

INVEST HEALTH

Strategies for Healthier Cities

A Project of the *Robert Wood Johnson Foundation*
and *Reinvestment Fund*



Sustaining Leadership: *Leadership, Power & Trust*

December 2017 Convening – New Orleans, Louisiana

Technical difficulties? Call 1-866-229-3239

THE
GENIUS  **GROUP** INC.
HOPEFUL IDEAS MADE REAL
**CENTER FOR
HEALTH
LEADERSHIP &
PRACTICE**

A Center of the
Public Health Institute

Sustaining Leadership: LEADERSHIP, POWER & TRUST



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Sustaining Leadership:



Discussion Guidelines

1. **SHOSHIN** – Have a Beginner's Mind.
2. **New York Times Rule.** Speak in Headlines using Fine-print only when needed. Brief time requires that we value Expedience over Exhaustiveness.
3. **The Map Isn't Always the Territory** - Listen for Meaning and to Understand, to have a better appreciation for how a person is using their Words.
4. **Trust the Room.** Assume good intent and respect the collective intelligence, wisdom and life experience in the room.
5. **Step-Up/Step Back.**
6. **Triggers Are Real.** Take self-responsibility for your response/reactions to others' words and experiences.
7. **Vegas Rule.** Confidentiality means "I Won't Tell" and "I Won't associate a speaker's Identity with their Story and/or Insights, especially outside this room.
8. **Self-Care.** Stand, Stretch or Bio-reFRESH as needed, quietly.

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Sustaining Leadership

Sustainability Defined:

The continuation of community health and/or quality-of-life benefits over time.

(The Sustainability Toolkit, Center for Civic Partnership, The Public Health Institute, Sacramento, CA)

Sustainability (Step-By-Step):

10 Steps to Sustainability

1. Create a shared understanding of sustainability
2. Create a plan to work through the process
3. Position your effort to increase your sustainability odds
4. Look at the current picture and pending items
5. Develop criteria to help determine what to continue
6. Decide what to continue and prioritize
7. Create options for maintaining your priority efforts
8. Develop a sustainability plan
9. Implement your sustainability plan
10. Evaluate your outcomes and revise as needed



Sustaining Leadership

Leadership in Sustainability:

Implementing community health improvements or quality-of-life benefits require Leadership and the special trust and influence leaders create.

As we move to close the Invest Health experience and to sustain your work long past the initiative, it is important to assess your leadership. We will look at three important dimensions – perceptions of your style, effectiveness and how you move work forward.

1. Leadership Style

How would you describe your leadership style [use key adjectives]?
How would you describe the style of your team [use key adjectives]?



Sustainability requires Leadership

Leadership in Sustainability:

Effective Leadership Defined

- What does 'effective leadership' mean to you?
- Do your partners agree on that definition of 'effective leadership'?
- Do you think this perceived style is effective? (Say Yes or No, and describe how do you know?)

Moving the Work Forward

- What type of leadership will be needed to move your Invest Health work moving forward?
- Is this a change from what has been needed and effective in the past? Describe why and how.



Sustaining Leadership: POWER



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Sustainability requires Power.

POWER: Leveraging Individuals & Institutions

When reflecting on the work ahead, you will need partnership, alignment and collaboration with key individuals and institutions. Knowing how to leverage others with ‘power’ will be critical for moving your Invest Health work forward and making it sustainable over time.

Stakeholders & Power-Holders

- What stakeholders (individuals and institutions) are critical to include to get the work done?
- What ‘power brokers’ are key to getting the work done?

Power brokers are individuals and/or organizations that hold an important element of power & influence (i.e. financial, credibility/legitimacy) and for whom others look to for guidance on key decisions or ways forward. They may or may not have titles associated with the role they play.



Sustainability requires Power.

