

Strategic Training Executive Programme (STEP)



“Promoting sustainable workforce excellence in health supply chain management”

Strategic Training Executive Programme (STEP)

Day 4: ACT

“Promoting sustainable workforce excellence in health supply chain management”



Day 3 Review
Day 4 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 4 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 72 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 P2P focus: YTC Step 4 – *Starting Fast Task Plan*



TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

Homework Teamwork assignment debrief

Your Transformation Challenge – Stakeholders and Difficult Discussions

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 3b - Anticipate Difficult Discussions**
- 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 DANCE

PLAN: Day 3's learning objectives

How well did we do our job?

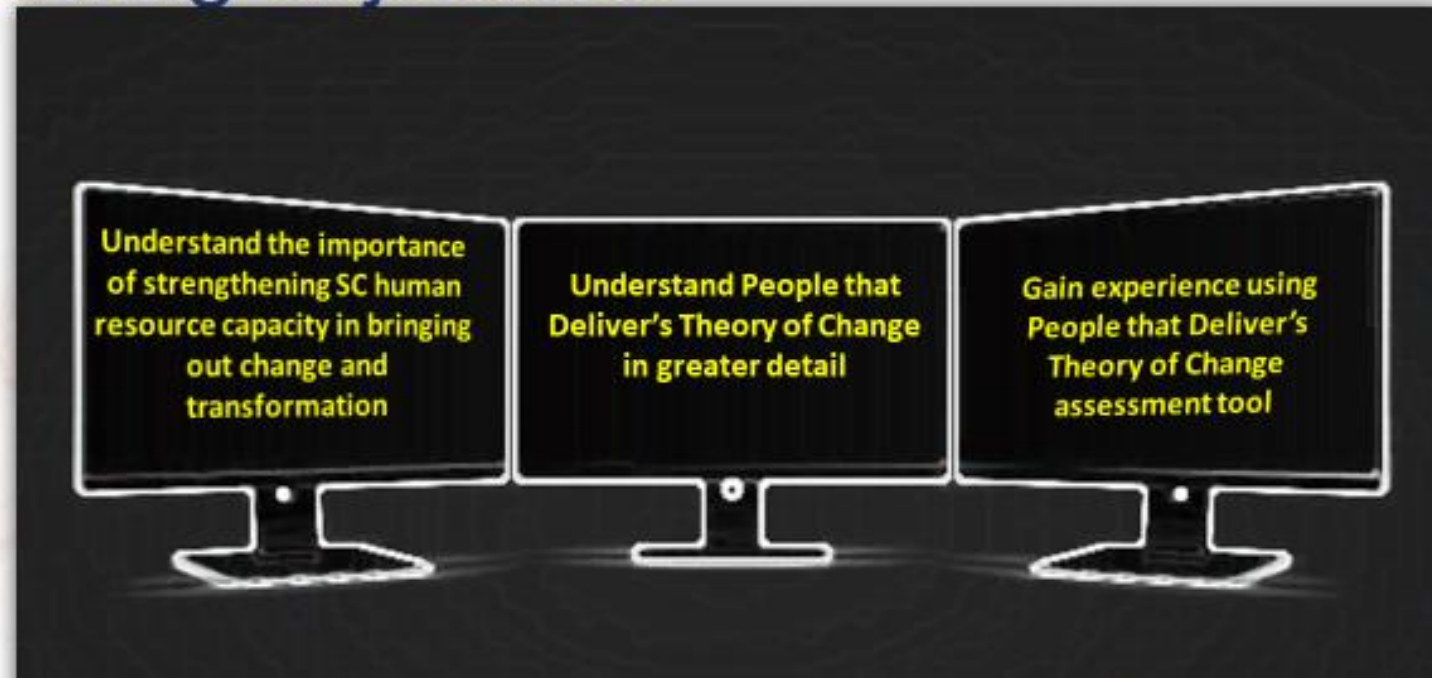
Session 10

Session 10: Think strategically Learning objectives



Session 11

Session 11: Change strategically Learning objectives



Session 12

Session 12 – Plan Strategically: learning objectives



STEP Programme Preparation - Assignment #4 Team breakout exercise

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

- Discuss the mix of strengths and weaknesses of competencies in your group – how are you each similar? How are you each different?
- This was an assessment that you did for yourself before you knew much about STEP. Do your peers and coach see the same strengths and weaknesses?
- Note comments from your peers, we will use them in an upcoming exercise.





Day 4 – ACT (Let's put some of the pieces together)

	1 st Morning Session	2 nd Morning Session	1 st Afternoon Session	2 nd Afternoon Session
	Session 13 Day 3 Review Day 4 Introduction	Session 14 Assessing Readiness	Session 15 Starting Fast	Session 16 Sustaining Transformation
M o d u l e s	1 (Home) Teamwork Review	TECHNICAL TIMEOUT: MMSC Case study – Zipline data for forecasting	TECHNICAL TIMEOUT: MMSC Case study – PPP-Led Drug Revolving Fund	Making the case, telling the story
	2 Key Learnings from Day 2	What Now?	Creating the Climate for Change Part 1	Elevator Speech
	3 What to Expect Today	Shifting from Goals to Objectives	Creating the Climate for Change Part 2	Engaging and Enabling the Organization





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
“ASSESSING READINESS”
- What comes to mind when you hear the phrase
“STARTING FAST”
- How about “SUSTAINING TRANSFORMATION”





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 14: Assessing readiness

Strategic Training Executive Programme (STEP)



“Promoting sustainable workforce excellence in health supply chain management”

Where do we go from here?



