

Strategic Training Executive Programme (STEP)



“Promoting sustainable workforce excellence in health supply chain management”

Strategic Training Executive Programme (STEP)

Day 5: EVALUATE



“Promoting sustainable workforce excellence in health supply chain management”

Day 4 Review
Day 5 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 2.0 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 5 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 (Again)

Refer to page 91 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 focus: YTC Step 4 – *Starting Fast Plan for Action*



TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

Homework Teamwork assignment debrief

Your Transformation Challenge – STARTING FAST PLAN

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 2.0 Starting Fast Plan Tasks from the Your Transformation Challenge Workbook**
- 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

- 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'S CELEBRATION



PLAN: Day 4's learning objectives

How well did we do our job?

Session 14 – Assessing Readiness: learning objectives

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

- Demonstrate how real-time logistics data can transform state-level vaccine forecasting and distribution decisions.
- Apply the WHAT model of Transformation planning to your YTCs

Refer to page 73 in your Team Member Workbook

Session 15: Starting Fast: Learning Objectives

After this, you will be able to:

- Complete the fast start framework of Your Transformation Challenge
- Apply the skills needed to assess organisational readiness for change
- Have a rough draft of the “fast start” plan for action for Your Transformation Challenge ready to be peer reviewed

Refer to page 78 in your Team Member Workbook

Session 16 – Sustaining Transformation: learning objectives

Upon completion, you will be able to:

Complete plans to:

COMMUNICATE A VISION/CREATE A FOLLOWING

Complete plans to:

EMPOWER ACTION BY REMOVING BARRIERS

Complete plans to:

CREATE QUICK WINS

Develop an:

ELEVATOR PITCH

Refer to page 80 in your Team Member Workbook

STEP Programme Preparation - Assignment #4 Team breakout exercise

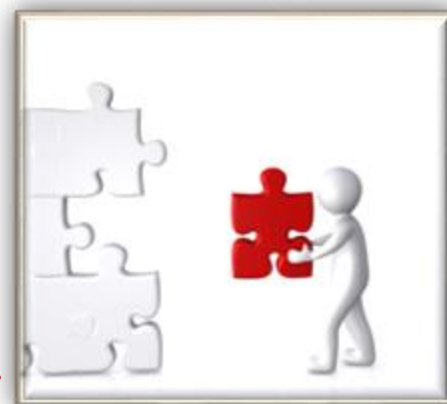
Refer to your Personal Competency Assessment
(*STEP Programme Preparation - Assignment #4*)

- Yesterday's exercise helped you to determine a baseline in each competency.
- Work with your coach and peers to determine how you will evaluate progress and growth in each area: <https://forms.gle/JMJYKDLJYSxAnaBD6>
- Using this form set targets for competencies that are related to the implementation of your YTC, or that you personally wish to develop, under the guidance of your coach.



Day 5 – EVALUATE

	1 st Morning Session	2 nd Morning Session	1 st Afternoon Session	2 nd Afternoon Session
	Session 17 Day 4 Review Day 5 Introduction	Session 18 Keeping Score	Session 19 Changing to Change	Session 20 Getting Started (again)
M o d u l e s	1 (Home) Teamwork Review	Strategic Adaptive Action	Communicate, Communicate, Communicate	Feedback Forum
	2 Key Learnings from Day 4	TECHNICAL TIMEOUT: MMSC Case study – Reducing vaccine wastage	Coach’s Corner	Leadership Townhall
	3 What to Expect Today	Implementing and Sustaining Change Refer to page 91 in your Team Member Workbook	Leadershift	Closing Ceremony Guest Speakers





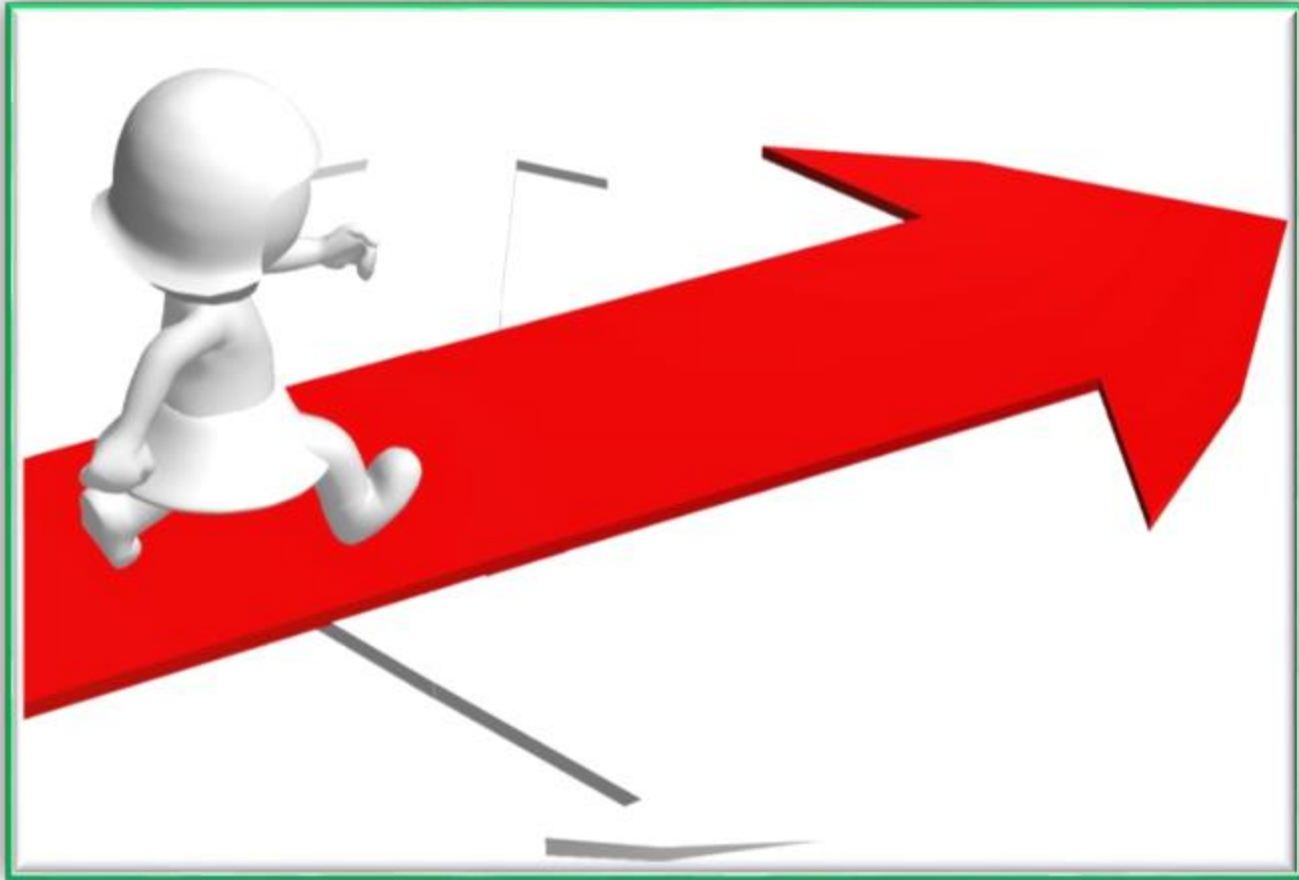
TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

