

# Strategic Training Executive Programme (STEP)



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

# Strategic Training Executive Programme (STEP)

Day 1: LEAD



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

## Session 1: Getting started

# Strategic Training Executive Programme (STEP)



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# 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



Refer to page 4 in your Team Member  
**Workbook**

# 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 1 evaluation at the close of today's sessions



# STEP 2.0 Workshop Agenda

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



# Let's meet each other



Later: TEAM MEMBERS OF THE HOUR

# Workshop types of instruction

STEP uses many different instruction and learning approaches

Plenary Presentation

Technical Timeout

Facilitated Discussion

Team Exercise

Team Breakout

Individual Presentation

Stakeholder Presentation

PEER 2  
PEER



# LEAD - Day 1 agenda

- Session 1: Opening Ceremony and Welcome
- Session 2: Leadership, Challenges, Transformation
- Session 3: Collaboration and Advocacy
- Session 4: Effective Communication and Change Management



# Technical timeouts (case studies)

- Multimodal supply chain systems (MMSC)
- Case studies for real use of multimodal supply chain systems (Zipline) in Nigeria
- Timeouts will focus on the more technical aspects of MMSC
- Designed by Zipline, UPS and Empower

## **STEP 2.0 Zipline: Goal and Objectives**

### **Overarching Outcome:**

- An effective, multimodal supply chain management (SCM) that adopts a systems-approach and improves the integration of drone, last-mile delivery (LMD) operations active in the states of Bayelsa, Cross-River and Kaduna states.

### **Goal:**

- To accelerate the integration of Zipline's services into public health systems and improve system-wide efficiencies, such as stock availability, cost savings, treatment coverage, and patient access.


### **Objectives:**

- Participants learn to understand and effectively manage a multimodal supply chain that includes drone-based delivery (Zipline) alongside traditional transport.
- Participants should be able to make better data-driven decisions, understand system-wide impacts of logistics choices, and implement more uniform and strategic use of Zipline services.

# 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 Preparation YTC 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 1 - *Identify Your Challenge*

# Graduation Requirements

- Complete your preparatory assignments 
- Attend the workshop
- Complete your YTC

WORK IN  
PROGRESS



# Thank you

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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**  
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**UPS**

Obrigado  
Thank you



**Session 2: Leadership,  
challenges, transformation**

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# TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

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## STEP Preparation Assignment #1

### Team breakout exercise - part 1

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Refer to your True Color Personality Profile results (color of your name card)

- For 10 minutes, discuss the personality mix of your group – is each type represented or is there 1 or 2 predominant types represented?
- In the groups (teams) that you work with daily, have you thought about how different personalities contribute differently?
- Was the survey accurate? Do you agree with the results?



# 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

Refer to page 5 in your Team Member Workbook

# Our teams

Take a few minutes at your tables to introduce yourselves

You will be working with this group of peers throughout this retreat

Complete the Information sheet (*Team Member of the Hour*) from your team member workbook

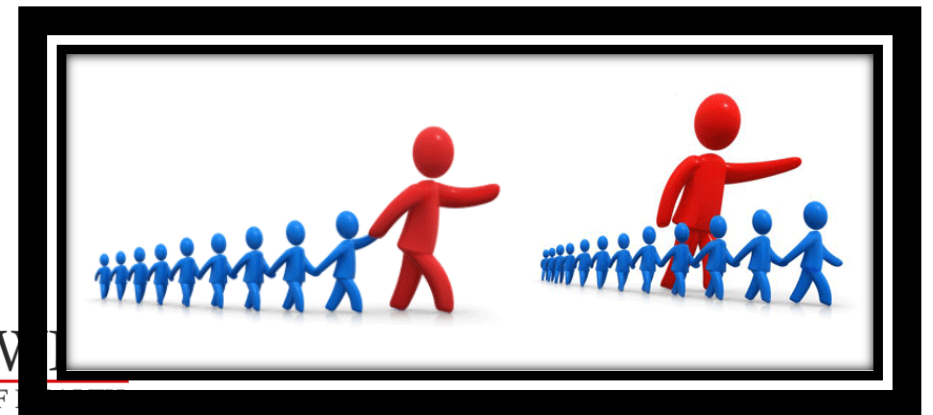
There will be opportunity to collect additional participant information as the week progresses



Refer to page 3 in your Team Member Workbook

# Leading versus Managing: Your thoughts

- What does a manager do?
- What does a leader do?
- What are the key differences between the two?
- Reflect on the series of self-assessments you completed during your pre-retreat work. What did they tell you about you?
- Are you a leader or a manager or a combination of both?



