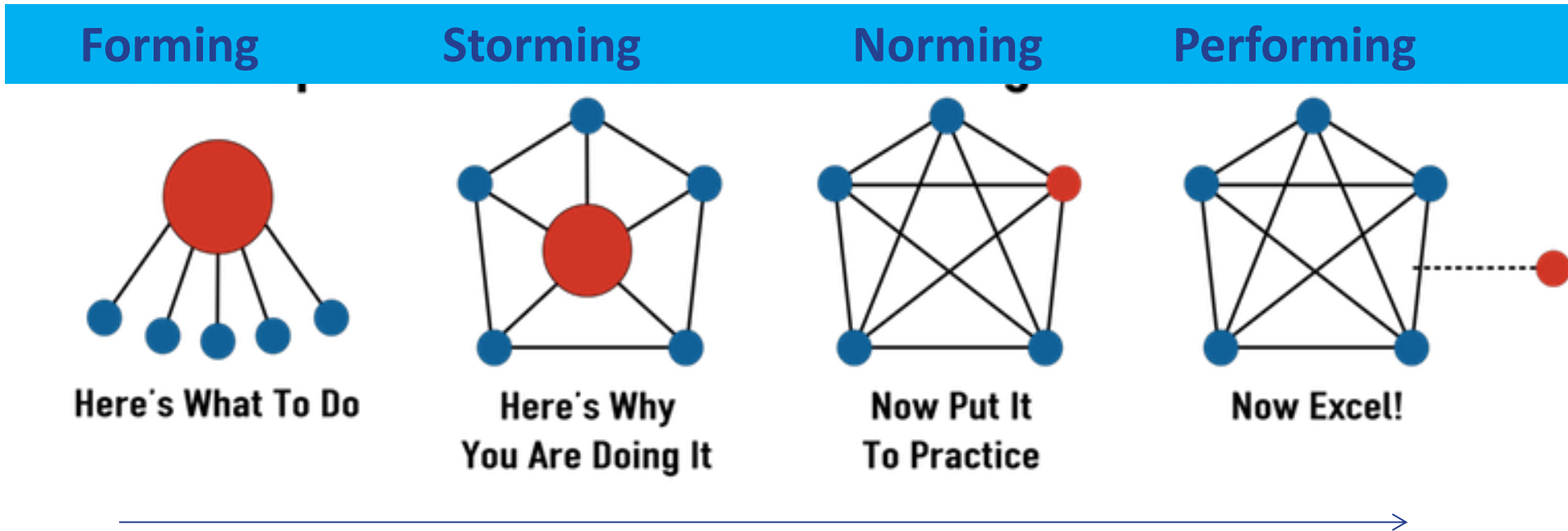


Stages of team development: Learning objectives



Stages of Team Development

4 Stages of Team Development



Moving towards a more optimized team

Stages of Team Development

As we discuss each of the four stages, reflect on:

- The extent of **direction and support** that is provided by the leader to the team
- The level of **involvement** that is shown by the team members
- The degree of **interaction** between the members in the team with the team leader and external bodies
- The types of **results** that the team delivers



Stages of Team Development: Team Member Behaviors

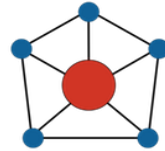
Forming



Here's What To Do

- The polite stage; focus is on getting acquainted and feeling comfortable.
- Conflict is low, suppressed; need for approval high.
- Verbal members tend to dominate.
- Ability to accomplish group tasks and stay focused is low.
- Little listening; high distortion of what is heard.
- Watchful; guarded; personal feelings kept hidden.
- Much giving of/asking for information and data.
- Some inclusion/exclusion issues with “new” and “old” group members.

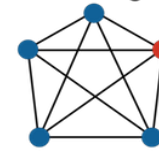
Storming



Here's Why
You Are Doing It

- Subgroups and individuals attempt to influence ideas, values, and opinions.
- Competition for attention, recognition, and influence.
- People confront each other; interpersonal conflict.
- Polarization; lack of shared vision.
- Members may opt out and/or cliques/alliances form.
- Unsolicited comments; opinions.
- Sense of feeling struck; frustrated.
- Emotional reaction to task or misperceptions about task.
- Process issues discussed outside of meeting.
- Quick fix: address symptoms, skirt problems.
- Power inequities, struggle as members “jockey for position.”

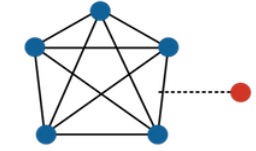
Norming



Now Put It
To Practice

- Authority/leadership issues discussed and resolved.
- Issues, not people, confronted.
- Cohesion among group members begins; subgroups disappear.
- Members actively listen to each other.
- Appreciation and acceptance of alternative points of view.
- Risky issues/process issues brought up in meetings.
- Ability to remain focused on task at hand.
- Quiet people now contributing more in the group.
- Values and assumptions begin to get discovered and discussed.
- Relevant questions are asked.
- Air of complacency may develop.
- Individuals move beyond blame to responsibility.

Performing

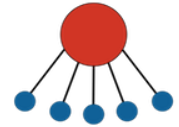


Now Excel!

- Members try new behaviours and accept new ideas.
- Members relate with honesty, respect, authenticity.
- Problems and difficult issues are dealt with, handled creatively.
- Diversity is affirmed and welcomed.
- Member resourcefulness is utilized to energize each other.
- Decision-making process to be used is understood.
- Frequent review of process issues.
- Clarity on how members experience each other.
- Outside help/resources welcomed.
- Differences bridged with integrity.
- Commitment to work toward common goals.

Stages of Team Development: Implications for Leadership

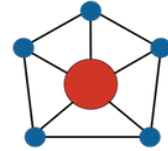
Forming



Here's What To Do

- Use climate-setting activities to break the ice.
- Help group members identify and prioritize their goals.
- Use brainstorming processes to surface hopes, fears, and expectations of members.
- Identify group-directed procedures and establish ground rules.
- Have everyone identify the roles needed and begin defining roles and responsibilities.
- Help the groups set norms for communicating, resolving conflicts, and presenting ideas.
- Have the group reflect on what worked well in the group and what didn't.

