

# PHLP

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## ► THE PUBLIC HEALTH LEADERSHIP PROGRAMME (PHLP)

You will be inspired and focused to make a difference in public health and have the skills and courage to act.

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### What is PHLP?

PHLP is a residential leadership programme designed for public health leaders in New Zealand. The programme is funded by the Ministry of Health and has been developed following extensive consultation with the sector. PHLP builds leadership competencies identified as important for leaders in public health. The programme has been developed by Catapult (specialist leadership and organisational performance consultancy) and Quigley and Watts (public health specialists).

PHLP will allow participants to discover their leadership potential and equip them with practical and tested leadership tools and resources. The programme will generate immediate and lasting benefits for participants, those they lead, and for public health.

PHLP comprises two distinct programmes, one for 'New Leaders' and one for 'Experienced Leaders'. Each programme has a six-day residential leadership component delivered as three two-day sessions.

In 2010 three programmes will be offered in Wellington – two New Leader programmes and one Experienced Leader programme. A further six courses will be offered during 2011–2012 (one of these will be in Auckland and one in Christchurch).

### Who is PHLP For?

The Experienced Leaders programme is for experienced leaders wanting to inspire and refresh their leadership. The New Leaders programme is for leaders looking to create a powerful foundation for their leadership development.

PHLP is not designed to teach public health. Participants are expected to have a good knowledge of public health principles including an understanding of social determinants or health, inequalities in health, how culture influences health, and the significance of the Treaty of Waitangi in health.

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The following criteria will guide selection. Participants should meet most of the selection criteria.

The selection criteria for the **Experienced Leaders programme** are:

- Currently in a leadership role
- At least five years experience in public health in New Zealand
- Commitment to core values of public health
- A strategic vision for whole sector/whole sector development focus
- Self-awareness and commitment to leadership
- A commitment to remain in public health
- Has opportunities to set strategic direction

The selection criteria for the **New Leaders programme** are:

- Commitment to core values of public health
- Commitment to professional development in public health
- Three to five years experience in public health in New Zealand
- A tier three or four position or equivalent (if in a large organisation)
- Regarded by others as a leader, e.g. asked to mentor others, history of being asked to take responsibility by community for central activities, takes the lead on a particular issue
- Self-motivated with a desire to make a difference
- A commitment to remain in public health.

## Why Choose PHLP?

### Designed for Public Health

*PHLP* has been designed to meet the leadership challenges facing public health. *PHLP* develops leadership competencies identified as essential for public health leaders. The programme is firmly grounded within the reality of public health. Case studies drawn from public health and practical sessions will allow for application back to work.

### Leadership Wisdom + Practical Tools = Breakthrough Results

*PHLP* explores what is at the source of powerful leadership. Participants gain transformational insights into themselves and the nature of leadership. They are equipped with practical leadership tools that make a real and lasting difference.