POWER: Leveraging Individuals & Institutions



Worksheet 3.2 Connections Map

Name: _____

Phone/Email: _____

Please list any connections (names, titles) you have with the different organizations, associations, and sectors in your community. These may be friends, relatives, colleagues, neighbors, or acquaintances. Then think about connections that may help you sustain your community improvements. The last box can be used for any connections you have that don't fit in the other boxes.

When you're completed your list, identify those connections that you feel are to be a priority for your organizational/collaborative to make. (P indicates priority connection.)

CONNECTIONS MAP		
EDUCATION/WORK	PROFESSIONAL/NETWORKS	ENVIRONMENTAL/ORGANIZATIONS
EDUCATION/WORK	GOVERNMENT	EDUCATION (local, state, national, international)
EDUCATION/WORK	EDUCATION/WORK	EDUCATION/WORK
EDUCATION/WORK	EDUCATION/WORK	EDUCATION/WORK

Adapted from a guide to building sustainable organizations from the Institute of Design, University of Illinois (2009).



Sustainability requires Power.

POWER: Leveraging Individuals & Institutions

Leadership Moving Forward

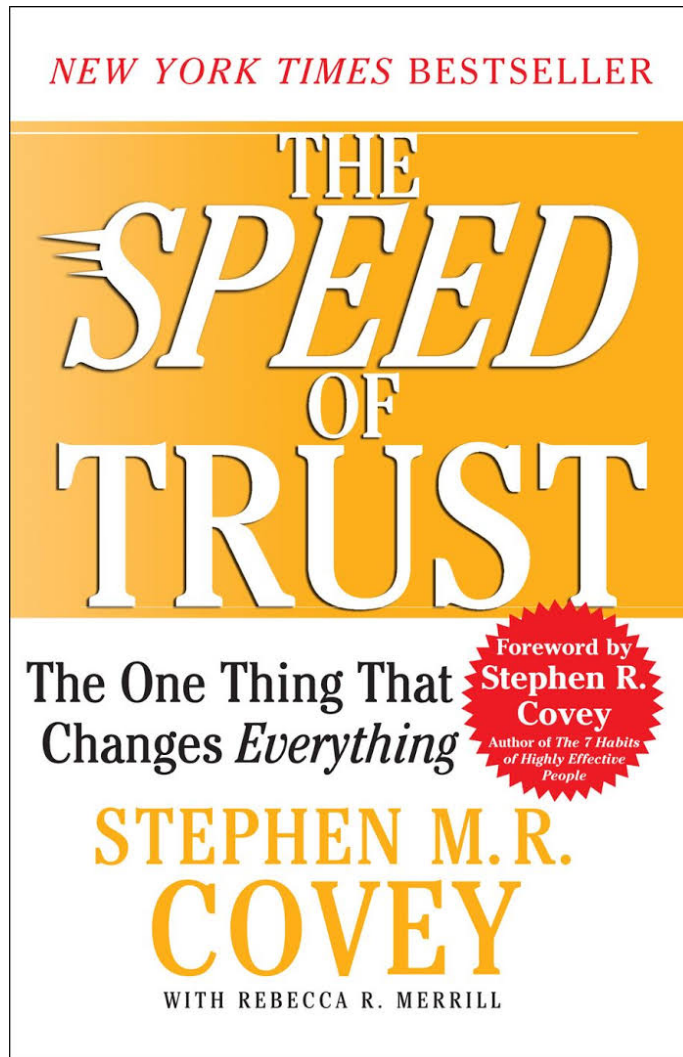
- What type of leadership is needed for our Invest Health work moving forward?
- Is this a change from what has been effective in the past?
(Answer Yes or No and share why?)



Sustainability requires Trust.



TRUST - The Basics



TRUST – DEFINITION

- An intangible, business asset that when actualized by leadership vision & strategic action can deliver quantifiable economic value.