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

TECHNICAL
TIME OUT



Refer to pages 68-75 in your Team Member Workbook



TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

Back to our day's discussion

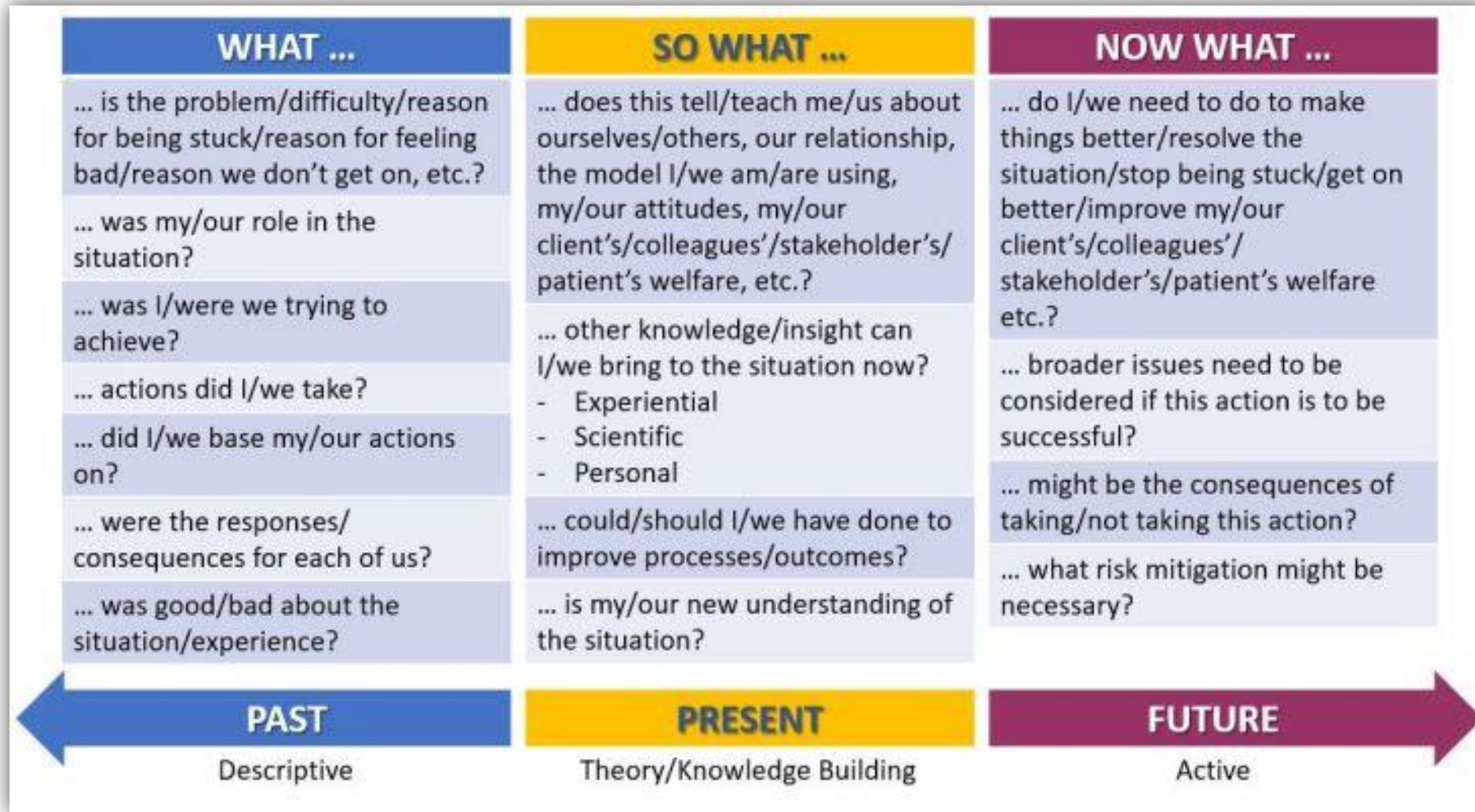


WHAT
NOW ?



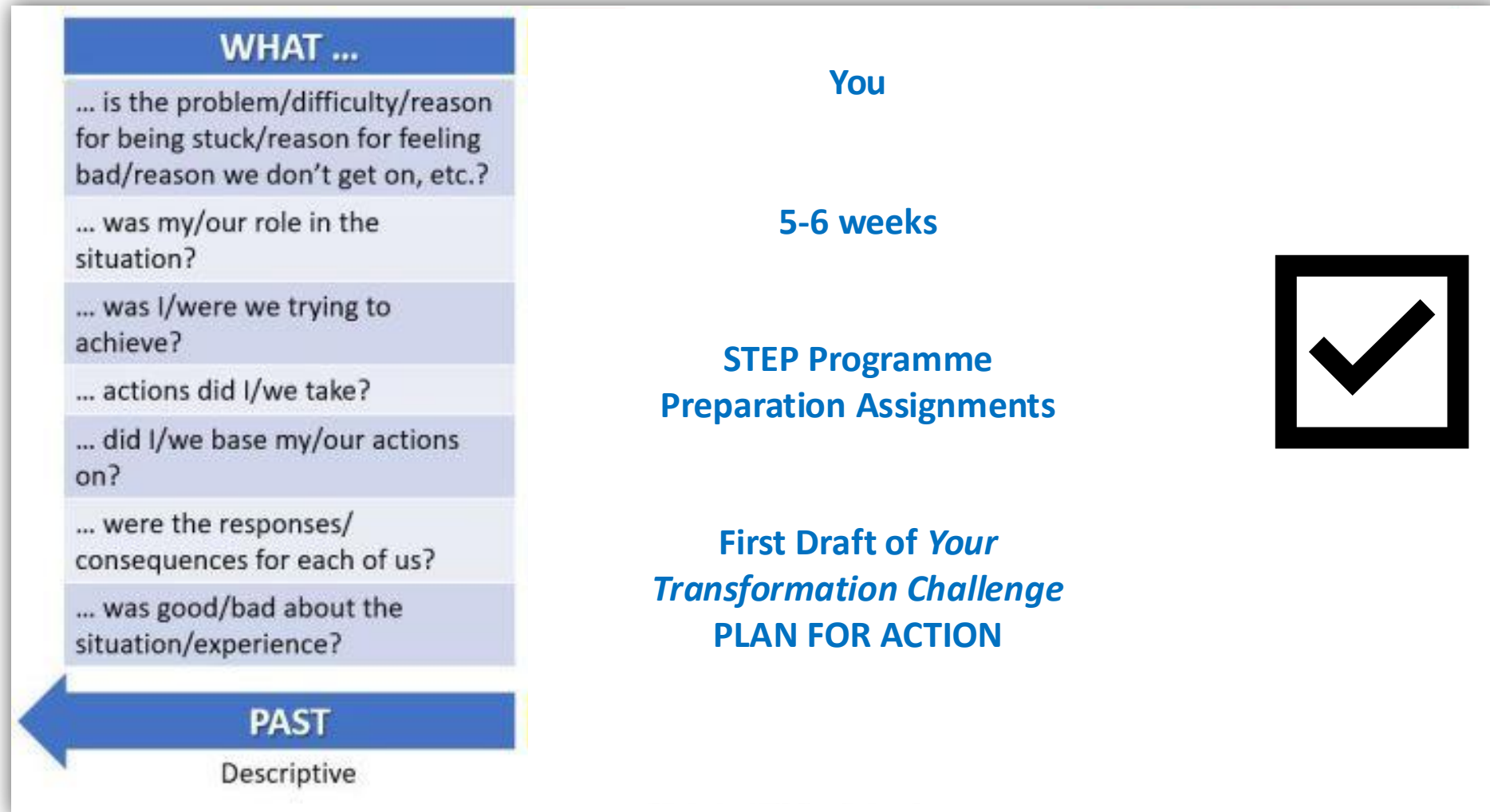
WHAT
NOW ?