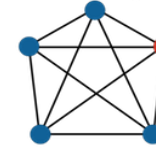
Storming



Here's Why
You Are Doing It

- Encourage the expression of thoughts and feelings.
- Use collaborative interventions and work on defining roles to support collaborative teamwork.
- Form subtask/problem teams that cut across subgroup boundaries.
- Focus on major issues with the entire group.
- Model reflective listening and coach members on the skills.
- Reinforce respectful listening and communications during group discussion.
- Expect conflict. Encourage group members to express their frustrations and anxieties, and then focus on defining and organizing tasks.

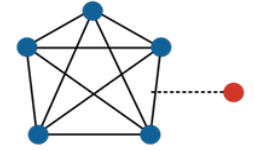
Norming



Now Put It
To Practice

- Identify the "hidden" norms and invite the group to evaluate them or set new norms.
- Assist the group to develop a positive group identity via teambuilding activities.
- Challenge the boundaries of the group: bring in outsiders and /or newcomers periodically.
- Redefine or reestablish goals by focusing on desired results.
- Coach the group to use problem solving methods wisely.
- Use consensus-building interventions and explore areas of actual difference.
- Encourage open communication when members "close up" and appear reluctant to share.
- Invite input when people are reluctant to address issues that might result in conflict.

Performing



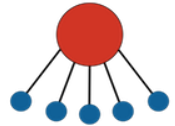
Now Excel!

- Use problem-solving and consensus building processes to facilitate group work.
- Do nothing, join in and comment on what's going well.
- Experiment with group structures and explore process improvements.
- Help the group critique itself. Your role as leader becomes less active.
- Arrange appropriate ceremonies/rituals for celebration of accomplishments.
- Use or suggest inclusion activities that give new members a sense of acceptance.

Refer to page 31 in your Team Member Workbook

Stages of Team Development: Additional Considerations

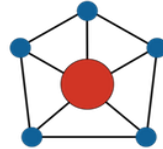
Forming



Here's What To Do

- When a new team is being formed, team leader starts with a directive/telling style.
- The team will produce according to the standards but will not perform beyond.
- The communication is mostly downward, with almost no upward
- This stage promotes compliance over performance..
- **Most teams seldom move beyond this stage, trapping themselves in a cycle of poor performance.**

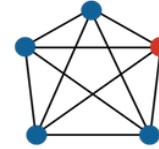
Storming



Here's Why You Are Doing It

- The leader gives more freedom and responsibility to the team members – pivoting to coaching over directing.
- The leader encouraging two-way communication by seeking their suggestions and inputs
- The leader involves them in the goal-setting processes
- The leader asks for input but still makes the decision
- **This stage is the most pivotal of all the stages of team development and the most frustrating.**

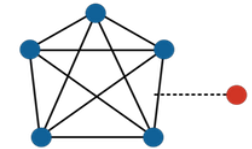
Norming



Now Put It To Practice

- The leader of the team pivots to the role of consultant during this stage.
- Team members are focused towards their goals and are busy handling the daily tasks.
- People are more committed to what they are doing
- They give both their time and energy.
- **It is in this stage that the team fully understands the big picture and commits to achieving the vision.**

Performing



Now Excel!

- The leader of the team now works primarily outside the team and plays the role of delegator.
- The members of the team can handle the day-to-day and mid-range tasks as well as any complex problems or situations on their own.
- **The team hits their goals and targets on a constant basis and is always on the watch out for continuous improvement opportunities.**

Refer to page 32 in your Team Member Workbook



OUR TEAM'S QUEST



RULES OF YOUR QUEST

Working as a team

- First: Decide which of the “treasures” from the list your team will “look for”.*
- Second: Define the chosen treasures – What are they?*
- Third: Within the boundaries of this location, find the treasure!*
- Fourth: Take a photo of the treasure with at least one team member in the photo!*
- Fifth: Take at least one photo of a treasure with all team members in the photo!*
- Sixth: Send those photos to the designated staff member!*
- Last: You have 45 minutes to complete this exercise!*

Refer to page 33 in your Team Member Workbook



FIND AS MANY “TREASURES” AS POSSIBLE

Beautiful Planet
Fragrant
Dance
Trail or Path
Chest

Struggle
Light
Fix
Event
Barrier

Worthwhile
Home
Family
Jump or Leap
Flow

Mask
News
Beach
Hidden
Wave

This should not be this way
This is teamwork

We are in this together
We are making progress

Refer to page 33 in your Team Member Workbook





EXAMPLE

First: Decide which of the “treasures” from the list your team will “look for”.

Second: Define the chosen treasure – What is it?

Third: Within the boundaries of this location, find the treasure!

Fourth: Take a photo of the treasure with at least one team member in the photo!

Fifth: Take at least one photo of a treasure with all team members in the photo!



EXAMPLE

First: Decide which of the “treasures” from the list your team will “look for”.

HAPPY

Second: Define the chosen treasure – What is it?

Third: Within the boundaries of this location, find the treasure!

Fourth: Take a photo of the treasure with at least one team member in the photo!

Fifth: Take at least one photo of a treasure with all team members in the photo!



EXAMPLE

First: Decide which of the “treasures” from the list your team will “look for”.

HAPPY

Second: Define the chosen treasure – What is it?

A SMILING FACE

Third: Within the boundaries of this location, find the treasure!

Fourth: Take a photo of the treasure with at least one team member in the photo!

Fifth: Take at least one photo of a treasure with all team members in the photo!



EXAMPLE

First: Decide which of the “treasures” from the list your team will “look for”.

HAPPY

Second: Define the chosen treasure – What is it?

A SMILING FACE



Third: Within the boundaries of this location, find the treasure!

Fourth: Take a photo of the treasure with at least one team member in the photo!