Transformational Change In Action: your thoughts

- What comes to mind when you hear the phrase
“KEEPING SCORE”
- What comes to mind when you hear the phrase
“CHANGING TO CHANGE”
- How about “GETTING STARTED (AGAIN)”





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 18: Keeping score

Strategic Training Executive Programme (STEP)



“Promoting sustainable workforce excellence in health supply chain management”

Session 18 – Keeping Score: learning objectives


Once you have completed this session, you should:

- Understand adaptive action planning
- Understand how adaptive action planning impacts the steps of Kotter's model
- Be positioned to work through uncertainty

Refer to page 92 in your Team Member Workbook

Session 18 – Keeping Score: learning objectives

Once you have completed this session, you will:

- Have established your transformation impact measures
- Have established your personal growth measures
- Be prepared to Start Fast on  Monday

(or the day you return to work)

Refer to page 92 in your Team Member Workbook

From Session 16

Refer to page 82 in your Team Member Workbook

“Driving” Your Transformation Challenge

Anticipate adapting the plans!

Keep the VISION in sight

Keep data frequently updated, stay current

Keep communicating progress



Smith System™
Rules for Driving

Aim High in Steering
The driver should steer and focus their attention high, to view the road as a whole and not just a few feet ahead. Keeping dangers of the road in mind will help avoid rear-end collisions and tell other drivers behind you to slow down by seeing, evaluating and acting upon distant information.

Get the Big Picture
Be aware of your surroundings at all times. This may be a given, but distracted drivers are just as dangerous as intoxicated drivers. You can avoid accidents by observing how other drivers are behaving and by staying aware of all possible dangers.

Keep Your Eyes Moving
Along with keeping the big picture, you need to stay alert on the road. Drinks with large amounts of caffeine will only keep you awake so long before your body crashes. Consistent eye movement can keep your mind and body alert while driving for long periods of time.

Leave Yourself an Out
Don't get yourself in a situation that you cannot escape. Make sure to allow room between your rig and other trucks. Never let yourself get boxed in between others while they choose their desired lane. Keep a safe following distance and anticipate choices of others on the road.

Make Sure You Are Seen
Never assume that other drivers can see you. This rule of the system prevents accidents by removing assumptions made by drivers behind the wheel. Make sure other drivers can see you and can anticipate your next move. Use your blinker and horn if necessary to alert others of your next move.

SPEC
A ON THE JOB

And adjusting them several times!

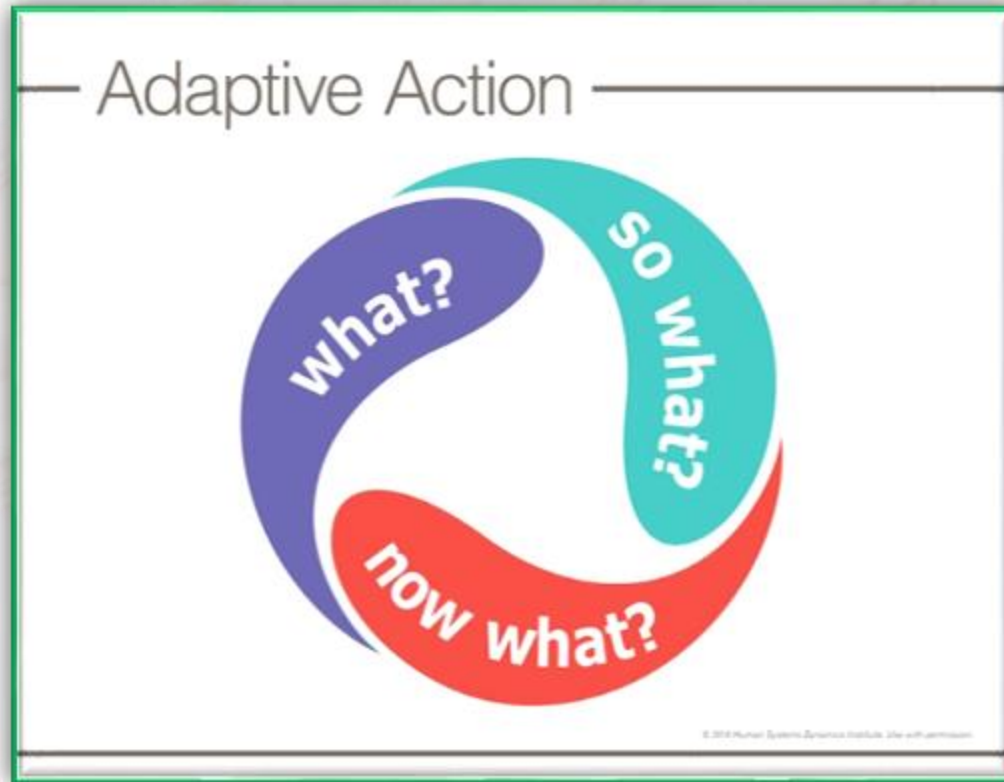
Remain alert to other influencing factors

Have alternatives and contingencies

Plan on changing your plans and plan on changing them several times.



Transformation requires an Adaptive Action Mindset



Does this look familiar?

Source: <https://www.hsdinstitute.org/index.html>

Transformation requires an Adaptive Action Mindset



“Adaptive action is a way of working effectively in changing unpredictable circumstances. With adaptive action there is no linear, prescribed sequence of steps. But there are principles and practices that can enable groups to set the conditions for a preferred future.”



Source: <https://www.hsdinstitute.org/index.html>

Transformation requires a Strategic Adaptive Action Approach



“In the complexity of the 21st century, traditional strategic planning is no longer adequate to address the uncertainty of organisational life. At the same time, organisations do need to set direction and take coherent action toward established goals. They must have flexibility to adapt to the constant change of today's landscape.”



Source: <https://www.hsdsinstitute.org/index.html>

STEP 2.0 Addresses Uncertainty through a:

Multi-phased approach

Phase 1: *Your Transformation Challenge Starting Fast Period*

Your Transformation
Challenge workbook
pages 14-17

Kotter's steps 1-3
Shortened timeframe (first 4 weeks)
More certainty
Objectives are set and less flexible
Most likely to see results that are expected

Phase 2: *Your Transformation Challenge Implementation Period*

Your Transformation
Challenge workbook
pages 18-24

Kotter's steps 4-6
Long timeframe (13-16 weeks)
Less certainty
Objectives are adjustable, reviewed and revised weekly
Expectations are modified as adjustments are made

Phase 3: *Your Transformation Challenge Sustaining and Embedding Period*

Your Transformation
Challenge workbook
pages 24-25

Kotter's steps 7-8
Future (could extend beyond STEP 2.0 programme timeframe)
Uncertainty
Objectives are developed during the later part of the Implementation Period