# Authority, Leadership, Power, Influence

## STEP 2.0 Conceptual Beliefs

1. Authorities possess power
- 2. Leaders possess influence**
3. All authorities are leaders (by designation, if not by practice)
- 4. Not all leaders are authorities, thus anyone can lead**
5. True transformational change (impact) requires a shift in mindset from tactical to strategic
- 6. Influenced impact is more sustainable than mandated impact**
- 7. STEP 2.0 develops influencers, not authorities**

When the word LEADER is referenced during this course, we are not referring to titles for formal or political authorities.

Rather, STEP 2.0 intends to develop your ability to impact change through personal influence.

# Compare: do you agree?

## Managing

Stability

Make rules

Plan details

Execute

Avoid conflict

Existing roads

Take credit

Make decisions

Tell the vision

Transactional

## Leading

Change

Break rules

Set direction

Shape

Use conflict

New roads

Give credit

Facilitate decisions

Sell the vision

Transformational



# Different environments require different skills

## Manage

### Stability

Make rules

Plan details

Execute

Avoid conflict

Existing roads

Take credit

Make decisions

Tell the vision

Transactional

## Lead

### Change

Break rules

Set direction

Shape

Use conflict

New roads

Give credit

Facilitate decisions

Sell the vision

Transformational



Change requires  
**LEADERS** before  
it can be  
managed!

# CHANGE



Disease patterns are changing

Health financing is changing

Patient/client demographics are changing

Technology is changing

Health workforce is changing

Health infrastructure is changing

Health supply chains are changing



# TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

# 7 Things Leaders Do to Help People Change

Harvard Business Review Article, July 20, 2015

Inspire others

Notice problems

Provide a clear goal

Challenge standard approaches

Build trust in your judgment

Have courage

Make change a top priority



# 7 Things Leaders Do to Help People Change

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Inspire others

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Make change a top priority



You have 15 minutes

# What is Transformational Leadership?

What does transformational leadership look like?

The components of transformational leadership include:

1. Individualized consideration
2. Inspirational motivation
3. Idealized influence
4. Intellectual stimulation

How to recognize a transformational leadership mindset.

The traits successful transformational leaders have in common:

1. Good transformational leaders practice self-awareness
2. Good transformational leaders remain open-minded
3. The best transformational leaders are adaptive and innovative
4. Good transformational leaders are proactive
5. The best transformational leaders lead with humility

# Four Steps of Transformational Leadership

Create a **COMPELLING VISION**

**MOTIVATE** your people

**COMMUNICATE** your vision

Build **TRUSTING RELATIONSHIPS**



# Thank you

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Daalu

Nagode

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**Gavi, the Vaccine Alliance**  
**USAID**  
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Obrigado  
Thank you  
Merci



## Session 3: Collaboration, advocacy, transformation

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# 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



# TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

# How do we collaborate today?

What does it mean to **collaborate**?

Why is **collaboration** important to a leader?

When do you need to **collaborate**?

What group structure do you need to **collaborate**?

Who are good **collaborators**?