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Fourth: Take a photo of the treasure with at least one team member in the photo!

Fifth: Take at least one photo of a treasure with all team members in the photo!





FIND AS MANY “TREASURES” AS POSSIBLE

Beautiful Planet
Fragrant
Dance
Trail or Path
Chest

Struggle
Light
Fix
Event
Barrier

Worthwhile
Home
Family
Jump or Leap
Flow

Team Mascot
News
Beach
Hidden
Wave

This should not be this way
This is teamwork

We are in this together
We are making progress

Thank you

E še

Daalu

Nagode

These organisations contributed their time, guidance and curriculum during the development of STEP 2.0

Gavi, the Vaccine Alliance
USAID
The Global Fund to Fight AIDS, Tuberculosis and Malaria
UNICEF
WHO
The People that Deliver Initiative
PATH
Village Reach
Sabin Vaccine Institute
Africa Resource Centre
The University of Global Health Equity
Yale University
International Federation of Pharmaceutical Wholesalers (IFPW)
GSK
Johnson and Johnson
UPS

Obrigado
Thank you



Session 8: Team leadership

Strategic Training Executive Programme (STEP)



“Promoting sustainable workforce excellence in health supply chain management”



TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook



HOW MANY DID YOU FIND?

Beautiful Planet
Fragrant
Dance
Trail or Path
Chest

Struggle
Light
Fix
Event
Barrier

Worthwhile
Home
Family
Jump or Leap
Flow

Team Mascot
News
Beach
Hidden
Wave

This should not be this way
This is teamwork

We are in this together
We are making progress



ANSWER THE FOLLOWING

Discussion Topics:

Describe how your team decided which treasures to look for.

Describe how your team decided on how do define each treasure.

Describe the hunt.

Describe what went well and what challenges your team had in completing the exercise.

1. Each team will be assigned one topic to cover.
2. Focus on the process and how each team member engaged in the process.
3. Tell us any lessons learned.
4. Looking at the Team Behavior chart – what stage would you say your team was in when you did the activity that you are reporting back about.

Stages of Team Development: Team Member Behaviors

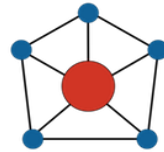
Forming



Here's What To Do

- The polite stage; focus is on getting acquainted and feeling comfortable.
- Conflict is low, suppressed; need for approval high.
- Verbal members tend to dominate.
- Ability to accomplish group tasks and stay focused is low.
- Little listening; high distortion of what is heard.
- Watchful; guarded; personal feelings kept hidden.
- Much giving of/asking for information and data.
- Some inclusion/exclusion issues with “new” and “old” group members.

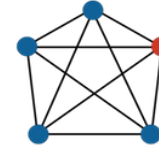
Storming



Here's Why You Are Doing It

- Subgroups and individuals attempt to influence ideas, values, and opinions.
- Competition for attention, recognition, and influence.
- People confront each other; interpersonal conflict.
- Polarization; lack of shared vision.
- Members may opt out and/or cliques/alliances form.
- Unsolicited comments; opinions.
- Sense of feeling struck; frustrated.
- Emotional reaction to task or misperceptions about task.
- Process issues discussed outside of meeting.
- Quick fix: address symptoms, skirt problems.
- Power inequities, struggle as members “jockey for position.”

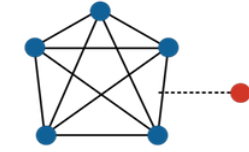
Norming



Now Put It To Practice

- Authority/leadership issues discussed and resolved.
- Issues, not people, confronted.
- Cohesion among group members begins; subgroups disappear.
- Members actively listen to each other.
- Appreciation and acceptance of alternative points of view.
- Risky issues/process issues brought up in meetings.
- Ability to remain focused on task at hand.
- Quiet people now contributing more in the group.
- Values and assumptions begin to get discovered and discussed.
- Relevant questions are asked.
- Air of complacency may develop.
- Individuals move beyond blame to responsibility.

Performing



Now Excel!

- Members try new behaviours and accept new ideas.
- Members relate with honesty, respect, authenticity.
- Problems and difficult issues are dealt with, handled creatively.
- Diversity is affirmed and welcomed.
- Member resourcefulness is utilized to energize each other.
- Decision-making process to be used is understood.
- Frequent review of process issues.
- Clarity on how members experience each other.
- Outside help/resources welcomed.
- Differences bridged with integrity.
- Commitment to work toward common goals.

Refer to page 30 in your Team Member Workbook

Session 8: Situational leadership

Strategic Training Executive Programme (STEP)