STEP's "What" Model in Transformation Planning

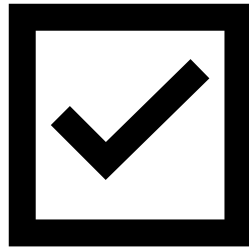


Refer to page 76 in your Team Member Workbook

What



So, what



SO WHAT ...

... does this tell/teach me/us about ourselves/others, our relationship, the model I/we am/are using, my/our attitudes, my/our client's/colleagues'/stakeholder's/patient's welfare, etc.?

... other knowledge/insight can I/we bring to the situation now?

- Experiential
- Scientific
- Personal

... could/should I/we have done to improve processes/outcomes?

... is my/our new understanding of the situation?

PRESENT

Theory/Knowledge Building

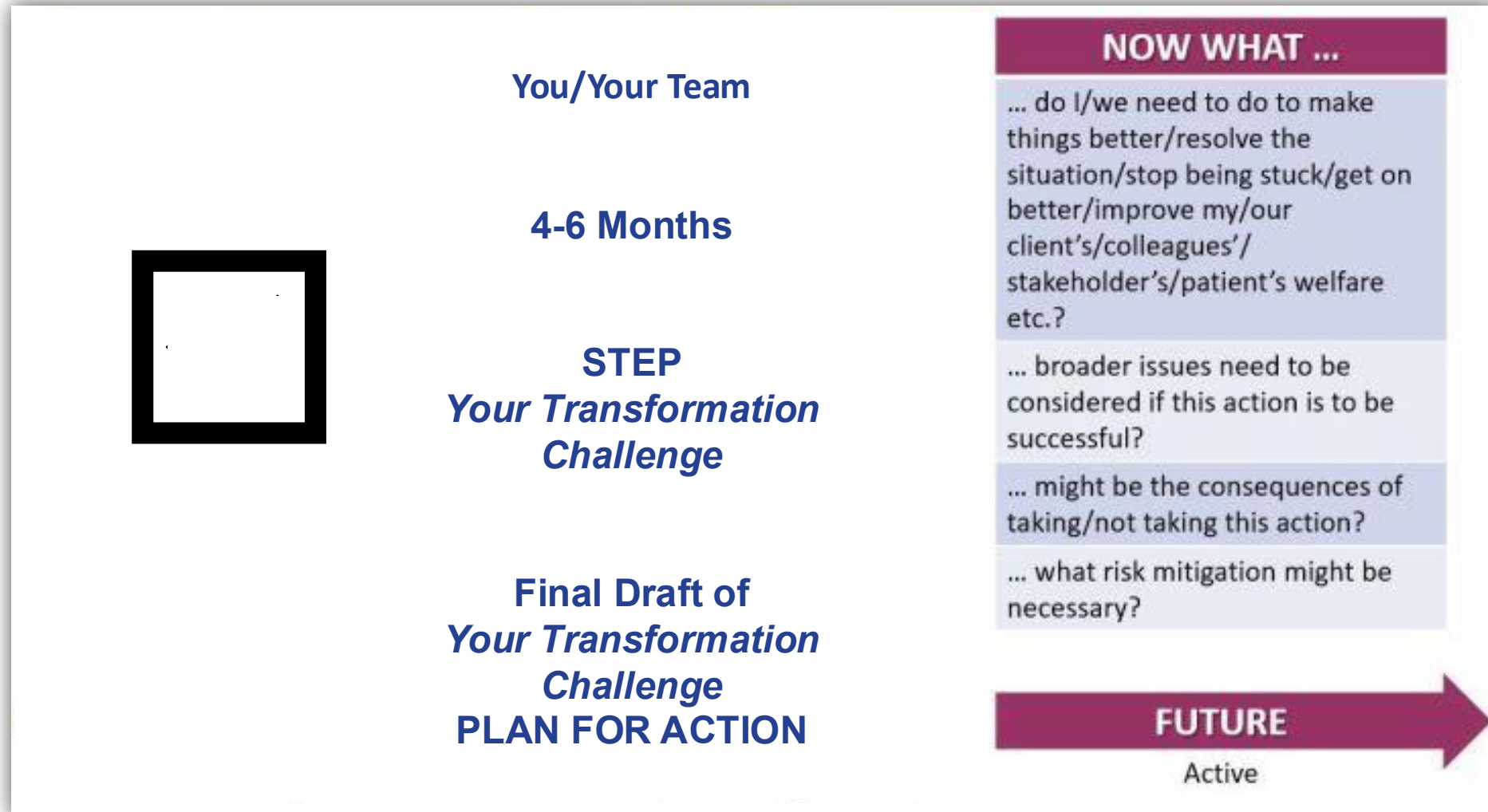
You/Your Peers

5 Days

STEP Workshop

Peer Reviewed Draft
*Transformation
Challenge*
PLAN FOR ACTION

Now, what



Planning Strategically - Terminology

Strategies focus on
GOALS

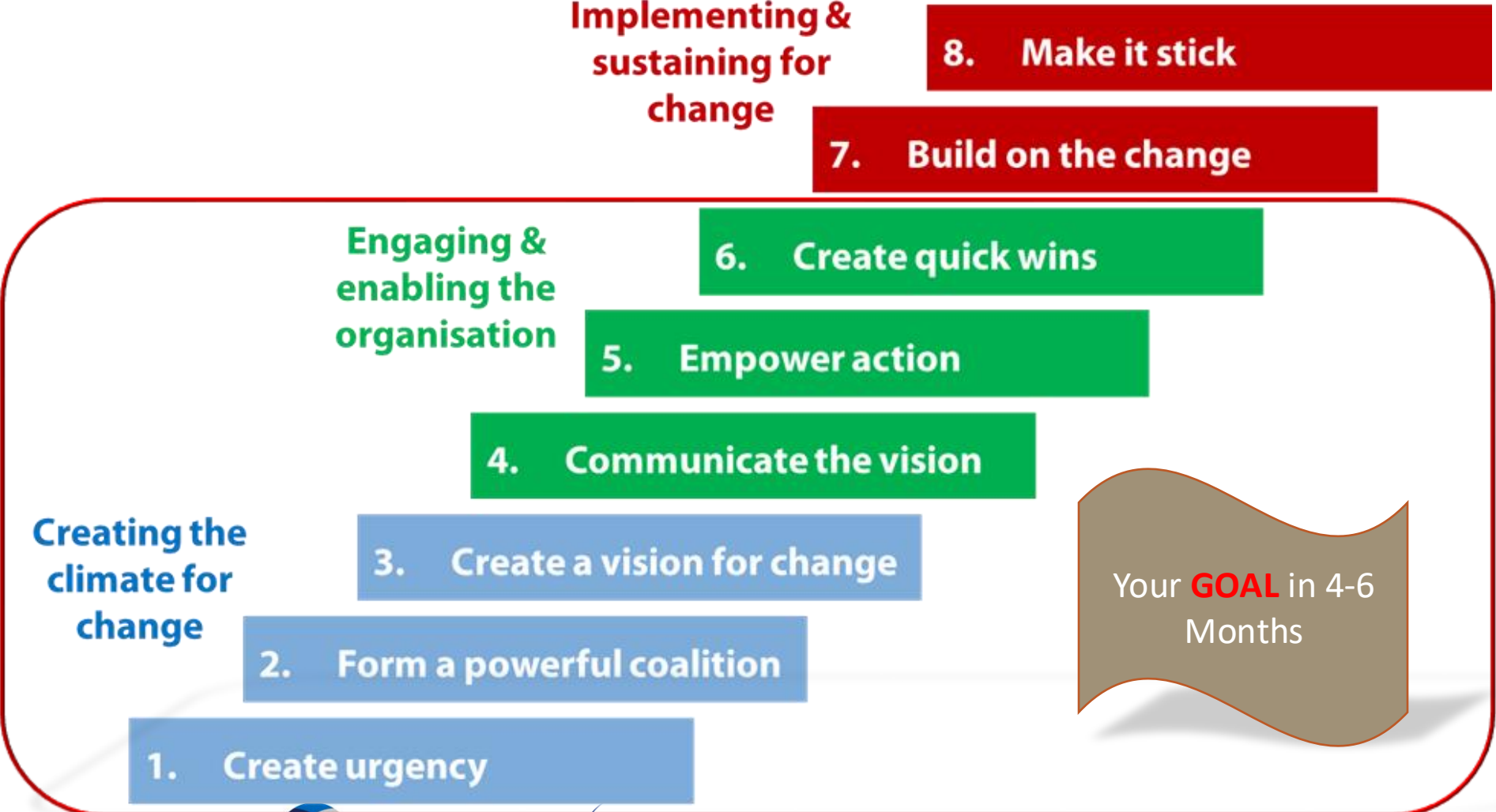
Goals vs. Objectives

Although the terms "goals" and "objectives" are often used interchangeably, there is a difference between them:

Goals	Objectives
▶ General	▶ Specific
▶ Intangible	▶ Measurable
