



A Primer for Leadership Development in Public Health
February 13, 2021 Revised

For nearly twenty years, new leaders in Public Health including the CDC, States and Communities have demonstrated a need for similar basics in leadership. This primer has been developed to try to meet that need with effective, inexpensive, off-the-shelf solutions. That said, leadership style and practice is ultimately a very personal matter, and the bodies of work in leadership, management, organization development and change management are extensive. Feel free to use what is well suited to you to build out your leadership portfolio, but please consider the following as useful elements for your growth and development.

1. Summary of the Key Functions for Leaders
 - a. Establishing clear direction for the vision, mission and team and communicating it clearly and purposefully
 - b. Finding and developing the people and talent to achieve that direction
 - c. Creating a culture in which talented people can be highly successful in realizing the direction and purpose
2. Key Points for Leadership Approach
 - a. Determining Signature Style – How should others experience your leadership?
 - b. Establishing Key Practices – What are the practices that will demonstrate it?
 - c. Becoming Authentic – What development will allow you to be true to your style?
3. Get a coach, and aim to keep that coach for a long time by building the relationship
4. Get a mentor, someone you can trust to advise you on leadership, not subject matter

*Make sure your coach and mentor will tell you the truth and that you will listen to them.
Feedback is magical, more so if it is provided thoughtfully and considerately.
360 Feedback is optimal if well executed. Consider an Appreciative Inquiry approach.*

5. Use strengths-based approaches for yourself and your team
 - *Strengths Based Leadership* and/or *Strengths Finder 2.0*
6. Explore *The Advantage: Why Organizational Health Matters Most* in order to have a model for organization development (This includes *The Five Dysfunctions of a Team* framework and approach for team development)
7. Effective conflict is essential, so adopt and practice with *Crucial Conversations* and *Crucial Accountability*
8. Learn about strategic planning and growth planning through *Public Health Business Planning*
9. Likewise learn the rudiments of change management with *Switch: How to Change When Change is Hard*, and tools for change from John Kotter at <https://www.kotterinc.com/8-steps-process-for-leading-change/>

Leading is its own discipline, do not try to substitute with other disciplines.

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