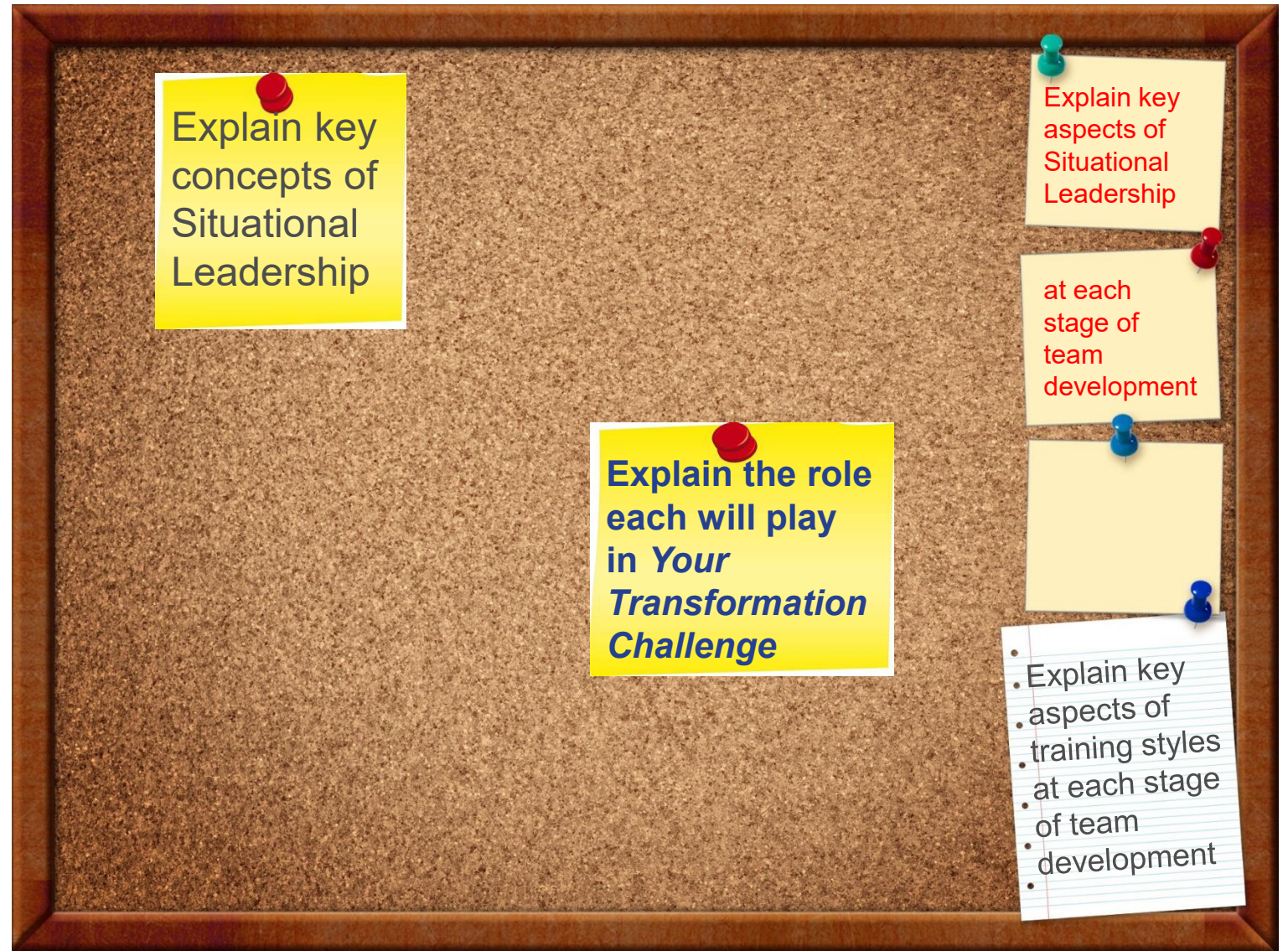
“Promoting sustainable workforce excellence in health supply chain management”



TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

Team Leadership: Learning objectives



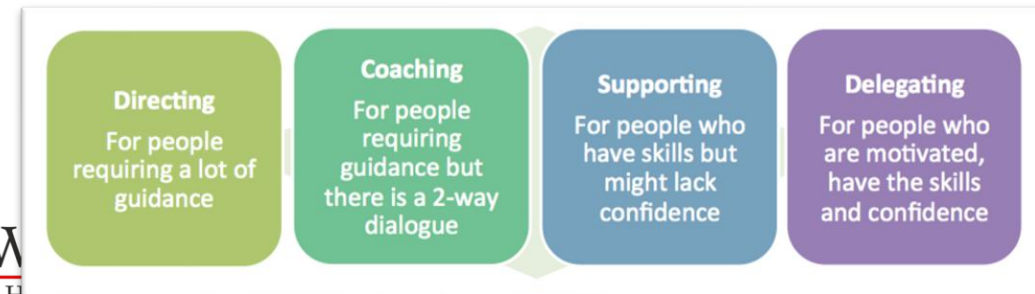
Refer to page 34 in your Team Member Workbook

STEP Preparation Assignment #3

Team breakout exercise - part 1

Refer to your Personal Leadership Style results
(*Directing, Coaching, Supporting, Delegating* - printed on your name card)

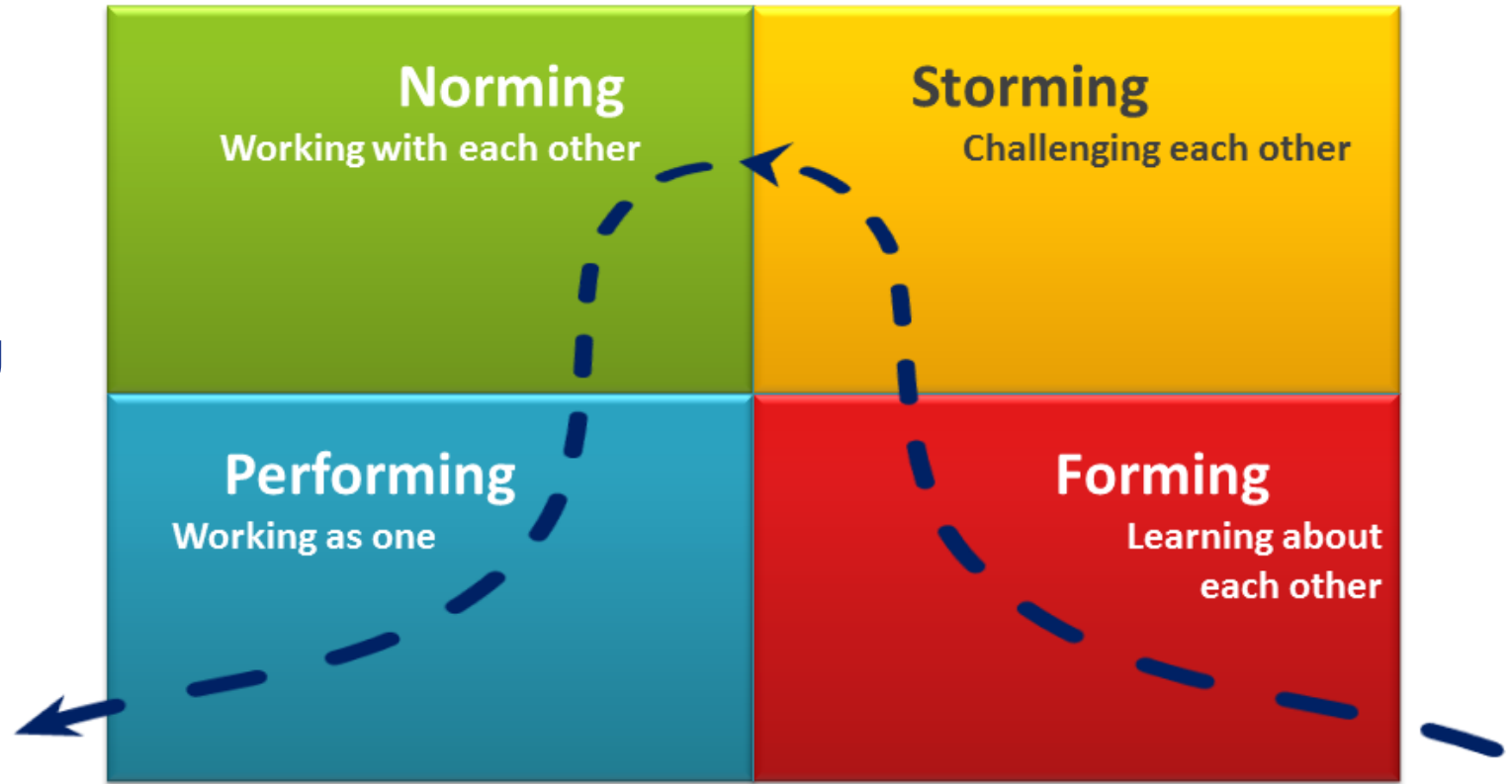
- Discuss the personal leadership style mix of your group – is each type represented or are there 1 or 2 predominant types represented?
- In the groups (teams) that you work with daily, have you thought about how different leadership styles contribute differently?
- Was the survey accurate? Do you agree with the results?