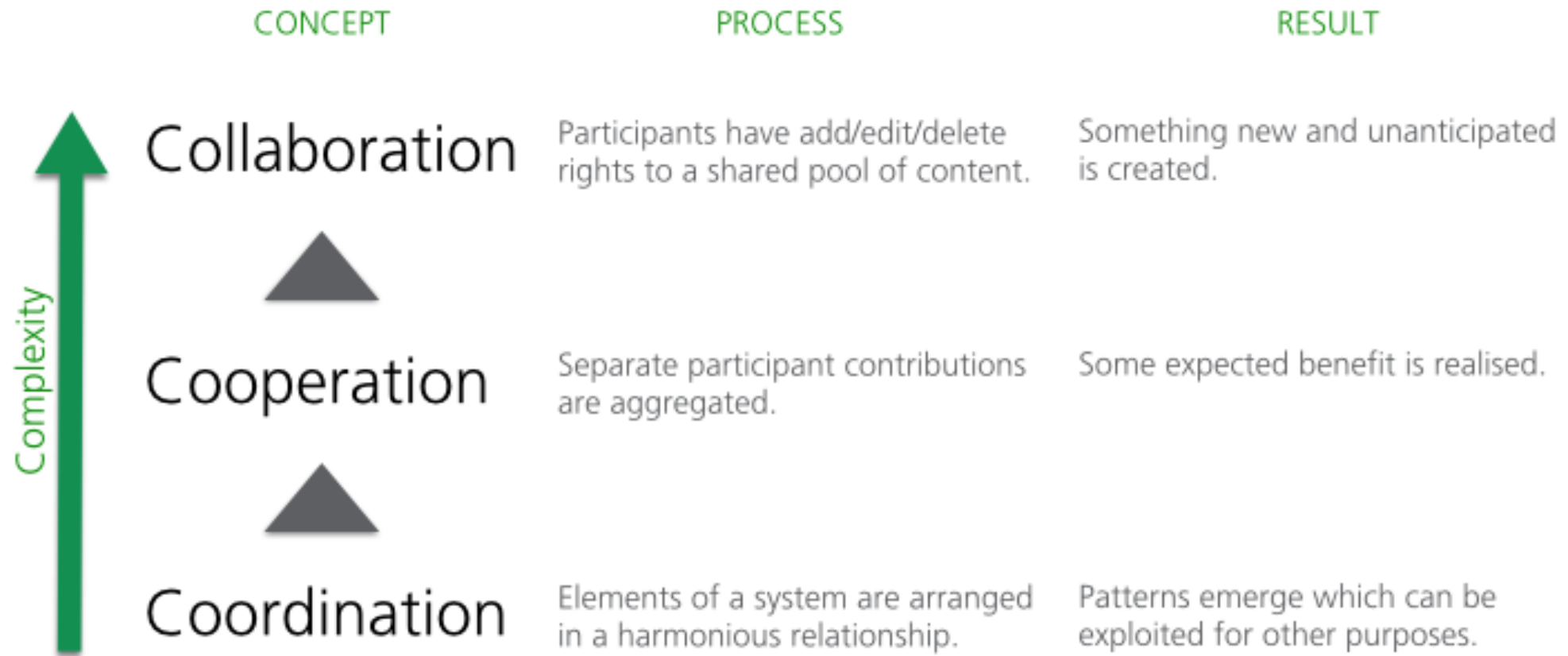
Are you a good **collaborator**?



# NAME YOUR TEAM

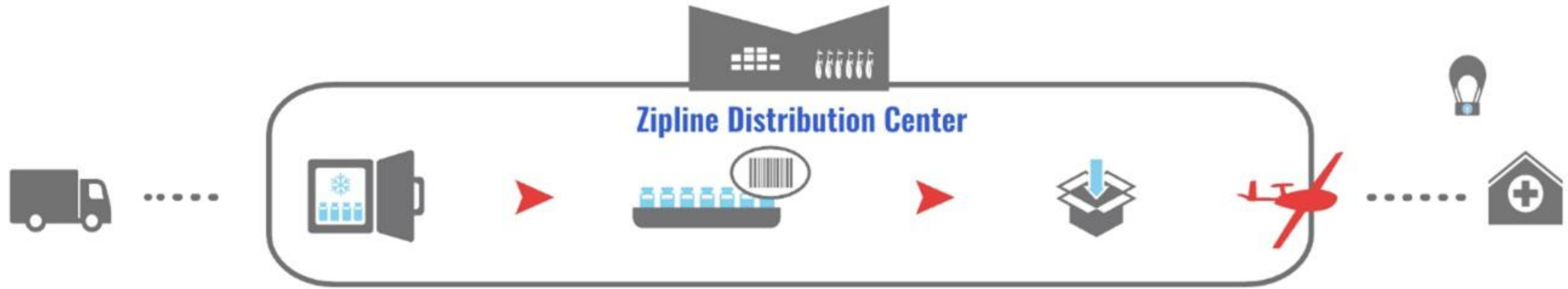


# Complexity drives Collaboration



# Zipline's Solution

Centralized cold storage and on-demand delivery to any point of care, regardless of on-site cold chain



## National or Regional Cold Store

Zipline picks up or government partners deliver cold chain commodities from national or regional cold stores to Zipline hubs.

## Centralized Cold Chain Storage

Zipline centralizes vaccines, blood, and other commodities requiring cold storage in refrigerators, freezers, or ultra-cold freezers, according to the manufacturer's guidelines.