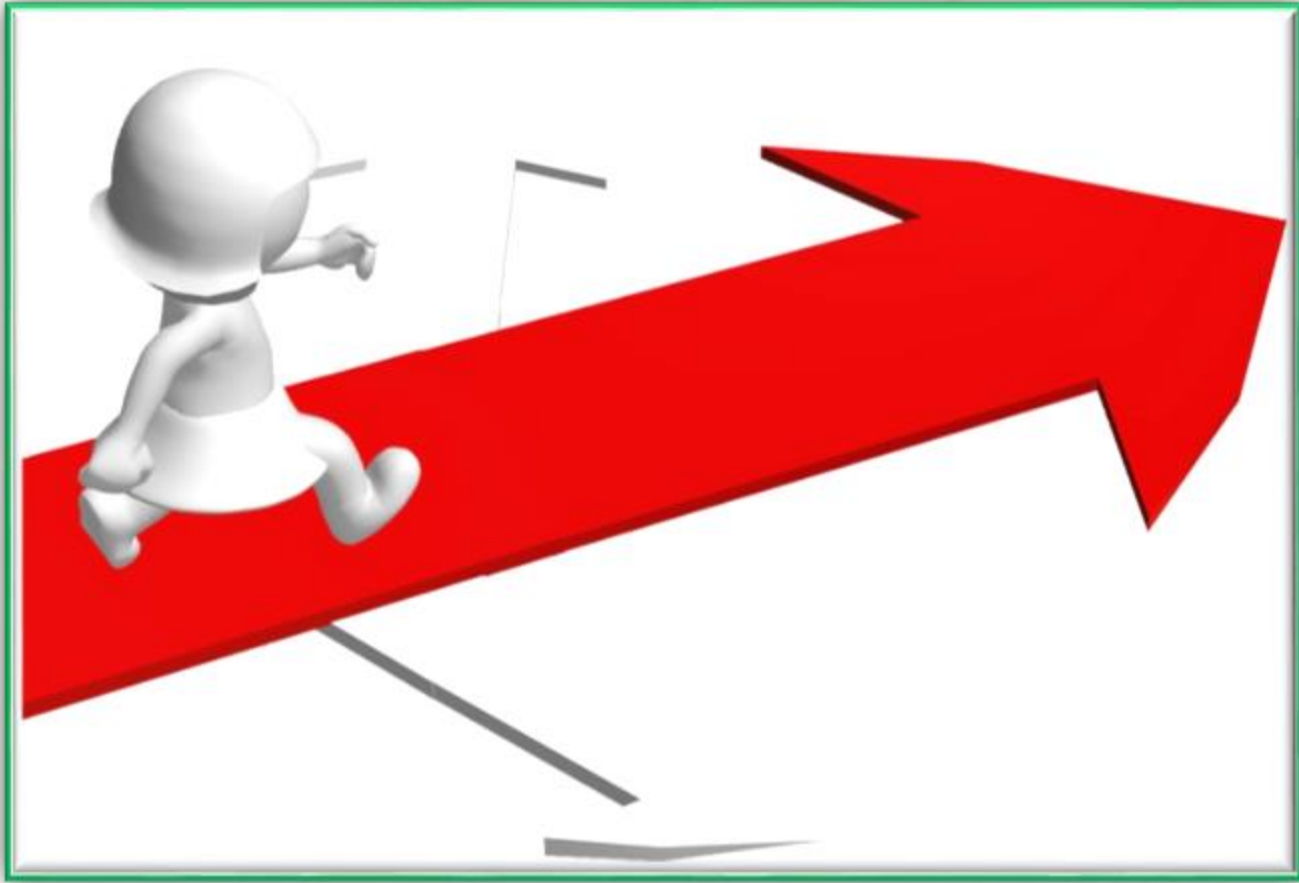
TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

TECHNICAL TIME OUT



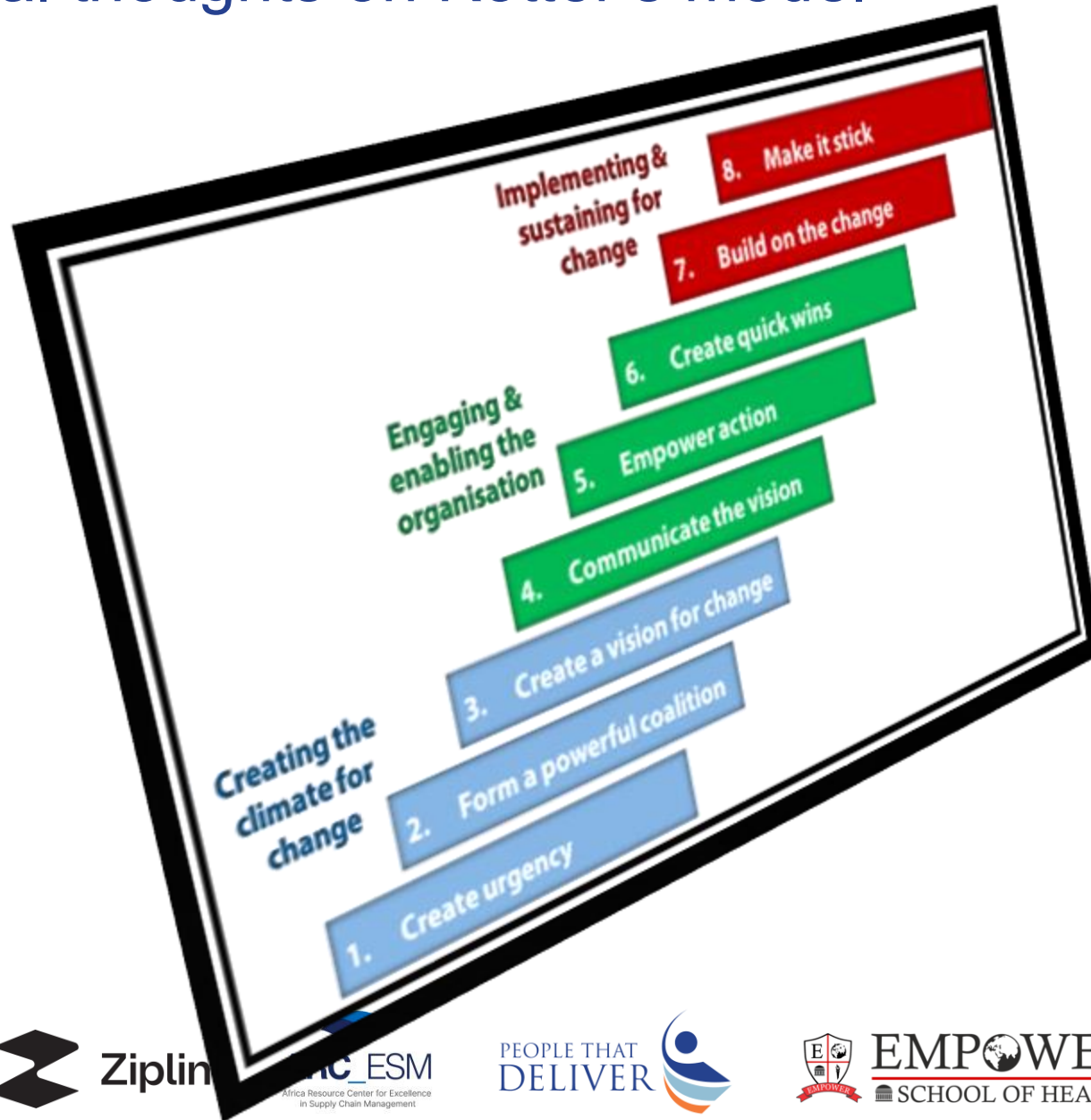
Refer to pages 84-94 in your Team Member Workbook