Stages of Team Development: Team Member Relationships

YOUR TEAM

Forming	↔	Learning
Storming	↔	Challenging
Norming	↔	Working
Performing	↔	Excelling

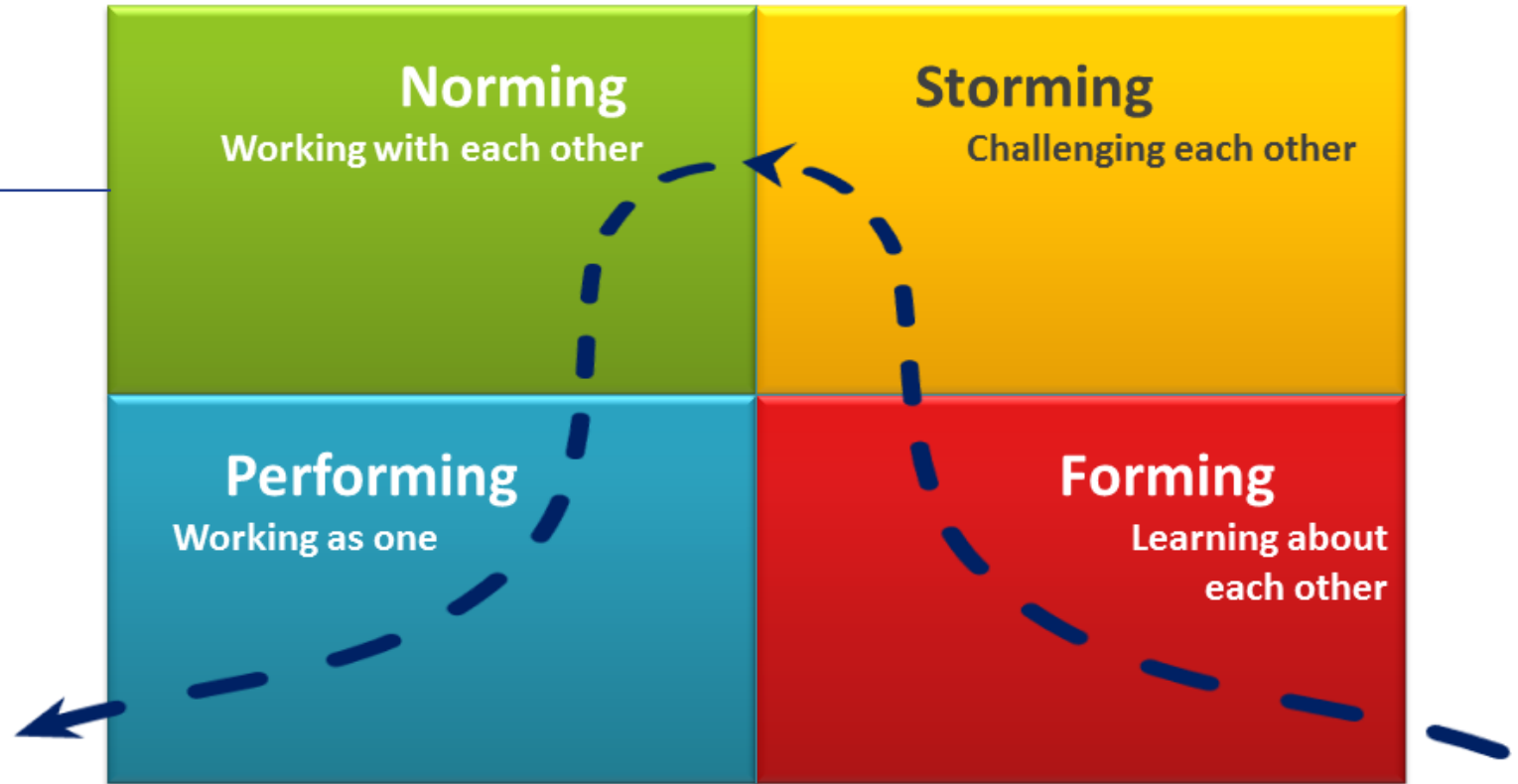


Refer to page 35 in your Team Member Workbook

Stages of Team Development: Team Competency, Commitment

YOUR TEAM

	Comp.	Comm.
Forming	Low	High
Storming	Improving	Dropping
Norming	Increased	Improving
Performing	High	High