▶ Broad	▶ Narrow
▶ Abstract	▶ Concrete
▶ Strategic	▶ Tactical

Adapted from SHRM
©SHRM 2008

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



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



Your Plan for Action - Terminology



Goals vs. Objectives

Although the terms "goals" and "objectives" are often used interchangeably, there is a difference between them:

Goals

- ▶ General
- ▶ Intangible
- ▶ Broad
- ▶ Abstract
- ▶ Strategic

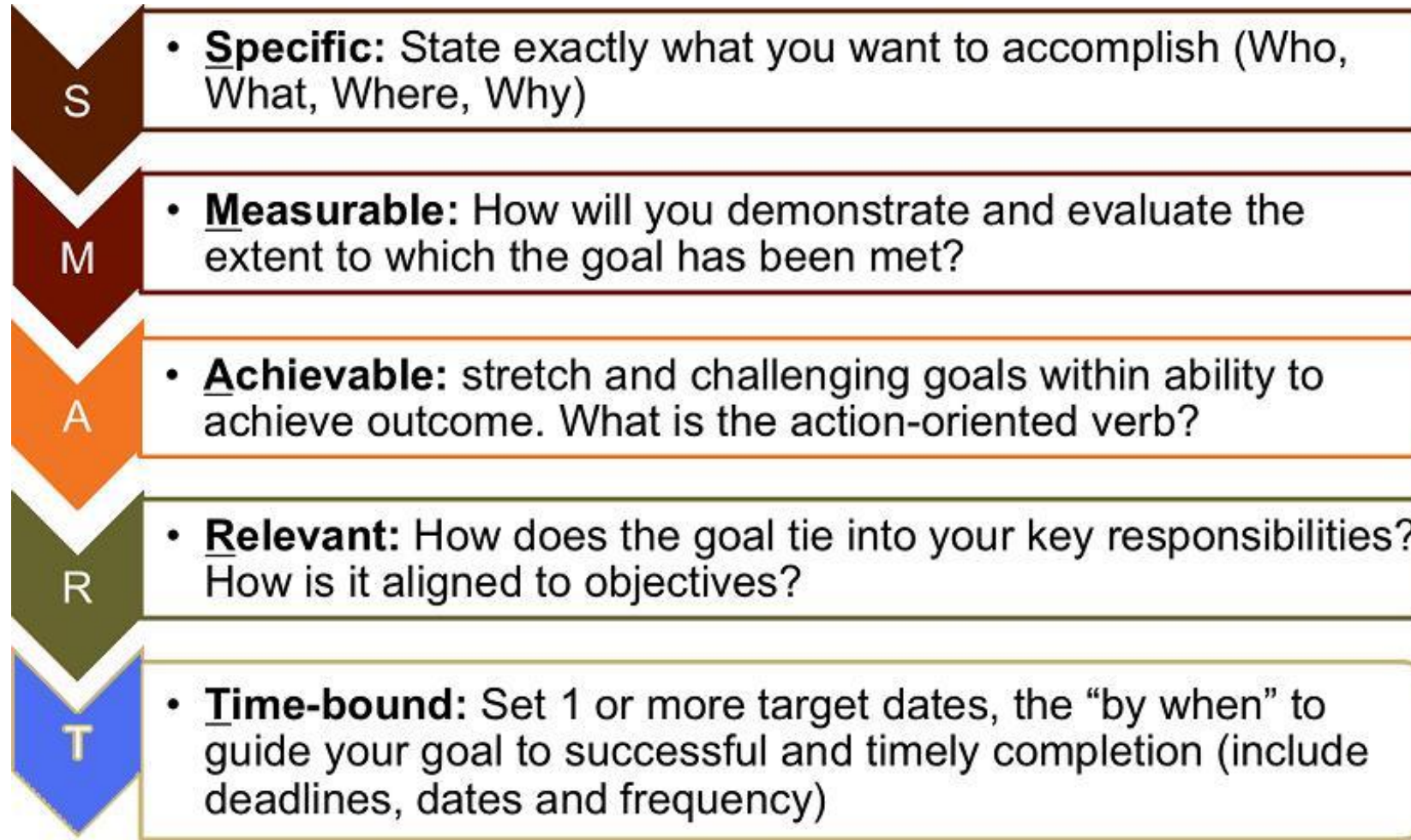
Objectives

- ▶ Specific
- ▶ Measurable
- ▶ Narrow
- ▶ Concrete
- ▶ Tactical


Adapted from SHRM

©SHRM 2008

SMART Methodology



Refer to page 77 in your Team Member Workbook



TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook



OUR TEAM'S DANCE

Another Continuous Improvement Opportunity



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

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Johnson and Johnson

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Obrigado
Thank you



Session 15: Starting fast

Strategic Training Executive Programme (STEP)