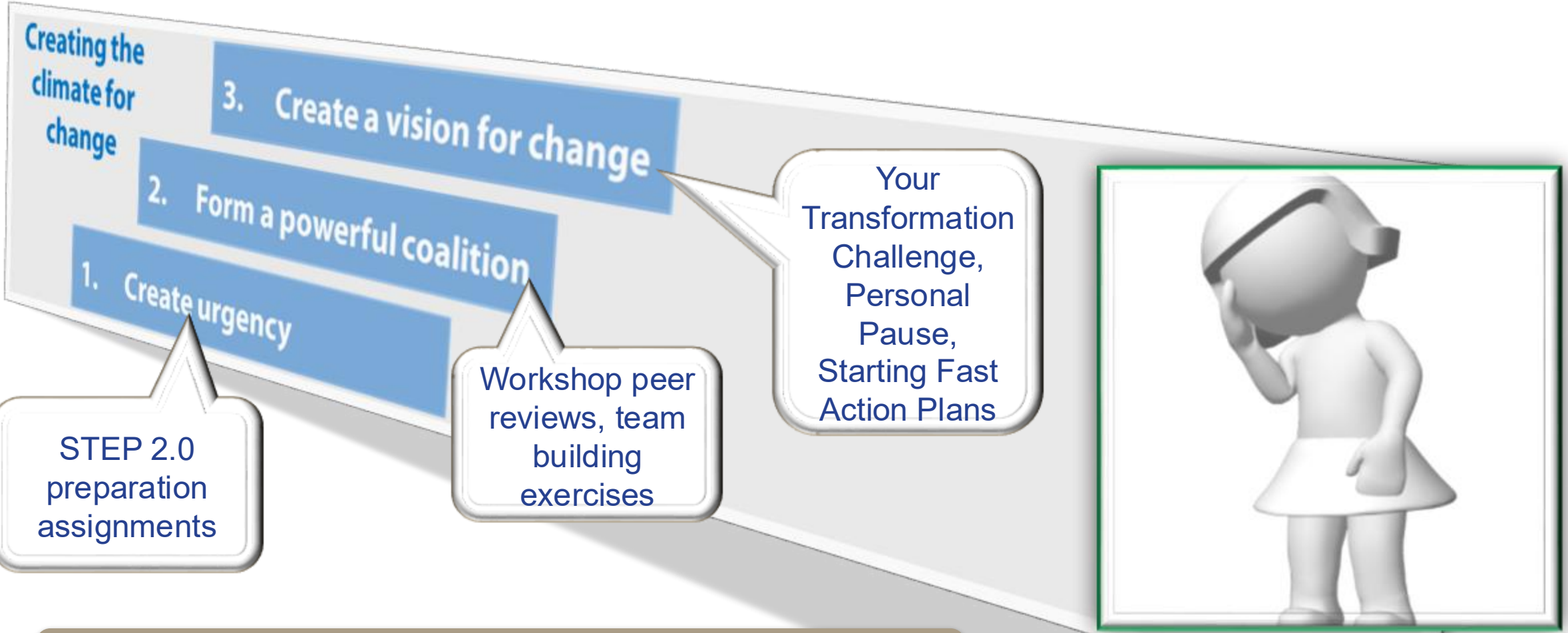
Back to our day's discussion



Final thoughts on Kotter's model



Source: Kotter, J. P. (1996). *Leading Change*. Boston, Harvard Business School Press



The Programme Preparation Assignments and Workshop are designed for “Creating the climate for change”

Engaging & enabling the organisation

6. Create quick wins

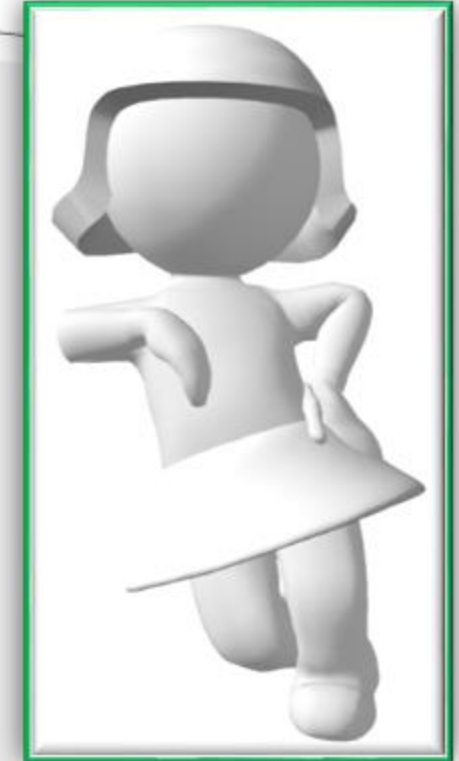
5. Empower action

4. Communicate the vision

Your Transformation Challenge, Your coach

Your Transformation Challenge, Your coach, Your Adaptive Action Plans

Your Transformation Challenge, Your coach



Your Transformation Challenge and Your Adaptive Action Plans are designed for “Engaging and enabling the organisation”

Implementing & sustaining for change

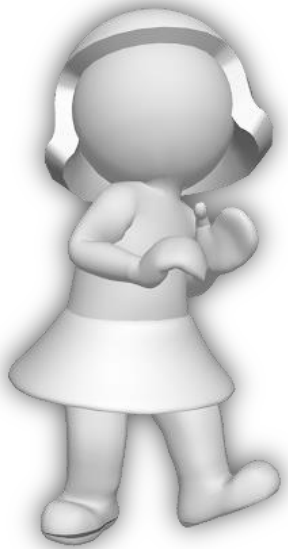
7. Build on the change

8. Make it stick

Your Transformation Challenge, Your coach, Your Adaptive Action Plans

Your Transformation Challenge, Your coach, Your Adaptive Action Plans

Your Transformation Challenge and Your Adaptive Action Plans are designed for “Implementing and sustaining for change”

