COUNTRY LEADERSHIP PROGRAM ⟶ for Health System Change

GFF CLP

Toolbox for Action

GLOBAL FINANCING FACILITY

SUPPORTED BY **WORLD BANK GROUP**

Integral Quadrants for Transformative Leadership

	INTERIOR	EXTERIOR
INDIVIDUAL	**I** Self	**IT** Organism
COLLECTIVE	**WE** Webs of Culture	**ITS** Systems and Structures

Source: Ken Wilber

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Introduction

Purpose of this Toolbox

Provide an actionable tool to support leaders to **analyze and respond to complex challenges** with transformational change across health systems.

With a variety of interventions and exercises, the tool is a **visual guide** with clear pointers for leadership action and competence development.

How to Use this Toolbox

- Use this template to analyze and reflect collaboratively on complex topics related to your health system challenges.

- Follow the proposed steps and instructions or choose the intervention needed for current challenges.

- Save this completed workbook to keep track of your interventions.

To access the GFF CLP Action Toolbox online please scan this QR code

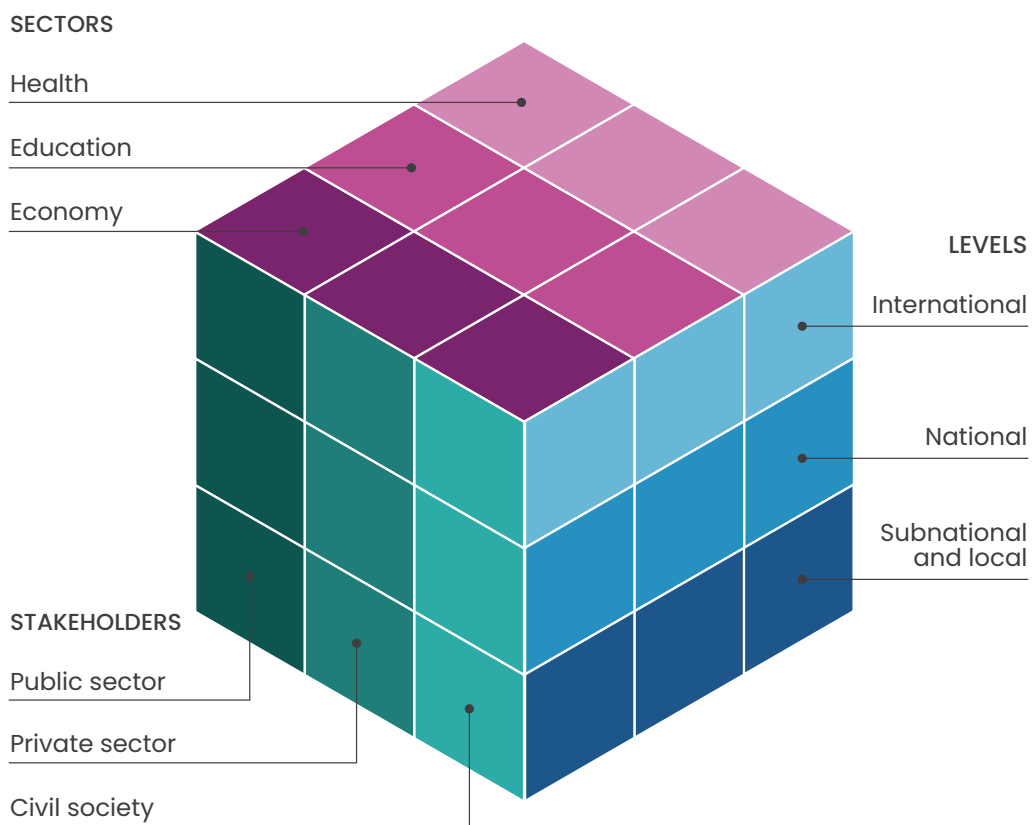*If you access through a mobile device we recommend you download the Mural app.

https://bit.ly/zambiaclptoolbox

Application Steps

Integrated Governance

Instructions

▶ To start, we invite you to take an **integrated governance perspective** in the context of implementation of the National Health Strategic Plan and RMNCAH-N Roadmap for 2022-2026 and **analyze the three dimensions of your governance system**.

SECTORS

Health

Education

Economy

LEVELS

International

National

Subnational and local

STAKEHOLDERS

Public sector

Private sector

Civil society

▶ For that, respond to the following questions on the next page.