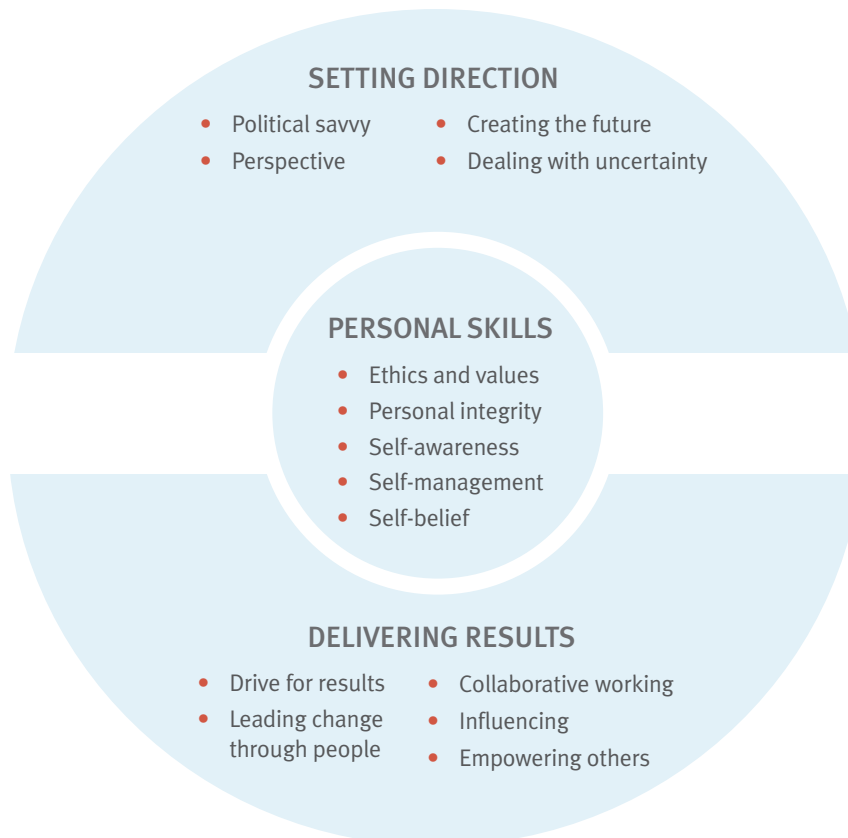
### Relevant and Applicable Content

*PHLP* is created specifically for New Zealand public health leaders. The case studies and examples used are based on the work Quigley and Watts and Catapult have undertaken with hundreds of New Zealand leaders and organisations. This means the content will be directly applicable to participants work.

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## What Are the Leadership Competencies *PHLP* Develops?

*PHLP* develops leadership competencies identified following extensive consultation with the sector:



## What Outcomes Can I Expect?

By the end of *PHLP* you will:

- Understand what leadership is, and what's expected of leaders
- Have identified what is at the source of effective and powerful leadership
- Have greater self awareness, self confidence and leadership wisdom
- Understand your primary leadership style and how to adapt your style to be more effective
- Have clarified your personal values and created an inspiring leadership vision
- Have explored public health values and ethical issues
- Know how to create shared purpose
- Know how to create a powerful and compelling vision and goals
- Have developed your strategic thinking abilities
- Have developed your political savvy
- Know how to lead change and align people

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- Know how to inspire and motivate others
- Understand how to work collaboratively with others
- Have enhanced influencing skills
- Understand how to approach challenging conversations
- Know what is required to create a high-performing team
- Understand and have practiced the fundamentals of coaching
- Formed peer learning groups to support you in implementing learning
- Have undertaken a range of action learning projects to implement learning back at work
- Have a leadership development plan

## What Does *PHLP* Involve?

### 1. Pre-Work

Getting full value from the programme requires an enquiring mind, a willingness to participate, and a commitment to implement learning back in your workplace.

Pre-work ensures you enter the programme ready for an intensive and accelerated learning experience.

- You will receive 360 degree feedback on how you are performing in relation to the public health leadership competencies. This feedback will be debriefed one-on-one prior to the programme with a professional coach. The feedback will help you identify your learning objectives for the programme.
- You will complete an online assessment tool (DISC) which identifies your primary leadership style at work. You will receive a comprehensive personalised report during the programme.
- You will answer some pre-work questions to help you focus on the programme content.

### 2. Six residential programme days

*PHLP* programmes are six residential days in total. These six days are divided into three sets of two days spread over several months.

### 3. Coaching

As well as debriefing your 360 degree feedback, you will have one-on-one coaching by a professional coach after each workshop component. Coaching is a great way of ensuring you maximise the value from *PHLP*.

### 4. Action Learning

It is expected that participants will design and implement projects to apply programme insights back at work.

### 5. Peer Groups

It is expected that participants will form peer groups. Groups will communicate between workshop sessions to support implementation of programme content.

### 6. Alumni

It is envisaged that an Alumni of *PHLP* graduates will be created as a way of extending networking and influence.

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## **Programme Dates 2010**

Each programme has six residential days spread over several months. As well as the residential days, participants need to allow for pre-work (including 360 degree feedback and coaching) in the eight weeks prior to the first residential session.

### **NEW LEADERS:**

1. July 1–2, August 25–26, and October 21–22
2. July 29–30, September 15–16, and November 17–18

### **EXPERIENCED LEADERS:**

August 5–6, September 6–7, and December 2–3

## **Location**

The 2010 *PHLP* programmes will be held in Wellington at The Cuba Quarter Conference Centre located at 213–223 Cuba St, Wellington. Cuba St is at the heart of Wellington's vibrant café and eclectic shopping area. The venue is only a few minutes walk to the waterfront, the CBD and some of Wellington's best cafes and restaurants.