“Promoting sustainable workforce excellence in health supply chain management”

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

What now? How can you improve on each?

A Continuous Improvement Opportunity



OUR TEAM'S
CHANT, CHEER
OR SONG



www.peoplethatdeliver.org

89



OUR TEAM'S DANCE



www.peoplethatdeliver.org

50

Another Continuous Improvement Opportunity

TECHNICAL
TIME OUT



Refer to page 79 in your Team Member Workbook

Back to our day's discussion



Starting Fast: what are your initial thoughts?

- Failing to plan is planning to fail – do you agree with this statement?
- When you return to your job, what needs to happen to keep you and your team focused on Your Transformation Challenge?
- What will be the distractions that will keep you and your team from making progress on Your Transformation Challenge?



Session 15 – Starting Fast: more learning objectives

After this, you will be challenged to:

Complete plans to:

CREATE A SENSE OF URGENCY

Complete plans to:

FORM A POWERFUL COALITION

Complete plans to:

CREATE A VISION FOR CHANGE

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.**



Kotter's Change Model

Step 1: Create a Sense of Urgency

If many people start talking about the change you propose, the urgency can build and feed on itself. Some of the things you can do:

- Identify potential threats and develop scenarios showing what could happen in the future.
- Examine opportunities that should be, or could be, exploited.
- Start honest discussions and give dynamic and convincing reasons to get people talking and thinking.
- Request support from customers/patients, outside stakeholders and industry people to strengthen your argument.

Kotter's Change Model

Step 1: Create a Sense of Urgency

FAST START STEPS TO CREATE A SENSE OF URGENCY					
Specific Tasks	Measurable How?	Achievable During Fast Start? Y/N	Relevance High/Low	Time-Bound Planned by?	Date task was completed

S pecific	What are the tasks that must be completed to create urgency for <i>Your Transformation Challenge</i> ?
M easurable	How will you measure this task? How will you know when it is completed?
A chievable	Is this task achievable during the first 4 weeks (our Fast Start period)?
R elevant	Is the task's relevance to the success of your Fast Start high or low. High relevance indicates that your objectives will not be met if the task is not completed. Low relevance indicates minimal or no impact on your Fast Start objectives.
T ime-Bound	When do you plan to have this task completed? To meet STEP's Fast Start guidelines, this date should be within the first four weeks after the workshop.

Refer to SESSION 15:
STARTING FAST TO
CREATE A SENSE OF
URGENCY in your
YTC Workbook

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



Image: PeopleImages

Kotter's Change Model Step 2: Form a Powerful Transformation Coalition

FAST START STEPS TO FORM A POWERFUL COALITION						
	S pecific Tasks	M easurable How?	A chievable Y/N	R elevance High/Low	T ime-Bound Planned by?	Date task was completed
P						
D						
L						
A						

Specific What are the tasks that must be completed for each influencer type?

Measurable How will you measure this task? How will you know when it is completed?

Achievable Is this task achievable during the first 4 weeks (our Fast Start period)?

Relevant Is the task's relevance to the success of your Fast Start high or low.

Time-Bound When do you plan to have this task completed? To meet STEP's Fast Start guidelines, this date should be within the first four weeks after the workshop.

Refer to **SESSION 15: STARTING FAST TO FORM A POWERFUL COALITION** in your YTC Workbook

Kotter's Change Model

Step 2: Form a Powerful Transformation Coalition

After identifying the various stakeholders and other invested parties by who they are and their role within your challenge, you will need to consider their **INFLUENCE** with *Your Transformation Challenge*.

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



Kotter's Change Model

Step 3: Create a Vision for Change

Refer to SESSION 15:
STARTING FAST TO
CREATE A VISION
FOR CHANGE in your
YTC Workbook

FAST START STEPS TO CREATE A VISION FOR CHANGE

What has changed? After steps 1 and 2 of the [STEP 2.0](#) Fast Start process, you now have a coalition (team) working with you. You must now create a vision that is shared by all members of the coalition.

This exercise is not about communicating the vision, that comes next. Rather, this step is about defining the tasks needed to build agreement and consensus around your vision.

S pecific Tasks	M easurable How?	A chievable Y/N	R elevance High/Low	T ime-Bound Planned by?	Date task was completed

- S**pecific What are the tasks that must be completed to build consensus around your vision?
- M**easurable How will you measure this task? How will you know when it is completed?
- A**chievable Is this task achievable during the first 4 weeks (our Fast Start period)?
- R**elevant Is the task's relevance to the success of your Fast Start high or low.
- T**ime-Bound When do you plan to have this task completed? To meet STEP's Fast Start guidelines, this date should be within the first four weeks after the workshop.