TRUST – FUNCTION

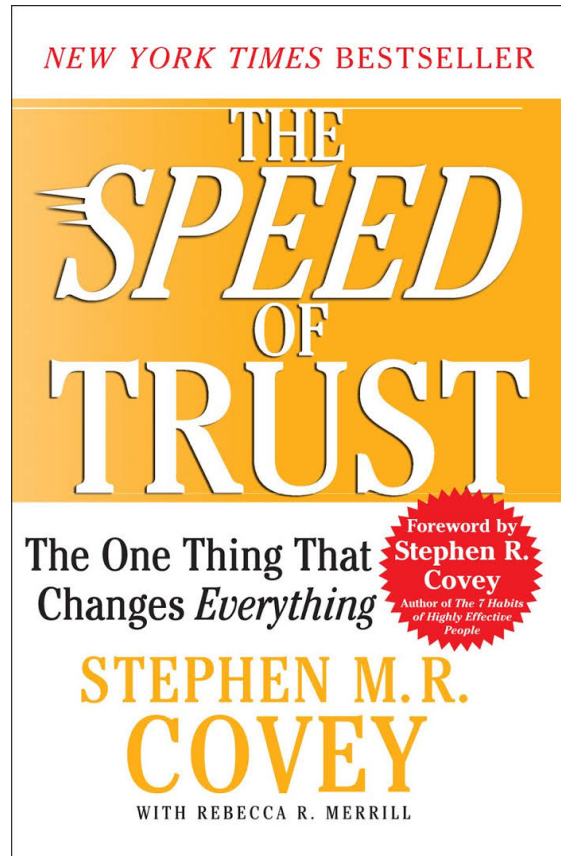
- When *TRUST* is high, the speed of execution accelerates and costs decrease.
- It's makes good financial sense to find ways to enhance trust levels within and outside an organization.

TRUST MODEL & TACTICS

- To build and enhance trust requires a workable mental model and tactics.



TRUST – Key Concepts



The Five Waves of Trust



TRUST – Key Concept: The Waves of Trust

Wave 1: Self - Trust

Self-Trust is anchored in one's abilities and capacity to achieve goals and keep commitments.

- Your inner-sense of contentment and consistency from “Walking Your Talk” makes you worthy of the others' trust.
- Credibility is derived from four core sources which you should seek to build: (1) Integrity; (2) Intent; (3) Capabilities and (4) Results.

Wave 2: Relationship-Trust

Relationship trust essentially boils down to how you establish and increase trust with other people.

- High-trust leaders act consistently and exhibit 13 behaviors:
 - (1) Talk straight; (2) Show respect; (3) Be transparent; (4) Right wrongs; (5) Show loyalty; (6) Deliver results; (7) Get better; (8) Confront reality; (9) State expectations; (10) Be accountable; (11) Listen first; (12) Meet commitments; (13) Extend trust.



Sustainability requires Trust.

SPEED OF TRUST WORKSHEET

The 13 behaviors 1. Talk Straight	The 13 behaviors 2. Demonstrate Respect	The 13 behaviors 3. Create Transparency	The 13 behaviors 4. Right Wrongs
The 13 behaviors 5. Show Loyalty	The 13 behaviors 6. Deliver Results	The 13 behaviors 7. Get Better	The 13 behaviors 8. Confront Reality
The 13 behaviors 9. Clarify Expectations	The 13 behaviors 10. Practice Accountability	The 13 behaviors 11. Listen First	The 13 behaviors 12. Keep Commitments
The 13 behaviors 13. Extend Trust			



TRUST – Key Concept: Credibility



Back to the Beginning: Credibility & Self-Trust

Credibility is derived from four core sources, each of which require have to build:

1. **INTEGRITY** – Doing What You Say – Walk the Talk.
2. **INTENT** – Clear, Transparent Motives; No Hidden Agendas
3. **CAPABILITIES** – Being Relevant & Competent
4. **RESULTS** – Having a Clear Track Record of Accomplishment – Gets It Done!



Sustaining Leadership: LEADERSHIP, POWER & TRUST

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Thank you!

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