

# Giving Voice: Celebrating Seven Models for Leadership Development

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“All work is a vocation...  
a calling from a place that is  
the source of meaning and identity,  
the roots of which lie beyond  
human intention and interpretation.”

*Thomas Moore*  
*Care of the Soul*

“The work of leaders is a special vocation...

a calling *first* to service,  
through collaboration, trust,  
foresight, listening, and the  
ethical use of power.”

*Robert K. Greenleaf*

*Servant as Leader*

“Boundary leaders work in the  
spaces between things...  
they see new possibilities at the  
edges of what is currently  
visible.”

*Dr. Gary Gunderson*  
*Boundary Leadership*

# Giving Voice: Celebrating 7 Models of Leadership Development Fostered by CDC

- Recognize more than a decade of commitment to leadership development
- Serve as voice for many leaders, partners
- Comment on findings/“fruits” of 7 models
- Suggest “next steps/opportunities”

# Recognizing Commitment: The Need

- “Today, the need for leaders is too great to leave their emergence to chance.”

*IOM Report, 1988*

- “We must be led by those who have mastery of the skills to mobilize, coordinate, and direct broad collaborative actions within the complex public health system...these skills need constant refinement and honing.”

*IOM Report, 2002*



# Recognizing the Commitment: Common “Theme”

- Today’s leaders have high levels of technical skill and knowledge...but
- Lack leadership, management, and team skills and knowledge to work effectively
- Especially critical at the complex community level, where “covenantal” relationships are essential

# Recognizing Commitment: The Seven Models

- National Public Health Leadership Institute: 1991
- State & Regional Leadership Institutes: 1992
- Sustainable Mgmt Development Program: 1992
- Management Academy for Public Health: 1999
- CDC Leadership & Management Institute: 1999
- Institute for PH & Faith Collaborations: 2002
- National Center for Laboratory Leadership: 2003



# Recognizing the Commitment: Supporting Leadership Infrastructure

- Center for Health Leadership & Practice: 1991
- Public Health Leadership Society: 1993
- National Public Health Leadership Development Network: 1994
- *Turning Point* Leadership Collaborative: 1998
- National Network of Public Health Institutes: 2001

# Serving as Voice: The “Leaders” of “Leaders”

- More than 200 key “leaders” and “designers”
- Representing multiple disciplines:  
public health, medicine, nursing, microbiology,  
behavioral science, theology, education,  
business, law, organizational development
- Incredible contribution and legacy
- Special thanks to those in attendance!

# “Fruits” of the 7 Models: A Few Facts...

- ~ 6,200 graduates
- All States, 55 Countries
- All Levels: Community, State, Regional, National, International
- Multiple Sectors
- Multiplier Effect
  - 50-75 additional staff trained by each SMDP graduate

# “Fruits” of the 7 Models: Target Audiences

- National Public Health Leadership Institute:
- State & Regional Leadership Institutes:
- Sustainable Mgmt Development Program:
- Management Academy for Public Health:
- CDC Leadership & Management Institute:
- Institute for PH & Faith Collaborations:
- National Center for Laboratory Leadership:

# “Fruits” of the 7 Models: Shared Design

- Servant/Boundary Leader Model
- Competency-Based
- Individual Assessment
- Team Orientation & Commitment
- Theory and Practice: Action Plan/Project
- Transformational Experience

# “Fruits” of the 7 Models: Common Competencies

## ■ Common Core Leadership Competencies:

Consistent with “Core Competencies for Public Health Professionals,” adopted by Council on Linkages 2001

- Creates a culture of ethical standards within *and between* organizations and communities
- Helps create key values and shared vision and uses these principles to guide action
- Identifies internal and external issues that may impact delivery of essential ph services



# “Fruits” of the 7 Models:

## ■ Common Core Leadership Competencies (*cont'd*):

- Facilitates collaboration with internal and external groups to ensure participation
- Contributes to development, implementation, and monitoring of performance
- Uses the legal and political system to effect change

# “Fruits” of the 7 Models: “Composite” Curriculum

- One-year program
- Combination of “onsite” team training and applied field work, with additional readings, teleconferences, E-mail exchange
- Formal action, business, and evaluation plans
- Formal presentation, monitoring, followup

# “Fruits” of the 7 Models: Lessons Learned to Date

- Relationships are primary; all else is derivative.” (*Barbara Sabol, Kellogg Foundation*)
- Teams perform at higher level and remain together longer when a faith-based partner is included.
- Graduates continue to bond together as “leadership alumni,” often addressing national issues and influencing national policies

# Next Steps/Opportunities

- Find One Another: Map Teams as “Religious Health Assets”
- Join One Another: Link Teams as Formal Network
- Serve One Another: Share Knowledge and Resources
- Learn Together: Research, Evaluate

# Next Steps/Opportunities (*cont'd*)

- Act in Accord: Align Assets
- Give Voice: Publish, Communicate
- Solve “Wicked” Problems
- Sustain One Another: Inspire, Support
- Develop Next Generation:
  - Synthesize what works
  - Model behavior
  - Mentor emerging leaders