Kotter's Change Model

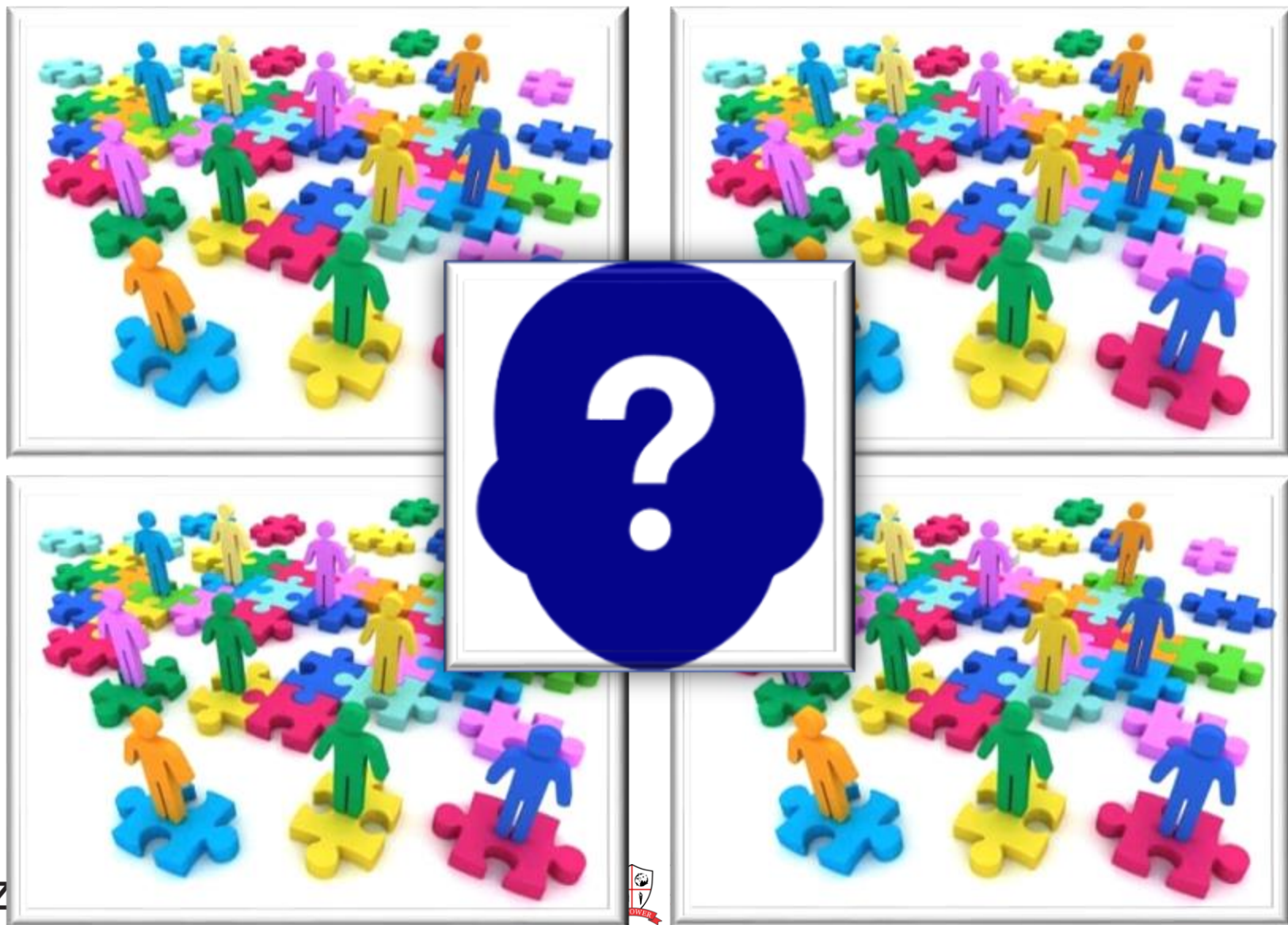
Step 3: Create a Vision for Change

From the discussion:

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.

Are the pieces beginning to connect?



Thank you

E še

Daalu

Nagode



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Gavi, the Vaccine Alliance

USAID

The Global Fund to Fight AIDS, Tuberculosis and Malaria

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Obrigado
Thank you
Merci



Session 16: Sustaining transformation

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

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

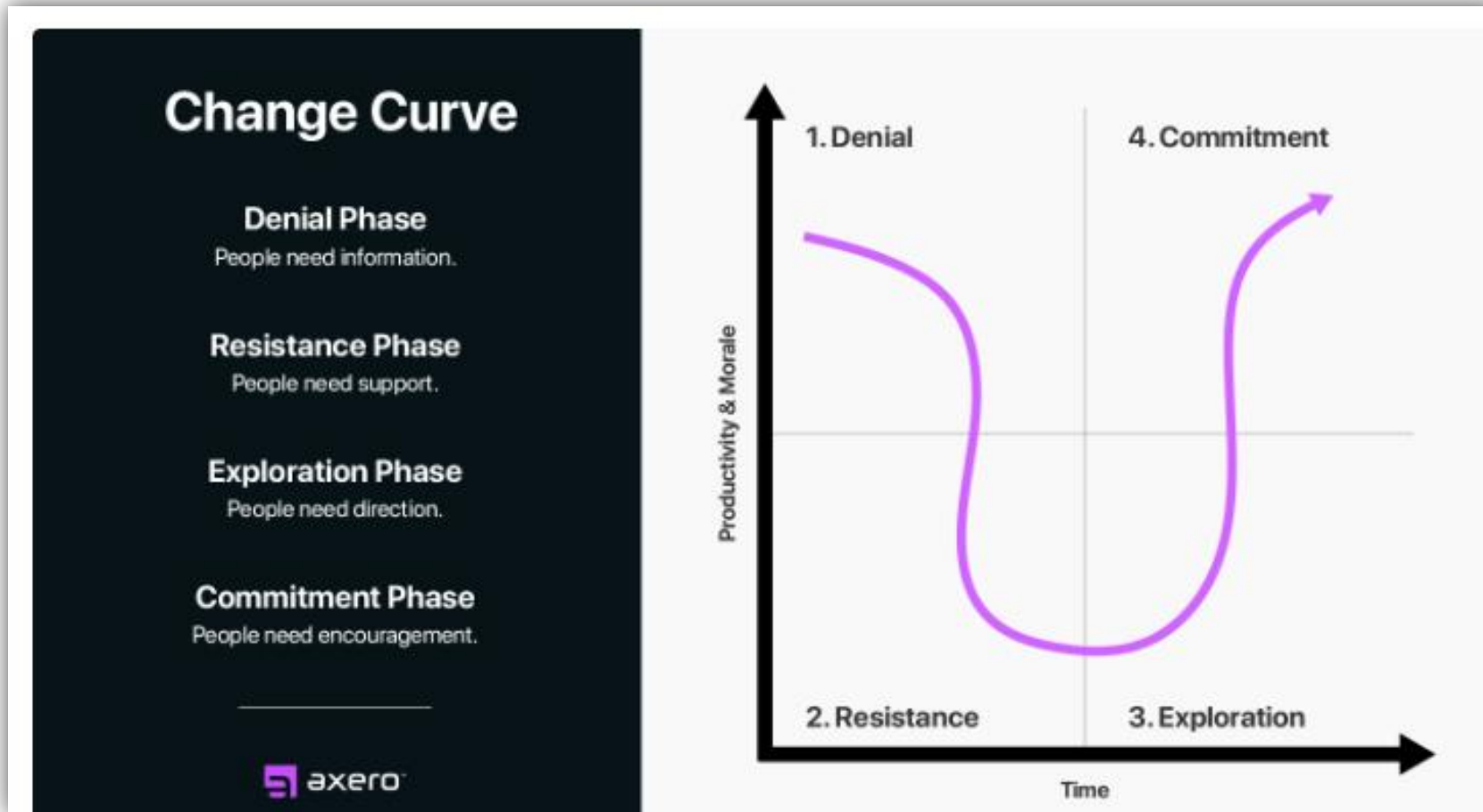
Sustaining Transformation: what are your initial thoughts?