Refer to page 36 in your Team Member Workbook

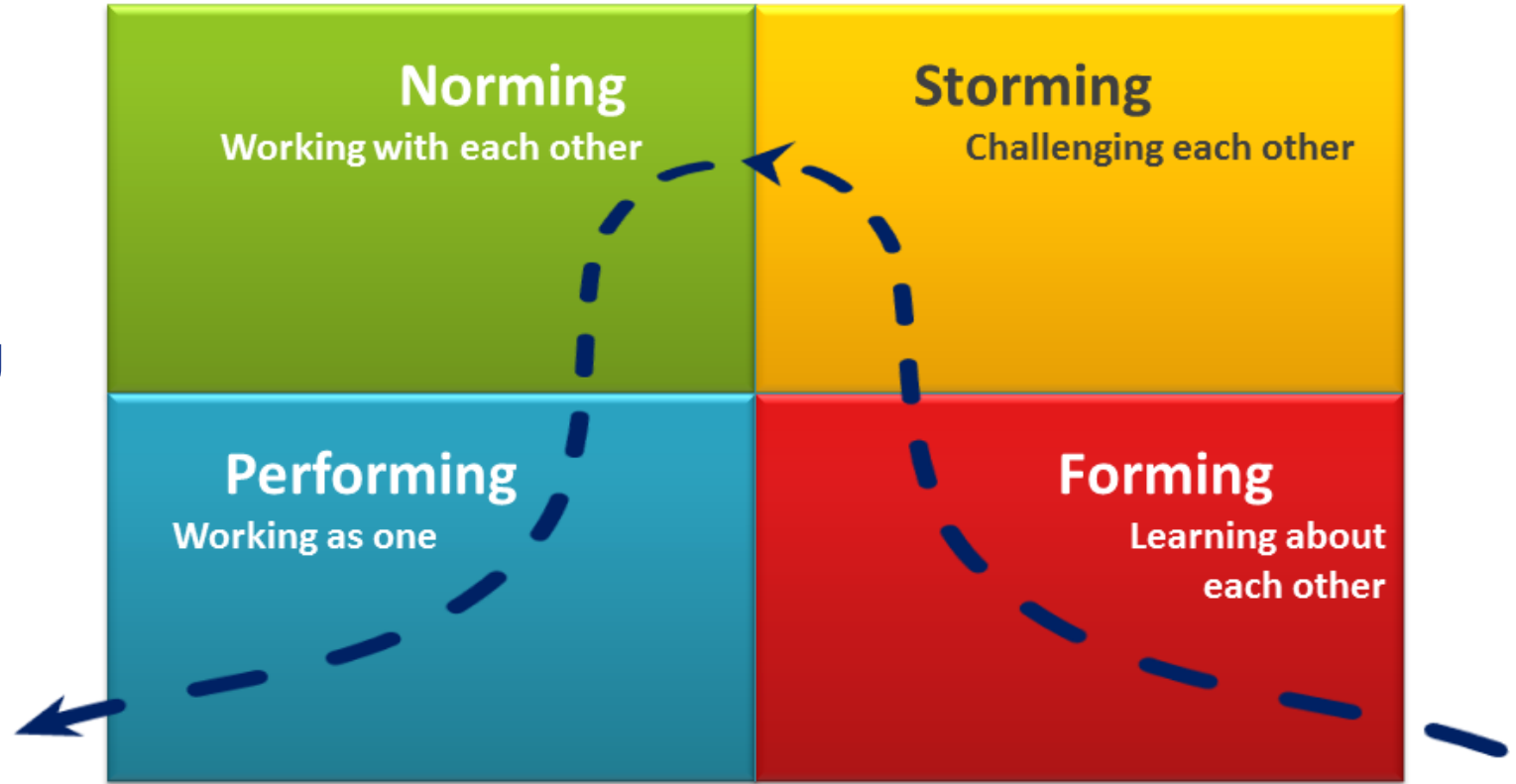
Stages of Team Development: Team Effectiveness