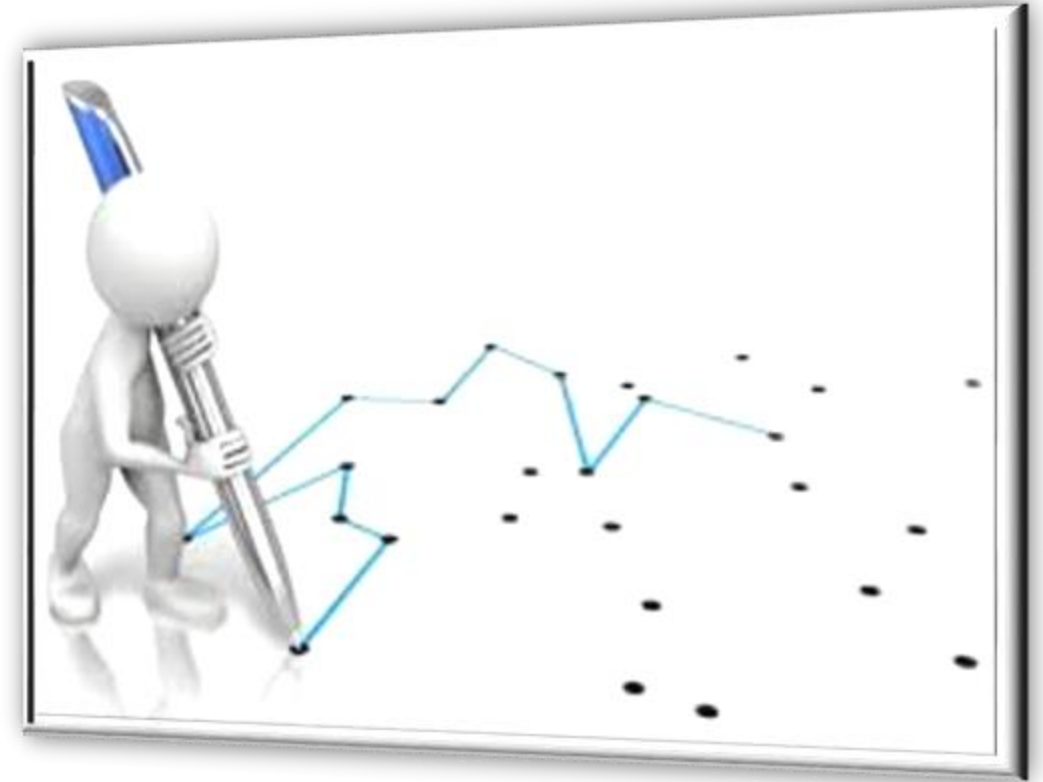
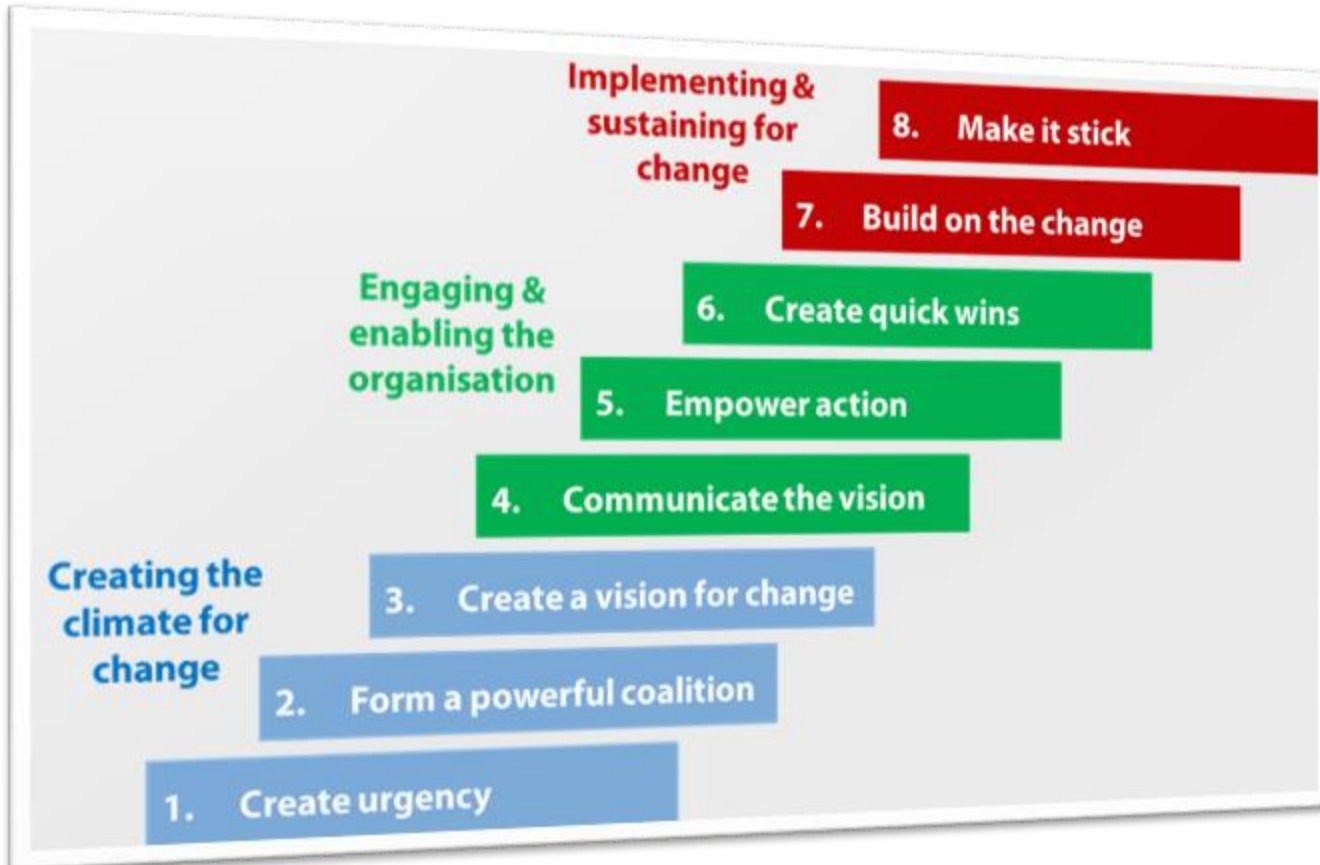