Looking ahead at the next 3 steps in Kotter's model:

- Why is it important to take them in order?
- What activities, if any, can be done at the same time?
- When drafting your tasks for the Starting Fast exercise did you factor in dependencies? Those tasks that rely on a previous task's completion?



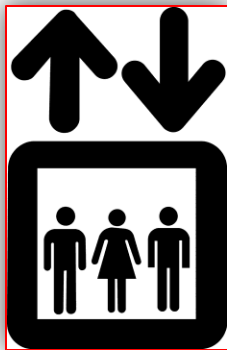
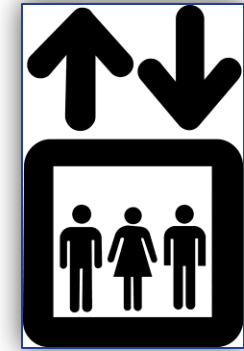
Kübler-Ross Change Curve



Kübler-Ross Change Curve



Making your case, telling your story



The 3 Minute Elevator Speech

Making your case, telling your story

Crafting a **COMPELLING** Story

C hallenge	Your challenge Question
C onnect	The 5 “Whys” in Root Cause Analysis
C onflict	“What? So What? What Now?” model
C onquer	“Starting Fast” model
C onclude	The “Vision for Change”

Crafting an **ELEVATOR** Speech



Source: 5 Elements for crafting a compelling story your audience will love
www.writetodone.com

Making your case, telling your story exercise

Crafting a **COMPELLING** Story

C hallenge	Your challenge Question
C onnect	The 5 “Whys” in Root Cause Analysis
C onflict	“What? So What? What Now?” model
C onquer	“Starting Fast” model
C onclude	The “Vision for Change”

Crafting an **ELEVATOR** Speech



Refer to Your Plan for Action – Starting Fast: ES Elevator Speech in your YTC Workbook

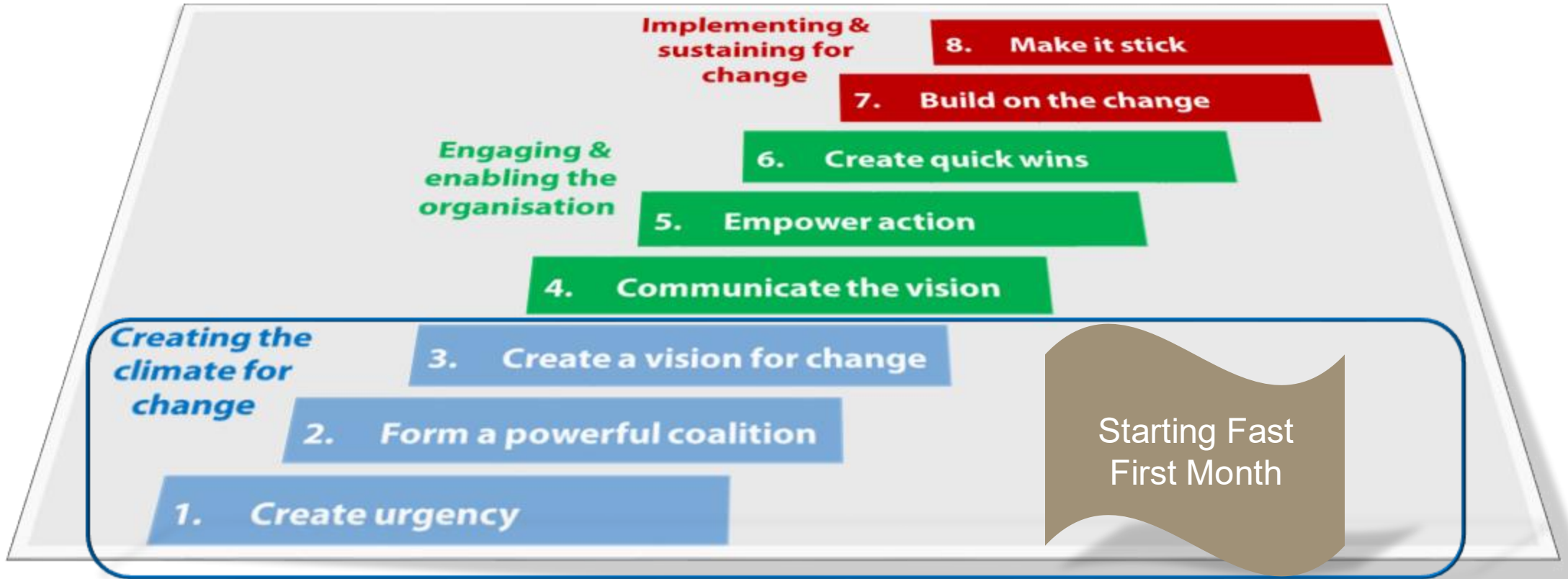
Source: 5 Elements for crafting a compelling story your audience will love
www.writetodone.com