How well integrated is your governance system?

GOVERNANCE DIMENSIONS	RELATIONSHIPS	CHALLENGES	GOVERNING INSTRUMENTS OR MECHANISMS
	Reflecting on the flexibility between agents, what type of relationship do you think each of your governance dimensions have? Select one of the three options: • COOPERATION • COORDINATION • COLLABORATION *See image below	Knowing the type of relationships you have in each dimension, what do you think are the main challenges? Describe 1-2 challenges per dimension.	What governing instruments or mechanisms do you think can address these challenges? How could you best address it? • POLICY • FORMAL POLITICAL MECHANISMS • LEGAL • PROCEDURAL • FUNDING • STRUCTURAL *See image below
1 SECTORS			
2 LEVELS			
3 STAKEHOLDERS			

Type of relationships of your leadership dimensions

FULLY FRAGMENTED		FULLY CONNECTED

COOPERATION

- Limited connections
- Low intensity

COORDINATION

- Medium connections
- Medium intensity

COLLABORATION

- High connections
- High intensity

Capacity

WEAK		ROBUST

INDIVIDUAL

- Political
- Specific agents with capacity

ORGANIZATIONAL

- Operational
- Specific agencies with capacity

SYSTEMIC

- High connections
- Multiple agents and agencies with capacity

Types of governing instruments or mechanisms

POLICY
targets, policies, strategies and plans at the highest level of government and for different ministries, departments and subnational governments

FORMAL POLITICAL MECHANISMS
high-level committees or selected multilevel structures or similar

LEVEL
legislative and regulatory framework

PROCEDURAL
impact assessments, guidelines, norms and standards

FUNDING
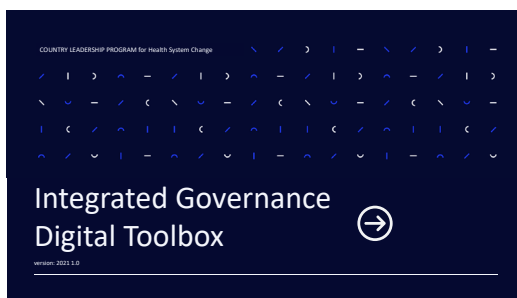dedicated/delegated funding, joint or pooled budgets, and external assistance

STRUCTURAL
the architecture within and beyond government that impacts on health policies, such as public agencies, interdepartmental committees, international agencies

REVIEW

To help you with your governance analysis, please navigate to the **Integrated Governance Toolbox** where you will find case studies that can relate to your country and inspire solutions.

Useful Resources

COUNTRY LEADERSHIP PROGRAM for Health System Change

Integrated Governance
Digital Toolbox

version: 2021 1.0

https://bit.ly/IGtoolbox

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Data and Evidence for Policy & Decision-making

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Instructions

▶ To support your Integrated Governance and inform your Systems Thinking, you will need a significant amount of **quality data and evidence** for decision- and policy-making.

Please use the following **Matrix for Data Analysis** and respond to the proposed questions to identify:

1 **Existing relevant data sources and characteristics**

2 **Mechanisms to enhance data flows and check data quality**

3 **Processes to guarantee the use of quality data to inform decisions**

Decision-making Triangle

6 Identify methods for follow-up

5 Translate to policy and action

4 Prioritize and consider alternate explanations

3 Examine the quality of evidence

2 Confirm the problem with additional data

1 Clarify the issue at hand

Data and Evidence for Policy & Decision-making

Cross-cutting consideration: How can you use your leadership position to strengthen a regular culture of data use?

ARE THE DATA NEEDED FOR FEEDBACK LOOPS…	POTENTIAL GAPS	ACTIONS TO PRIORITIZE	FURTHER SUPPORT THAT MAY BE NEEDED
Clearly defined and available?			
Timely?			
In suitable format and quality standard?			
Analyzed in way that is useful? (Why are data not regularly analyzed in a way that is useful for decision-making?)	Capacity limitations	Invest in capacity strengthening across multiple levels	
	Do we have the right cadres and roles & responsibilities defined? Do they have the right skills and expertise?		
	How much have we invested in the data people? Are we expecting too much from a group that we havent invested heavily in?	Invest in people to enhance analytical capacity in the system… need deliberate investment in HR and training	