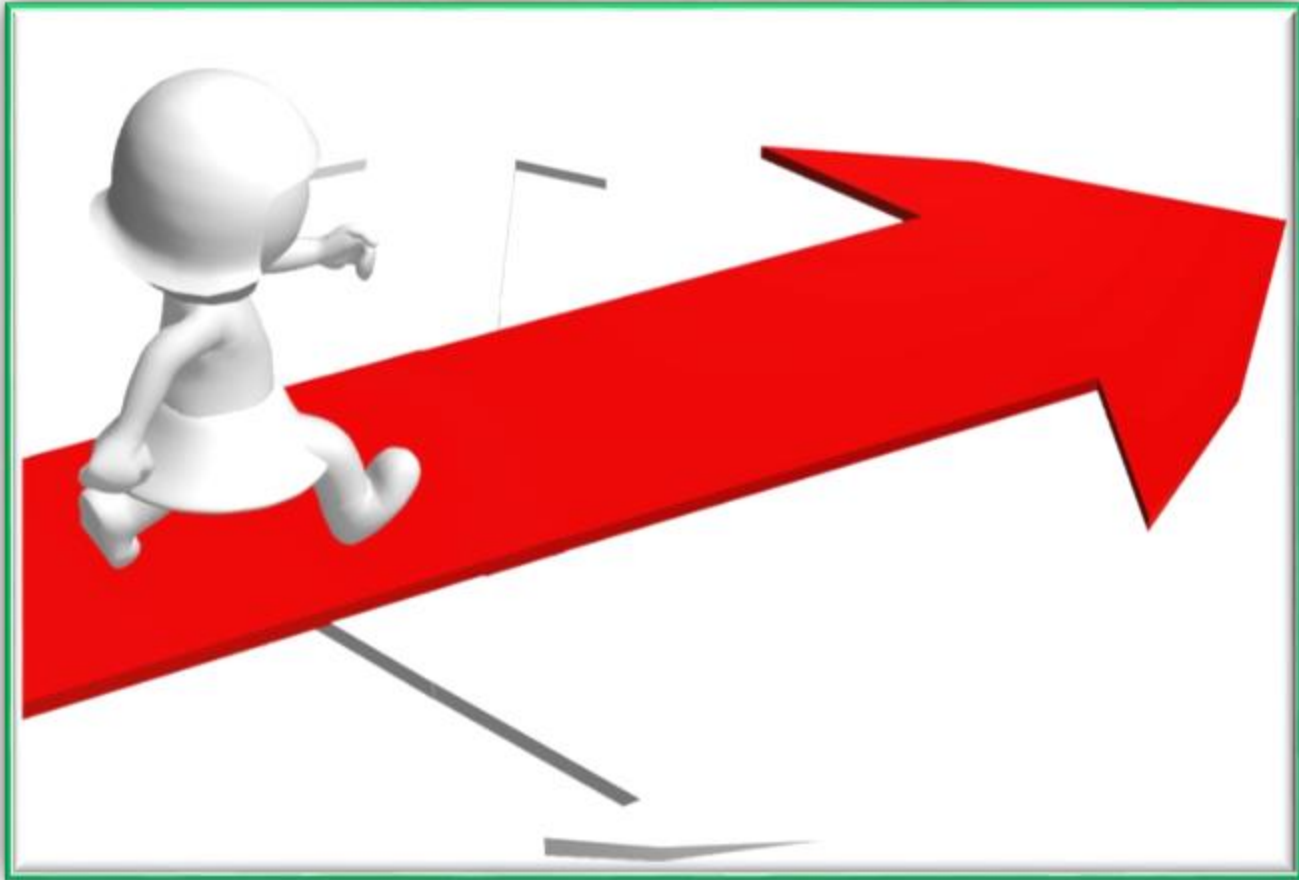


TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

Final thoughts on Kotter's model





Thank you

E še

Daalu

Nagode

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

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Obrigado
Thank you



Session 19: Changing to change

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TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

OUR TEAM'S CELEBRATION



Continuous Improvement Opportunity: Let's see what you have!

Importance of Communication in Change Management

“He who has a **why** to live can endure almost any **how**.”

~ Friedrich Nietzsche

- Organizational change projects fail at a rate of 60-70%
- Change management is ultimately about **people**:
 - affected by the change, and who will implement the change.
 - with emotions, feelings and personal connections.
- Communicating the change to **people** is critical.
 - The key is internal communications.
 - To keep people motivated, it is important to tell people why the change is needed, not just that it will happen.



Refer to page 12 in your Team Member Workbook

Transformation requires:

Constant Consistent Clear Communication

Effective Leadership Communication

Transformation requires:
Constant Consistent Clear Communication

1. Inspire

2. Listen

3. Critique

4. Trust

5. Clarity

Refer to page 12 in your Team Member Workbook

6. Avoid Monologue

7. Prioritize

8. Personalization

9. Lead by example

10. Openness

How will you know that you are making progress?

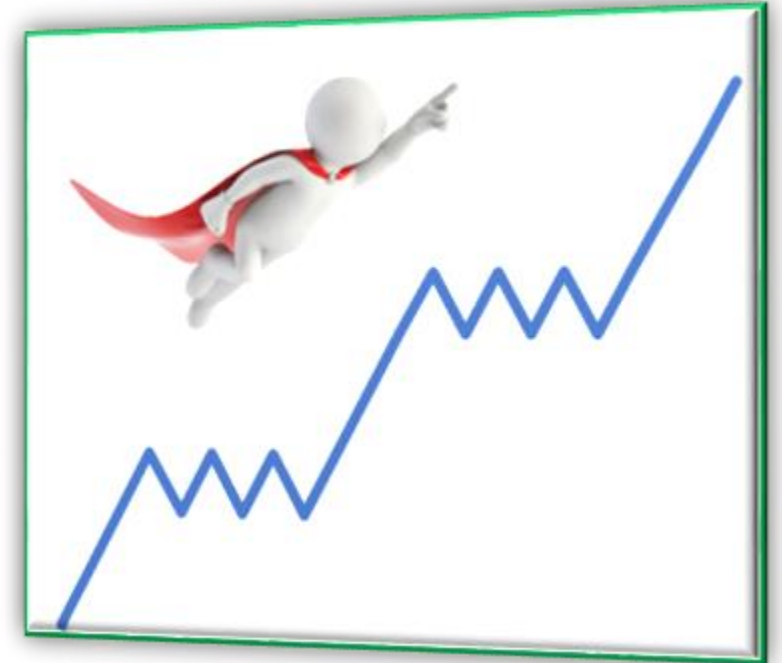
STEP 2.0 evaluates progress and success equally on two factors:

Operational Impact

- Did the Challenge you targeted for Transformation happen?
- These are the metrics you defined with SMART goals and objectives
- You will report your progress weekly as you work through ***Your Transformation Challenge***

Personal Growth

- Did you yourself transform – grow - as a result of this programme?
- Your growth will be evaluated based on updates to your ***Personal Competency Assessment*** tool
- Ideally, your peers and leadership should share in this evaluation.





Expectations from Participants



Phase 2

F2F Workshop

Role of Participant

Ensure full participation and attendance of the entire 5 days

Complete all assignments, peer reviews, feedback forms and M&E forms as assigned

Commence brainstorming on YTC

Fill any feedback forms as provided

Completion Requirements

Attend F2F workshop

Complete Fast action plan – Upload your updated YTC Workbook with your completed FAST ACTION PLAN on the LMS by 19th September 2025

LMS Walkthrough Document	STEP Programme Preparation Assignments (PPA)	Workshop Workbook Upload
--------------------------	--	--------------------------

Participants are expected to start the implementation of their YTCs on **Monday, 15th September 2025**, and will be expected to complete implementation by the **first week of December 2025**.

Workshop Workbook Upload ✕

[Upload your completed Workshop Workbook](#)

Due: Friday, 19 September 2025, 11:59 PM

Upload your completed YTC Participant Workbook that you filled during the workshop. This should include completed Personal Pauses and your completed Fast Start Action Plan.

Your progress



After the Workshop, What Next?



Phase 3

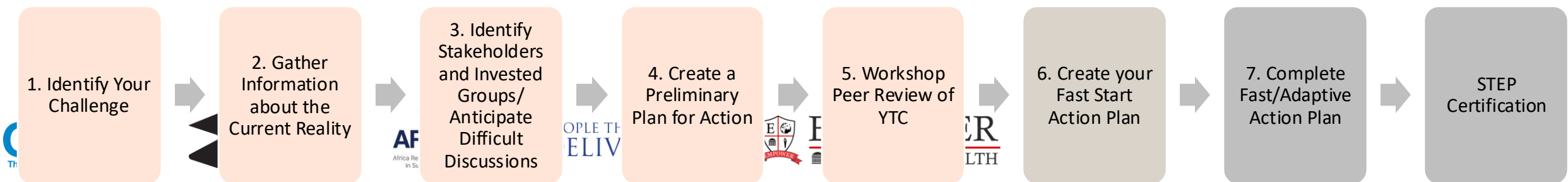
Your Transformation Challenge Phase

Role of Participant

- Implement YTC at your workplace
- Attend weekly coach calls and monthly discussion fora
- Prepare and submit progress updates within the timeline provided
- Prepare to present your progress to the entire team
- Fill feedback, M&E forms as provided

Completion Requirements

- Fast and adaptive activities completed and timely submitted
- Participate in all discussion fora on YTC
- Successful completion of YTC by Dec 2025



After the Workshop: Weekly Updates on your STARTING FAST Tasks



YTC - Your Plan for Action – Starting Fast: Creating the climate for ...