## Track & Trace Capabilities

Each commodity unit is barcoded, scanned, and automatically tracked via Zipline's inventory management system.

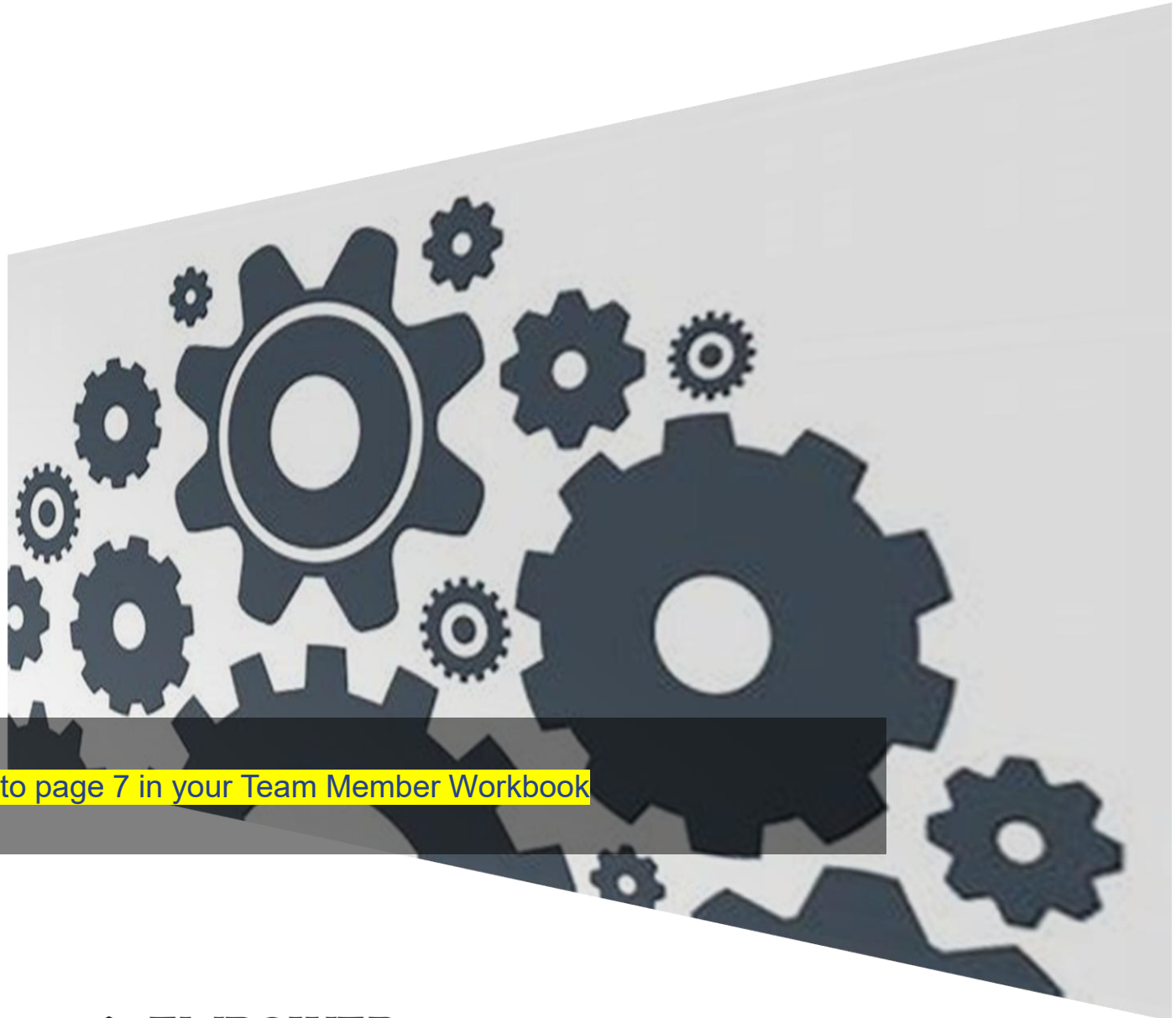
## On-Demand Distribution

Zipline packs only the requested units into custom-engineered packaging. All commodities are fully traceable from our hub to the point of use.

## Health Facilities

Zipline delivers the package on-demand to any health facility or community drop point, regardless of on-site cold chain, effectively extending the reach and equity of the health system.