The Cuba Quarter links two hotels: The Comfort Hotel (three star) and the Quality Hotel (four star).

Further information about the Quality Hotel is available at [www.qualitywellington.com](http://www.qualitywellington.com) and for the Comfort Hotel at [www.comfortwellington.com](http://www.comfortwellington.com)

Bookings can be made by contacting the Hotel directly on 0800 888 8599 or by email [info@qualitywellington.com](mailto:info@qualitywellington.com) or [info@comfortwellington.com](mailto:info@comfortwellington.com)

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## ***Investment***

*PHLP* is funded by The Ministry of Health. This includes tuition, programme resources, 360 degree feedback, personal profile, four one-on-one coaching sessions, development of a personal leadership plan and access to a continuing support network of *PHLP* graduates. Morning tea, lunch and afternoon tea will be provided on each residential course day.

Participants are expected to cover their own accommodation, travel, breakfast and evening meal costs.

### **Is Assistance With Costs Available?**

There are a small number of scholarships available to assist people who are unable to meet the cost of accommodation, travel and evening meals. The application form gives details of how to apply.

## ***How To Apply***

Fill out the online application form on the website  
[www.publichealthworkforce.org.nz](http://www.publichealthworkforce.org.nz)

Applications close on 16 April 2010. All applicants will be contacted by 30 April 2010.

## ***Enquiries***

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EMAIL: [jo@quigleyandwatts.co.nz](mailto:jo@quigleyandwatts.co.nz)

# Session Outline

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## ▶ WORKSHOP ONE – LEADING SELF

### What is Leadership?

We explore what leadership is, how it differs from management, and what's expected of leaders. We provide a Leadership Map to guide you through the territory of leadership.

### You as a Leader

There is no one best type of leader. What's important is leading in a way that is real and authentic for you. This requires self awareness, self belief and clarity about what you believe in and stand for. In this session you clarify your personal values and create an inspiring leadership vision for yourself. We reveal the hidden nature of self imposed limitations on leadership potential.

### Leadership Styles

Leaders are flexible and adaptable, able to employ different leadership styles for different situations. Using the DISC behavioural styles framework we explore the impact of different leadership styles. You receive your own comprehensive DISC report which reveals your primary leadership style including strengths and areas to work on.

### Ethics and Values of Public Health

We explore the values of public health. We engage in ethical issues that emerge in public health.

### Integrity and Trust

We explore personal integrity and trust: how to build trust – and how to rebuild trust when it is broken.

### Storytelling

Leadership is in part a performance art. Storytelling is a powerful mechanism for creating trust in you and creating shared vision. You will learn how to create a personal story and your story for the future of public health.

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## ▶ WORKSHOP TWO – STRATEGIC LEADERSHIP

### Creating Shared Purpose

Clarity of purpose is an important touchstone for making strategic decisions. Effective leaders have a deep understanding of their organisation's purpose. We show you how to develop shared purpose and leave you equipped to undertake this work with your team or organisation.

### Creating the Future

Effective leaders are forward looking – scanning the horizon, setting direction and guiding the thinking about how to reach a new future. We explore how to create a shared vision and bold goals. You will be equipped to use a simple and highly effective strategic planning tool that has been used with some of New Zealand's leading organisations.

### Political Savvy

Successful leaders know how to manage organisational politics. They take initiative and they forge consensus. Ultimately, they help others maximise their impact. This session addresses how successful leaders operate ethically behind-the-scenes to work the darker side of organisational life. You will analyse your own political style, and understand the strategies and tactics used by ethical leaders. You will learn how to navigate political minefields so you can increase your influence in your organisation and in public health.

### Perspective

Understanding the determinants of health and how these determinants can be influenced is essential in public health. We explore the drivers for public health in New Zealand including the importance of cultural competence.

### Dealing With Uncertainty

Leaders make confident and wise decisions even if information is sometimes lacking. We will explore how to effectively deal with risk, change and uncertainty.