Tuckman's Team & Group Development Model



Stages of Team Development: Team Leader's Focus

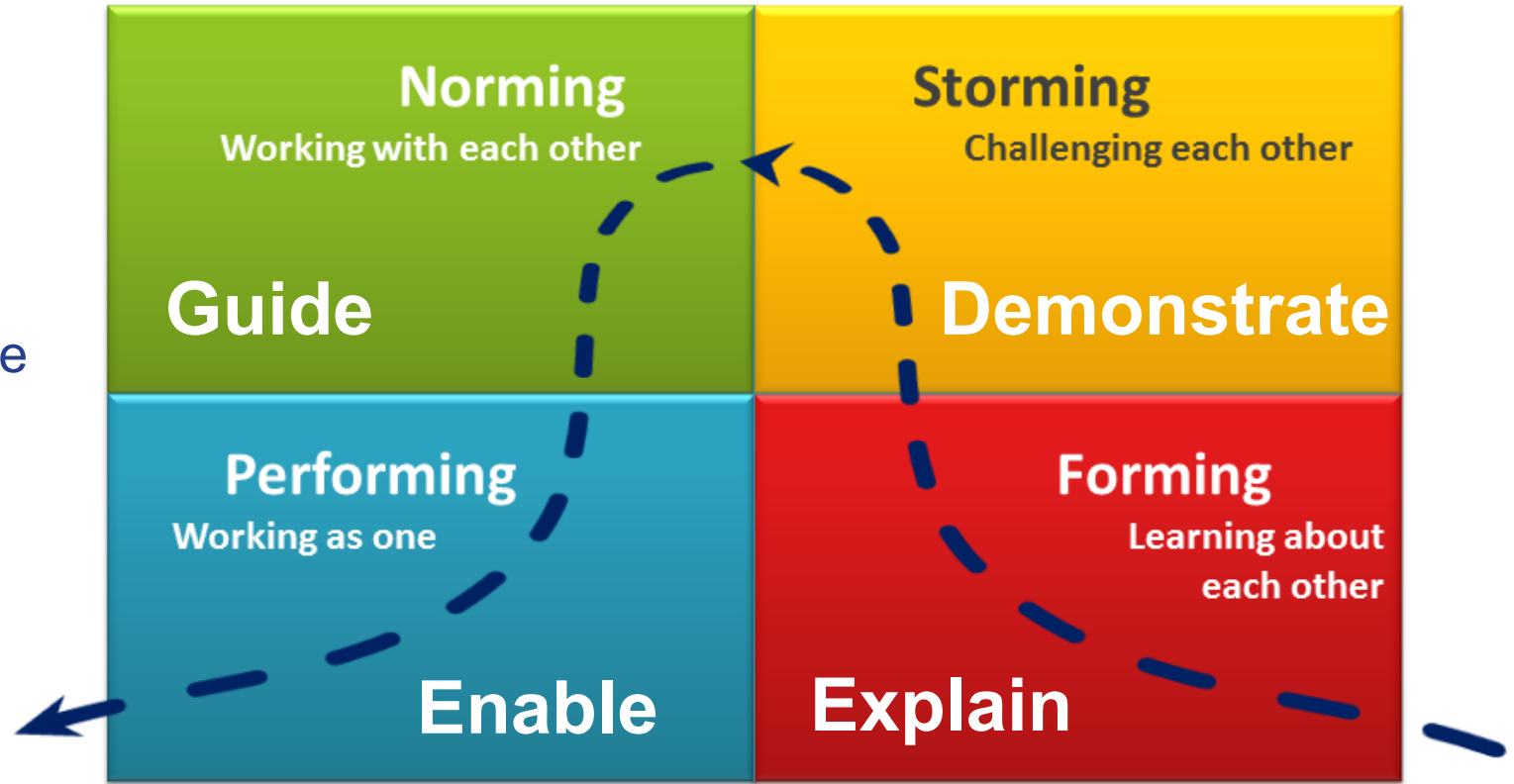
	YOU	
Forming	↔	Learning
Storming	↔	Challenging
Norming	↔	Working
Performing	↔	Excelling



Refer to page 35 in your Team Member Workbook

Stages of Team Development: Team Leader's Approach

	YOU	
Forming	↔	Explain
Storming	↔	Demonstrate
Norming	↔	Guide
Performing	↔	Enable



Refer to page 35 in your Team Member Workbook

Stages of Team Development: Team Leader's Style

	YOU	
Forming	↔	Directing
Storming	↔	Coaching
Norming	↔	Supporting
Performing	↔	Delegating