# TECHNICAL TIME OUT



Refer to page 7 in your Team Member Workbook

# Technical Timeouts: Topics

**1. Multimodal Supply Chain SOPs**

**2. Managing a Multimodal Supply Chain**

**3. Case Studies on Use of MMSC:** Use in emergencies, Zipline data for forecasting, PPP-Led Drug Revolving Fund and Reducing Vaccine Wastage





# TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

# Advocacy to Catalyze Change

# Advocacy – Telling Your Story

*Advocacy is defined as any action that speaks in favor of, recommends, argues for a cause, supports or defends, or pleads on behalf of others.*

# Advocacy and Advocacy Planning

## Your thoughts?

What is advocacy?

Are you comfortable “advocating”?

When do we need to engage in advocacy?

Do we need to plan for advocacy?


What types of plans are needed?

# Advocacy and Advocacy Planning

Refer to page 10 in your Team Member Workbook


## Map Your Advocacy Impact Strategy

Answers to these simple questions will provide an effective **10-PART PLAN** to help you achieve important health policy changes and accountability



PATH provides advocacy strategy development, skills training, small grant funding, peer mentoring, and technical assistance to make real health policy changes around the world. To date, we have reached: ● Over 600 Individuals ● More than 100 organizations ● In 50+ countries

For more information, visit <http://sites.path.org/advocacyimpact> or email us at [advocacyimpact@path.org](mailto:advocacyimpact@path.org)



**What is your advocacy issue?**  
This is the first, and most critical, stage of the process. Your issue should be specific and clear, align with your organization's mission, and be realistically addressed through advocacy within five years. You'll also need evidence about why your issue is a problem.

**What are your advocacy assets & gaps?**  
Your assets are the skills, expertise, and resources you have to conduct advocacy activities. Conduct a thorough inventory of your assets, as well as anything you're missing to get the job done.

**What is your advocacy goal?**  
This is your policy solution to the issue—or what you'd like a policymaker to do to address it. Describe the change you would like to see, how that change will happen, the timeframe, and which institution needs to act to make it happen.

**Who are your key partners?**  
Be strategic about the partners you choose and how you partner with them. Good partners bring new constituents to an issue, demonstrate wide-scale support, improve your ability to reach and persuade a wider set of decision-makers, help mitigate opposition, and yield additional expertise, skills, and resources.

**Who are the decision-makers & influencers?**  
Identify the specific decision-makers who have the power to give you what you want and the influencers who can persuade them to act. These are the individuals who can say yes or no to your goal, so be specific.


**What are your tactics?**  
Be selective about your advocacy tactics. The best activities are the ones most likely to have an immediate and direct impact on your target decision-makers or key influencers. When designing your tactics, consider whether they address your decision-makers' interests, help lessen the influence of any opposing groups, and align with your advocacy assets.


**What are their interests?**  
Try to understand your issue from each of your decision-makers' perspectives. Consider their level of awareness and current feelings about the issue and identify what might motivate them to be supportive. The most effective strategy will meet your decision-makers where they are and move them toward your point of view.


**What are the most powerful messages?**  
Use what you know about your decision-makers' interests to develop a compelling message about your advocacy goal. Your message should briefly introduce the issue, connect it to your decision-makers' interest, address the solution, and end with a clear "ask." It is important to also identify people who can deliver that message most effectively.


**What opposition & obstacles exist?**  
It's important to understand who may resist or oppose your goal in order to design tactics and messages to reduce their influence on key decision-makers. Also, identify obstacles—like competing priorities, political controversy, or insufficient resources—that might hinder progress.

**How will you measure success?**  
Policy change can take time, so don't just focus on the end point of your goal. Develop measurement benchmarks along the way so you'll know you're making progress and to help you refine your advocacy strategy as needed.











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# Thank you

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Obrigado  
Thank you  
Merci



## Session 4: Communication, change management, transformation

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# TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

# 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

Refer to page 11 in your Team Member Workbook

# 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 the people is critical.
  - The key is internal communications.
  - To get people on your side, it is important to tell people why the change has happened, and not just that it has happened.



# Effective Leadership Communication

1. Inspire

2. Listen

3. Critique

4. Trust

5. Clarity

6. Avoid Monologue

7. Prioritize

8. Personalization

9. Lead by example

10. Openness

Refer to page 12 in your Team  
Member Workbook

# Most Common Communication Failures

- Leadership cannot deliver tough messages.
- Messages aren't delivered at the right time.
- Messages aren't delivered in the right formats or through the right mediums.
- Messages are inconsistent.
- Communications aren't delivered by the right people.