YTC - Your Adaptive Action Plan

YTC - Your Plan for Action – Starting Fast: Creating the climate for ...

YTC - Your Adaptive Action Plan

YTC - Your Plan for Action – Starting Fast: Creating the climate for change (Week 1-4) Weekly updates

[Your Plan for Action – Starting Fast Week 1 Update](#)
Due: Friday, 26 September 2025, 11:59 PM
View Make a submission

[Your Plan for Action – Starting Fast Week 2 Update](#)
Due: Friday, 3 October 2025, 11:59 PM
View Make a submission

[Your Plan for Action – Starting Fast Week 3 Update](#)
Due: Friday, 10 October 2025, 11:59 PM
View Make a submission

[Your Plan for Action – Starting Fast Week 4 Update](#)
Due: Friday, 17 October 2025, 11:59 PM
View Make a submission

Your progress ?

YTC - Your Adaptive Action Plan

[Adaptive Action Plan to Communicate the Vision - Week 5 End](#)
Due: Friday, 24 October 2025, 11:59 PM
View Make a submission

[Adaptive Action Plan to Empower Action by Removing Barriers - Week 6 End](#)
Due: Friday, 31 October 2025, 11:59 PM
View Make a submission

[Adaptive Action Plan to Generate Short-term Wins - Week 7 End](#)
Due: Friday, 7 November 2025, 11:59 PM
View Make a submission

[Adaptive Action Plan to Build on the Change - Week 8 End](#)
Due: Friday, 14 November 2025, 11:59 PM
View Make a submission

[Adaptive Action Plan to make it stick, institutionalise the change - Week 9 End](#)
Due: Friday, 21 November 2025, 11:59 PM
View Make a submission



Participant Name
Team Name

YTC Question

Participant Name_ Team Name

- Progress achieved
 - *Insert here*
 - *Insert here*
 - *Insert here*

Challenges faced	Steps taken to address challenge
<i>Insert here</i>	<i>Insert here</i>
<i>Insert here</i>	<i>Insert here</i>
<i>Insert here</i>	<i>Insert here</i>
<i>Insert here</i>	<i>Insert here</i>
<i>Insert here</i>	<i>Insert here</i>

Altaf Bijarani

Data Ant Team

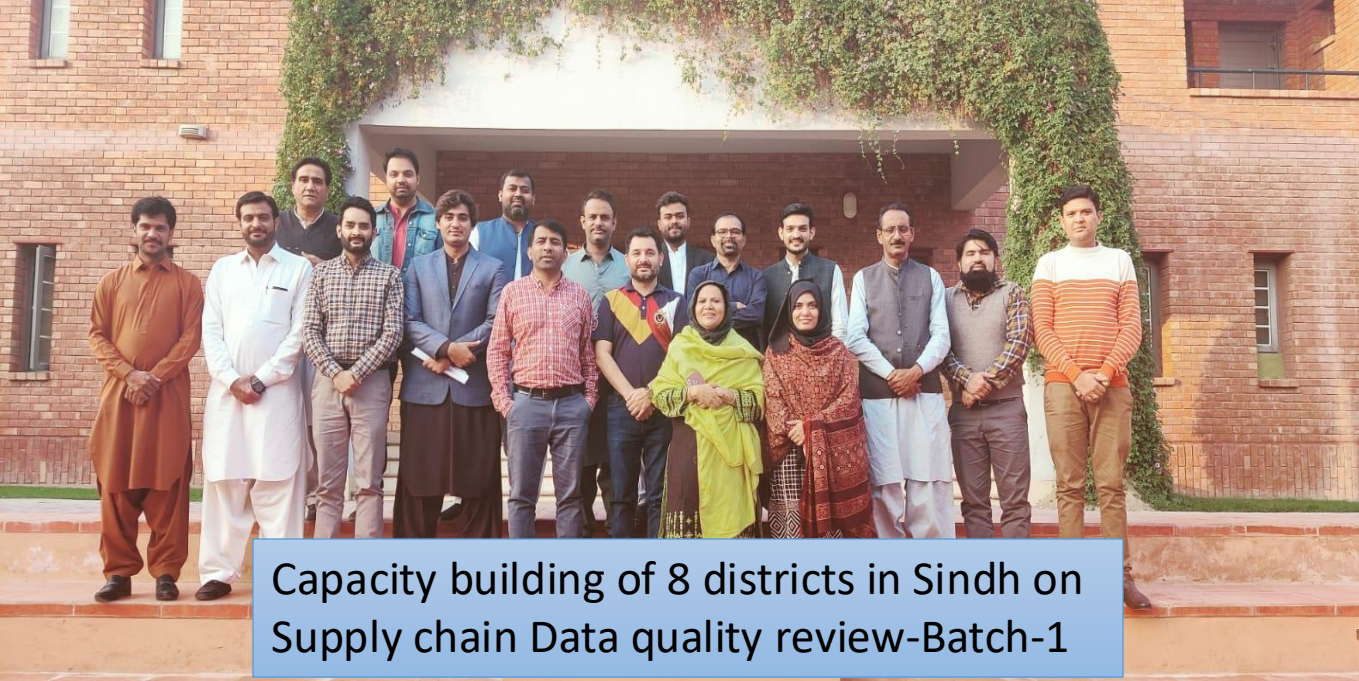
YTC: How to improve the supply chain data quality in LMIS/DHIS-2 for supply chain visibility to have informed decisions?