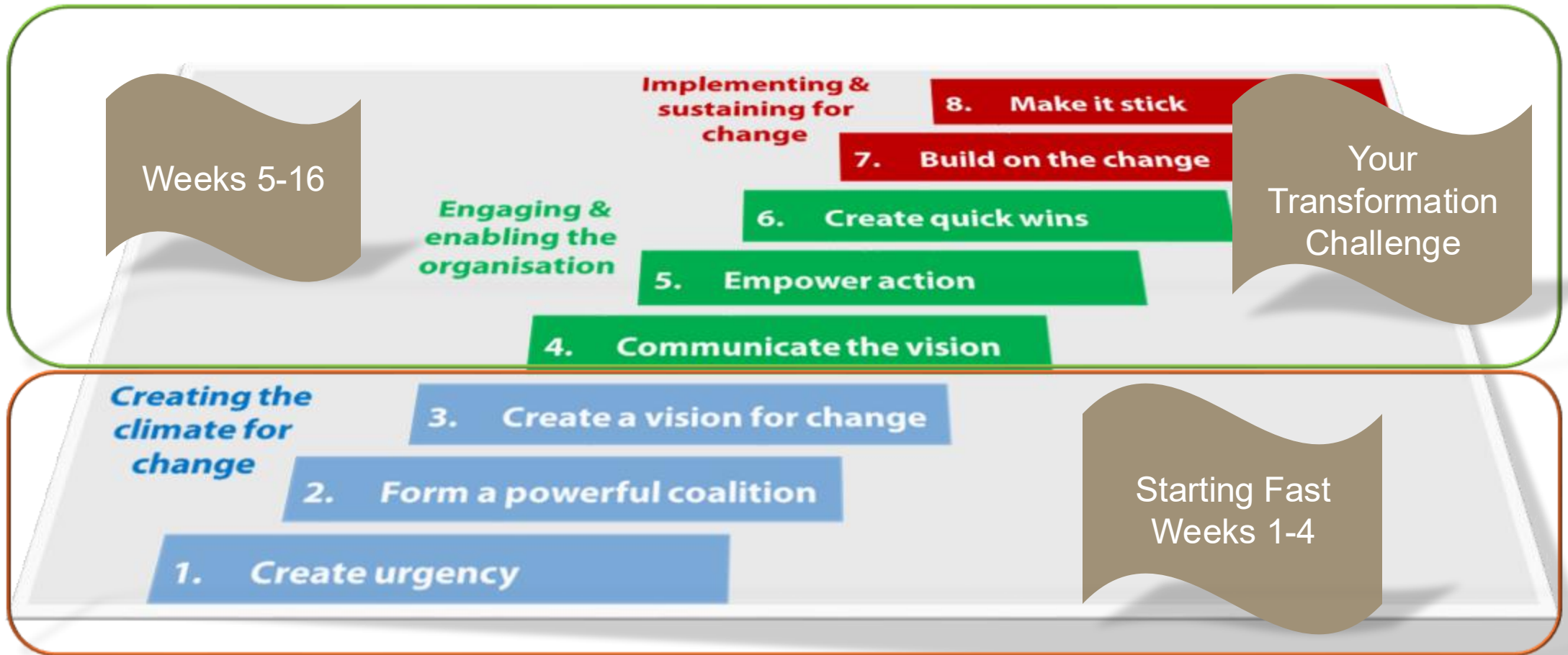
TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

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



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



Refer to page 81 in your Team Member Workbook

“Driving” Your Transformation Challenge

Anticipate adapting the plans!

And adjusting them several times!

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 truckers. 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.



Remain alert to other influencing factors

Have alternatives and contingencies

Step 4: Communicate a Vision, Create a Following

The Principles of Two-Way Communication

- Different people engage in communications in different ways
- People's engagement with communications changes over time
- Informal communications often travel faster than official communications
- People can align on ideas if they feel heard
- Different stakeholder groups have different needs for communications
- People at all levels in the system have valuable contributions to make



Refer to **SESSION 16: ACTION PLAN TO COMMUNICATE THE VISION** in your YTC Workbook

Step 5: Empower Action by Removing Barriers

Removing barriers, such as inefficient processes and hierarchies, provides the freedom needed to work across silos and generate real impact.



Refer to **SESSION 16: ACTION PLAN TO EMPOWER ACTION BY REMOVING BARRIERS** in your YTC Workbook

Step 6: Generate Short-Term Wins

Wins are the molecules of results. They must be recognized, collected, and communicated – early and often – to track progress and energize volunteers to persist.



Refer to **SESSION 16: ACTION PLAN TO GENERATE SHORT-TERM WINS** in your YTC 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 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

Technical
Timeout
Background
Articles
page 87



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 83 in your Team Member Workbook

What's next: tomorrow morning

Be ready to debrief on today's topic: ACT and update on your personal assignments.

Read your DAY 5 Technical Timeouts Pre-Reads: **Refer to pages 84-90 in your Team Member Workbook**

TOMORROW'S TOPIC: **EVALUATE**

With Sessions on:

1. Keeping Score
2. Changing to Change
3. Getting Started (Again)

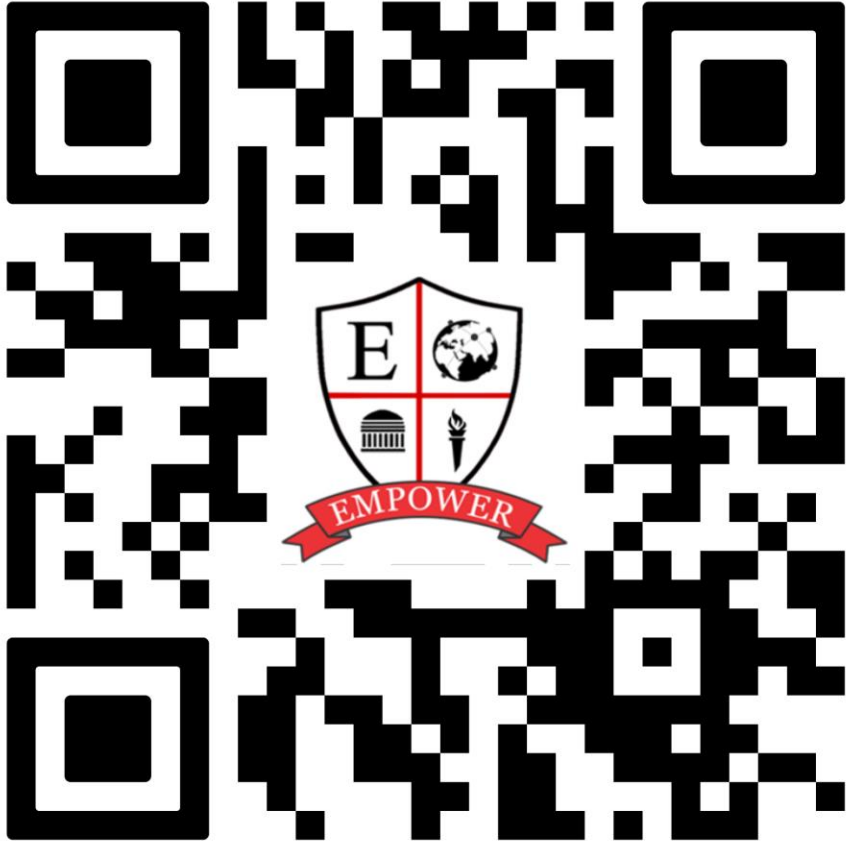




TEAM MEMBER of the HOUR!

Refer to page 3 in your Team Member Workbook

Please submit your Day 4 feedback!



Thank you

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Daalu

Nagode