# TECHNICAL TIME OUT



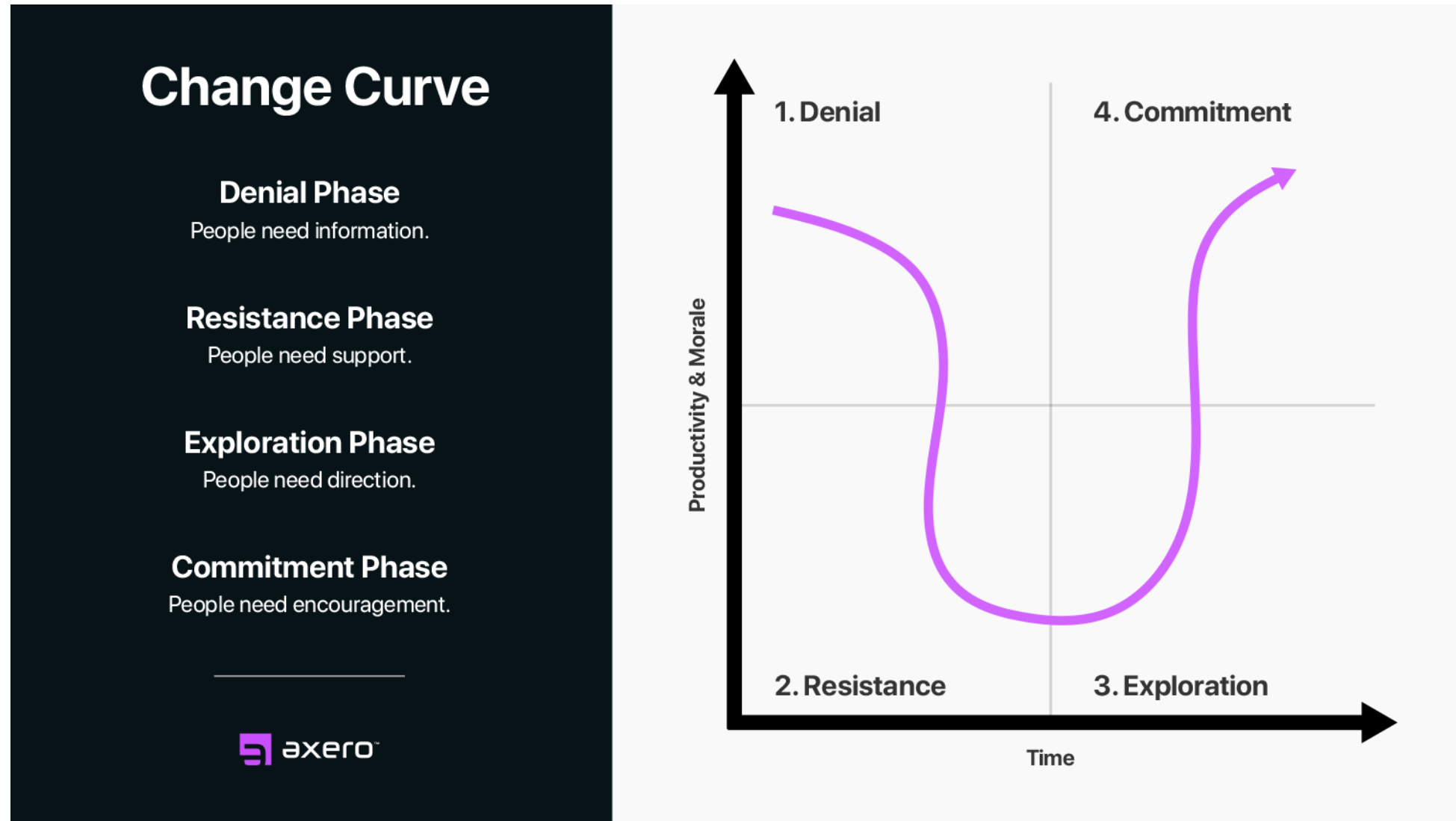
Refer to page 13 in your Team Member Workbook