Altaf Bijarani_ DATA ANT Team

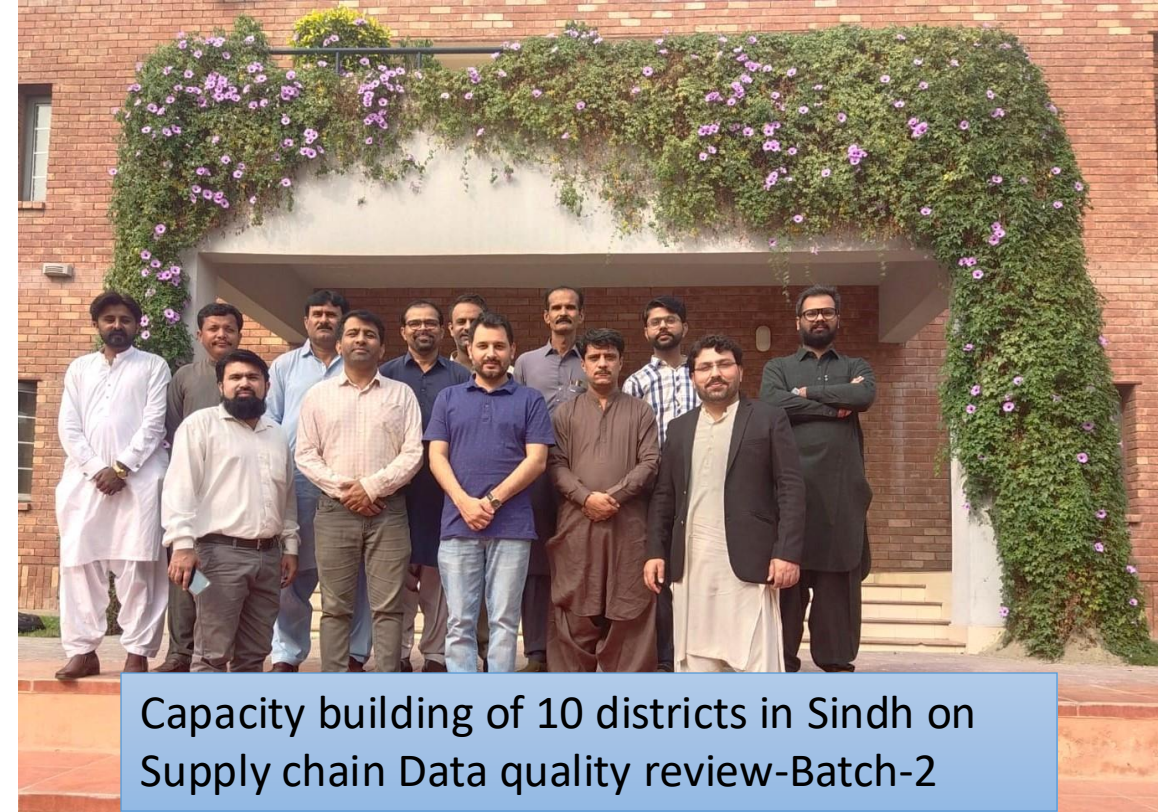
Progress achieved

1. Conducted the Supply chain data quality Review of two partners
2. Capacity building two day session at regional levels
3. Issued the Data Quality reports with partners
4. Developed the detail data review plan
5. Engaged the Data management Unit for detail review
6. Developed the SC review plan for future and make the consensus from partners

Challenges faced	Steps taken to address challenge
Time constraints	Linked the objectives of Other activities with my YTC
Lack of support from management	Advocacy and presented the Data quality issues
Funding Constraints for SC review	Developed similar objectives and linked the activity with YTC
Lack of ownership	Coordinated with Data unit and common objectives



Capacity building of 8 districts in Sindh on Supply chain Data quality review-Batch-1



Capacity building of 10 districts in Sindh on Supply chain Data quality review-Batch-2



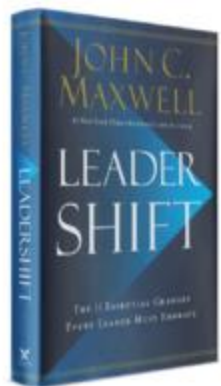
Supply Chain Data Quality review and provincial level



TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

Leadershift



What is Leadershift?

- A term coined by John C. Maxwell in his book by the same name.
- Maxwell defines Leadershift as “...the ability and willingness to make a leadership change that will positively enhance organisational and personal growth...”

Leadershift requires **paradigm shift**.

Source: <https://medium.com/pldx-org/what-is-leadershift-and-why-you-should-embrace-it-55074be08d20>

A paradigm is a standard, perspective, or set of ideas.
 A paradigm is a way of looking at something.
 Your paradigms represent your **perspectives**. Your **mindset**.

Leadershift

The path to achieving **leadershift** consists in making 11 specific **paradigm shifts**:

From soloist to conductor
 From goals to growth
 From perks to price
 From pleasing people to challenging people
 From maintaining to creating
 From ladder climbing to ladder building
 From directing to connecting
 From team uniformity to team diversity
 From positional authority to moral authority
 From trained leaders to transformational leaders
 From career to calling.



The Parable of the Wise Man and the dove

A wise old man lived on a hill high above a small town. The townspeople often approached him to solve their most difficult problems and riddles.

One day, two lads decided to try to trick him. They took a dove and set off up the hill.

Standing before him, one of the lads said "Tell me, wise man, is the dove I hold behind my back dead or is it alive?"

Now the wise man knew that he was trapped. For if he answered the "dove is alive" the lad would squeeze its life out. And if he answered the "dove is dead", the lad would simply set it free.

Either way, the wise old man would be proven wrong, it appeared he was defeated.

Then...ever so slowly...the wise old man raised his finger and looked the lads in the eye and said...

“As you will it, so shall it be.”

Thank you

E še

Daalu

Nagode

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Thank you



**Workshop: Leadership
townhall**

Strategic Training Executive Programme (STEP)



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

Session 20: Getting started (again)

Strategic Training Executive Programme (STEP)



“Promoting sustainable workforce excellence in health supply chain management”

Feedback Forum



Refer to pages 98 in your Team Member Workbook

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 97 in your Team Member Workbook

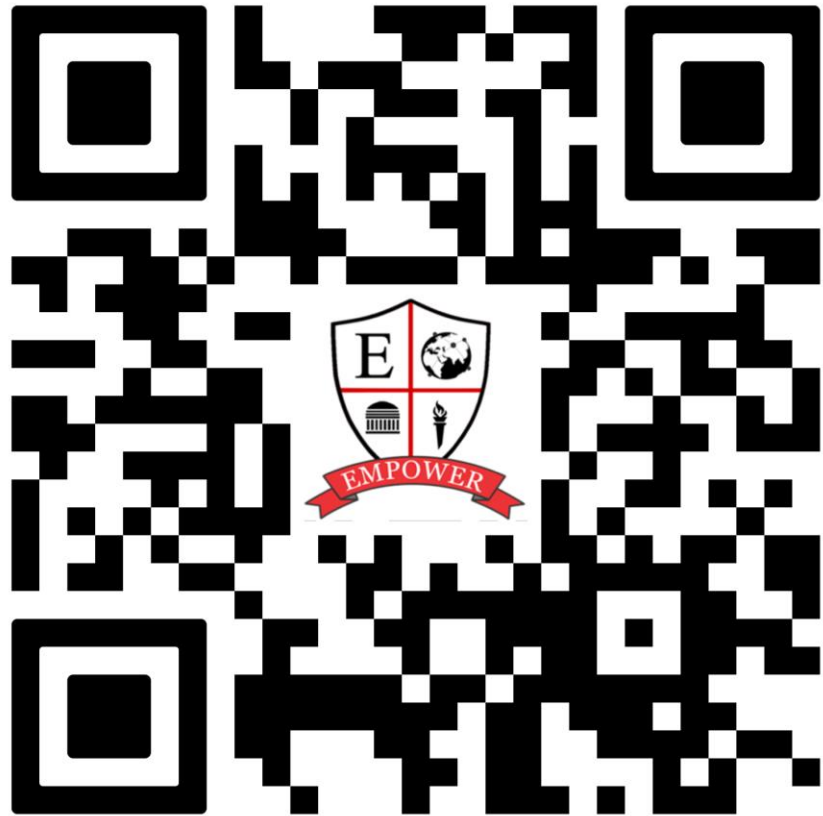
Workshop: Closing ceremony

Strategic Training Executive Programme (STEP)



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Please submit your Day 5 feedback!





The Faculty and Staff of STEP 2.0 sincerely thank you and wish you our very best – good luck!!!

Thank you

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Daalu

Nagode

As you will it, so shall it be.