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## ► WORKSHOP THREE – DELIVERING RESULTS

### Leading Change Through People

Leaders bring about change – taking people to new places and bringing about new ways of doing things. We explore the dynamics of leading change and what it takes to align people to the change you want to bring about.

### Influencing

Leaders are influential – using interpersonal savvy to deliver results. In this session we explore how to influence others by understanding what they need and how this aligns with what you need. You learn how to influence others without compromising your own personal integrity.

### Collaborative Working

Great leaders are able to work collaboratively. We explore the challenges and opportunities for working collaboratively in public health. You are equipped with strategies to engage and sustain others in collaborative working relationships.

### Having Courageous Conversations

Leaders sometimes have to tackle challenging conversations. We will explore how to turn challenging conversations into learning conversations.

### Creating a High-Performance Team

Leaders build high-performance teams. In this session you will discover the five elements that make for a high performing team and, using a diagnostic tool, you will assess how your team is currently performing against each element. You gain practical strategies for enhancing your team's performance.

### Empowering Others

Effective leaders bring out the best in those around them. In this session we explore the nature of motivation and how to customise motivation to suit individuals. We also explore coaching as a key skill for empowering others.

### Leadership Development Plan

In this session you create a plan for your ongoing leadership development.

## About the Programme Leaders

### Catapult

Catapult has an outstanding reputation for unleashing leadership potential and providing practical leadership tools that make a difference in the workplace. Catapult is accredited by the Leadership Development Centre in leadership development. They are often invited as key note speakers on leadership and organisational performance. To learn more about Catapult, go to [www.catapult.co.nz](http://www.catapult.co.nz).

### Quigley and Watts

Quigley and Watts brings an in-depth understanding of the public health context. Established in 2005, Quigley and Watts works in partnership with communities and other agencies to influence health and wellbeing. To learn more about Quigley and Watts, go to [www.quigleyandwatts.co.nz](http://www.quigleyandwatts.co.nz).

**Andrea Thompson (Catapult Director)** has been a lawyer, management consultant, personal development programme leader, general manager and director. Over the last fifteen years Andrea has led programmes to over 15,000 people both nationally and internationally. She is rated as an extraordinarily effective and inspiring programme leader. In addition to her leadership development work, Andrea is engaged by many organisations to help guide and facilitate organisational development and change initiatives.

**Carolyn Watts (Quigley and Watts Director)** has worked in public health for fifteen years as a researcher, public servant, university lecturer, health promotion manager and director. Having worked in government, non-government, academic and clinical roles she has a broad understanding of public health contexts. She is passionate about health promotion and has been asked by many organisations, particularly in primary health care, to develop and deliver tailored health promotion training. Carolyn is an experienced facilitator having chaired a number of national coalitions and committees in public health.

**Robert Quigley (Quigley and Watts Director)** has led public health work among a wide range of professional and community groups on a diverse range of issues. He has been pivotal in leading and developing health impact assessment in New Zealand. Robert is a director of the Wellbeing, Equity and Health Impact Assessment Research Unity – jointly operated by Quigley and Watts and the University of Otago. He is well known for his ability to facilitate groups under challenging conditions, his can-do attitude, and his unwavering optimism.

**Julie Treanor (Catapult Coach)** has coached leaders from across the public and private sectors including chief executives and members of senior leadership teams. Julie has extensive leadership experience including roles as Director of Corporate Affairs and Communications for the UK NHS National Health and Information Service and Deputy Director of Corporate Affairs with the UK Royal College of Nursing. Julie has an MBA (specialising in knowledge management, performance management and creative management) and is a member of the International Coaching Federation.

**Elva Phillips (Catapult Coach)** began her career as a Registered Nurse. Her final role in the health sector was managing highly specialised medical and nursing teams. Keen to find out what working in the corporate world was like, Elva switched careers to establish a medical recruitment division for a recruitment company. She has also held senior roles in a multinational organisation that specialises in personal effectiveness and efficiency. Elva worked for over 12 years for a multinational training and development company, leading programmes and coaching people throughout New Zealand and Australia. Elva says working with Catapult allows her to pursue her passion for helping people be the best they can be.