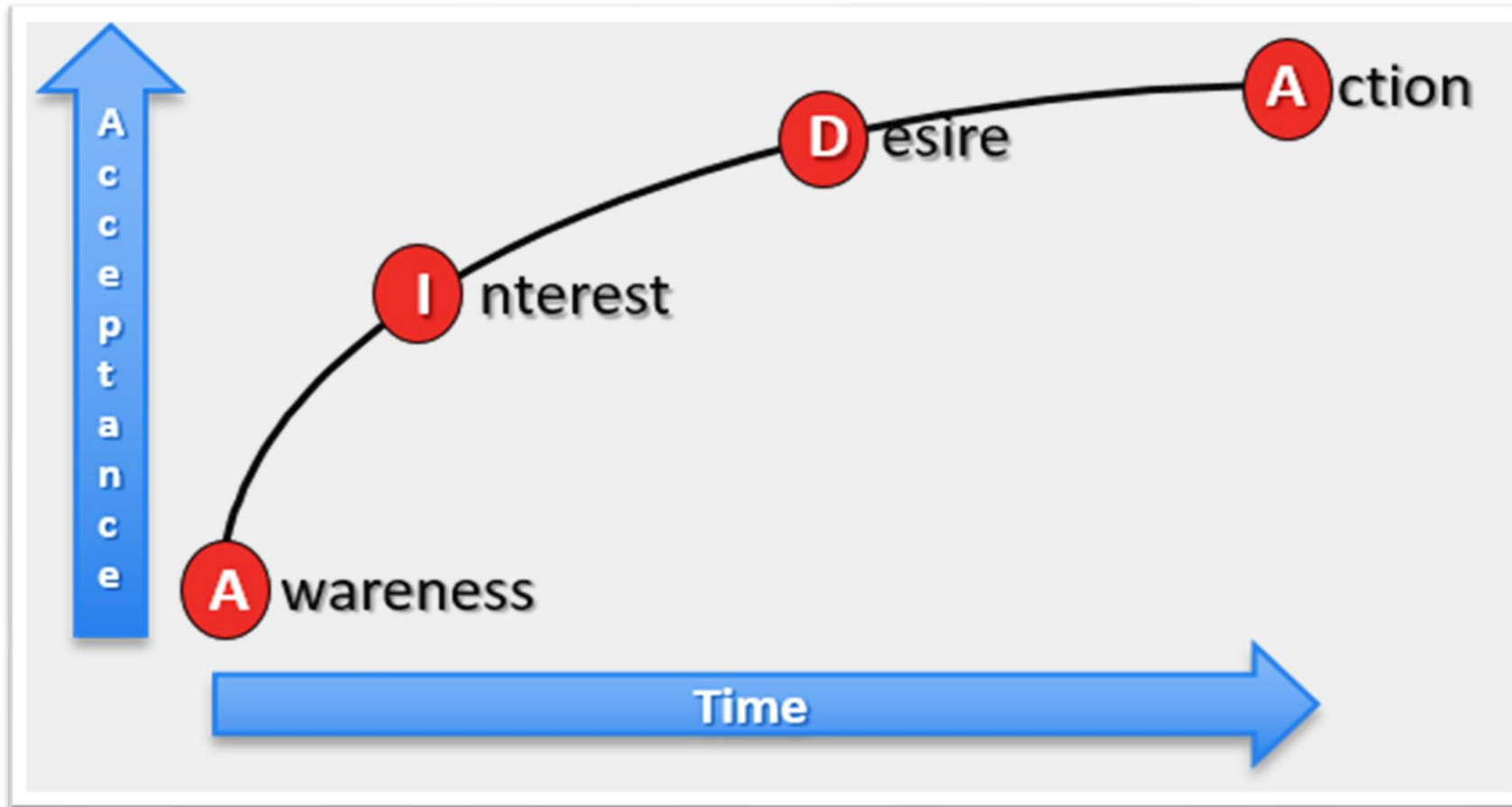
# Adapting Your Communication Style Based on Stage of Change Process

# Kübler-Ross Change Curve



Adapted version of the change curve

# The AIDA Curve: *When to Communicate What*



The Awareness-Interest-Desire-Action curve (AIDA) shows that stakeholders' acceptance of communications increases over time



# TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

# 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)



# 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 14 in your Team Member Workbook

# What's next: Tomorrow morning

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

Read your DAY 2 Technical Timeouts Pre-reads: **Refer to page 22-23 in your Team Member Workbook**

TOMMOROW'S TOPIC: **SHAPE**

With Sessions on:

1. Team Mobilization
2. Team Development
3. Team Leadership





# Day 1 Feedback!



# Thank you

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Nagode