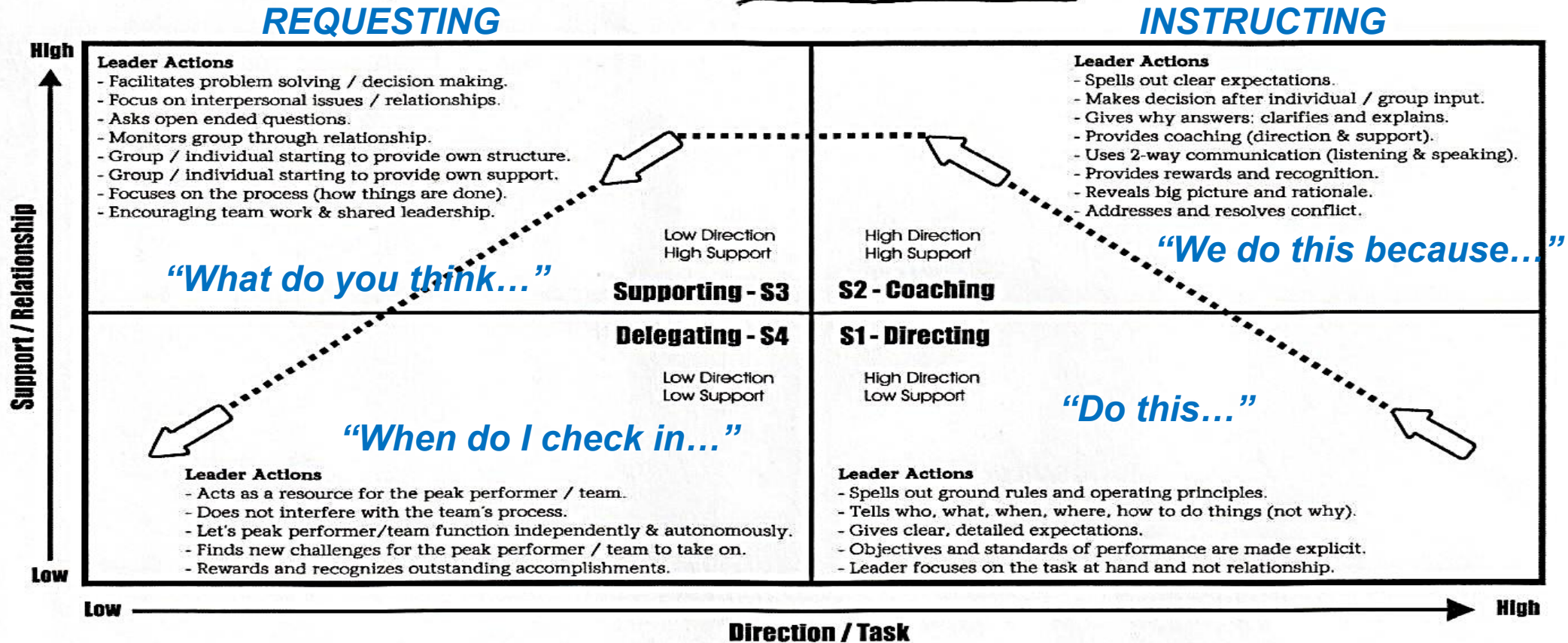


Refer to page 35 in your Team Member Workbook

Stages of Team Development: Leader's Actions

Situational Leadership Overview

Based on the work of Dr. Paul Hersey and Dr. Ken Blanchard



Refer to page 37 in your Team Member Workbook

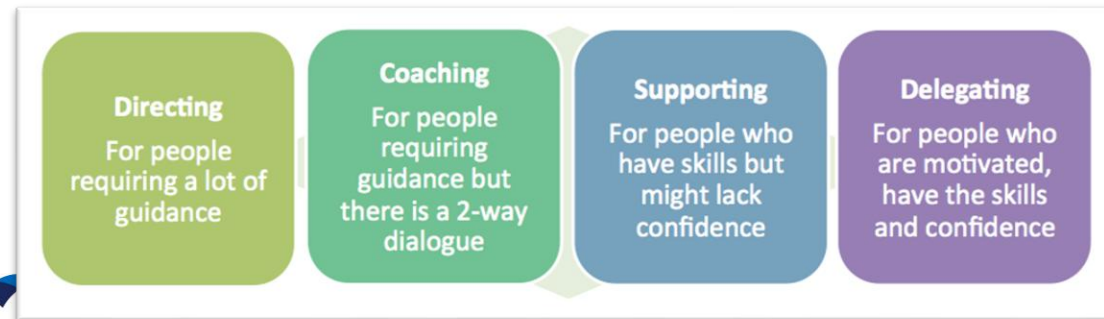
STEP Preparation Assignment #3

Team Breakout part 2

Refer to your Personal Leadership Style results

(*Directing, Coaching, Supporting, Delegating* - printed on your name card)

- Gather with others in the room who share the same personal leadership style and discuss these questions?
- Do you agree that your groups personal leadership style matches the stage of team development it is associated with?
- There are three other leadership styles that we suggest you will need to become proficient with to successfully develop a team. Of the remaining three, which will be the hardest to adapt to and why?







TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

Tonight's ~~Homework~~ Teamwork Assignment

PEER REVIEW EXERCISE

- Meet as a team this evening
- Your coach will facilitate the peer review exercise activities
- Each team member reviews all other team members' responses to *STEP Preparation YTC STEP #3a – Identify Stakeholders and Invested Groups*
- Follow the instructions for quality peer reviewing practices from the sheet provided to you
- NOTE: the objective is to POSITIVELY help each other produce the best plan of action for their Transformation Challenge

Technical
Timeout
Background
Articles

page 31



Personal reflection

What key insights did you gain today?

What will you do differently, starting tomorrow?

How will you apply your learning to
YOUR TRANSFORMATION CHALLENGE?

How will you apply your learning to your work environment?



Refer to page 38 in your Team Member Workbook

What's next: Tomorrow morning

Be ready to debrief on today's topic: SHAPE and update on your personal assignment.

Read your DAY 3 Technical Timeouts Pre-reads: **Refer to page 39 in your Team Member Workbook**

TOMMOROW'S TOPIC: **PLAN**

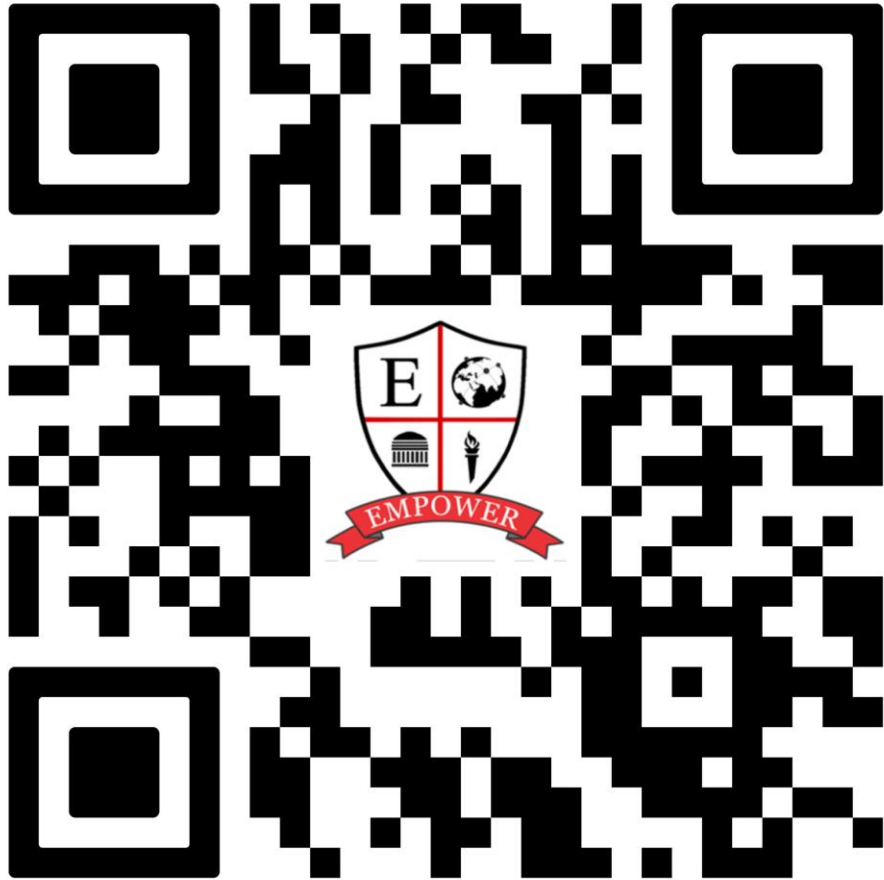
With Sessions on:

1. Think Strategically
2. Change Strategically
3. Plan Strategically





Please submit your Day 2 feedback!



Thank you

E še

Daalu

Nagode