AIM: Strengthening leadership through timely and effective use of data in feedback cycles

Data and Evidence for Policy & Decision-making

| AIM	ARE THE DATA NEEDED FOR FEEDBACK LOOPS...	POTENTIAL GAPS	ACTIONS TO PRIORITIZE	FURTHER SUPPORT THAT MAY BE NEEDED
Strengthening leadership through timely and effective use of data in feedback cycles	Analyzed in way that is useful? (Why are data not regularly analyzed in a way that is useful for decision-making?)	What are the resource, materials and enablers – are they in place? Do they have a proper working space? Are they getting feedback that is helpful?	Invest in enablers for the data people & analysts...need deliberate investment in the infrastructure. Bring them into the feedback loops	12
		Results of analyses often shared in a format that is not useful, and which hinders use in decision-making	Translate analytical outputs and communicate them in formats that will facilitate intepretation, use and decision-making (noting that key decision-makers are very busy and often surrounded by volumes of information that are less than useful)	
	Communicated in way that is useful?			
	Used to test?			
	Used to incorporate feedback, iterate and adapt?			

Systems Thinking DSRP

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Instructions

▶ It's now time to zoom out beyond your own governance systems and run the broader Zambian health system through the Distinctions, Systems, Relationships and Perspectives model (DSRP).

As a reference, scan the QR code to access the **DSRP/Systems Mapping Guide** and use the provided blank section to perform your analysis.

https://bit.ly/DSRPguide
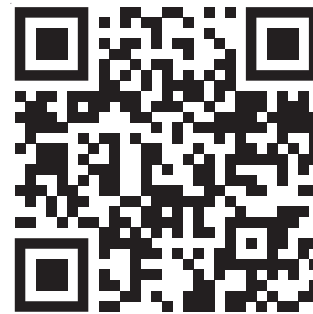
▶ The Public Health System and MOH are struggling with the impact of high staff turnover across the organization(s). This turnover leads to several things: a lack of purposeful feedback to improve systems and process; a struggle to set priorities; reduced opportunities for mentorship; no ability to restructure based on project needs; and finally, decreased performance on outcomes and indicators generally.
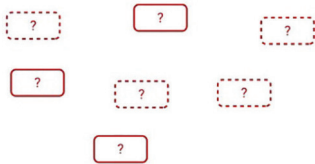
Think systemically about the impact of staff turnover by exploring the Distinctions, Systems, Relationships and Perspectives that matter when building a shared meaning of this issue.

14

Distinctions

In your small group, think systemically about the impact of staff turnover by exploring the distinctions that matter when building a shared meaning of this issue.

Jot down some thoughts about the distinctions that matter when building a mental model about this issue. Ask yourself, what distinctions am I seeing? What distinctions am I not seeing?

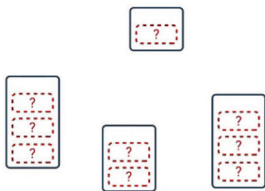### What am I choosing to include/exclude?

Systems

In your small group, think systemically about the impact of staff turnover by exploring the part-whole systems that matter when building a shared meaning of this issue.

Ask yourself, what systems am I seeing? What systems am I not seeing? What are the parts of staff turnover? And what is it a part of?

How are these things organized into part/whole groupings?
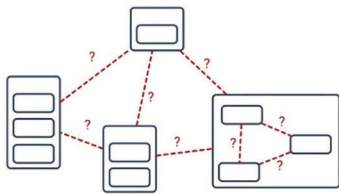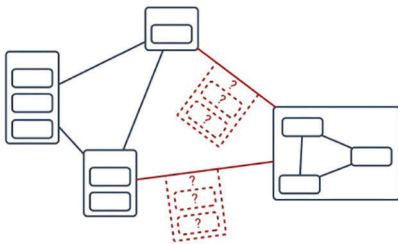
Relationships

In your small group, think systemically about the impact of staff turnover by exploring the relationships that matter when building a shared meaning of this issue.

Ask yourself, what relationships am I seeing? What relationships am I not seeing? Do the relationships I see have parts?

How are these things related?


Do the relationships have parts?

Perspectives

In your small group, think systemically about the impact of staff turnover by exploring the perspectives that matter when building a shared meaning of this issue.

From what perspectives can we look at the issues related to staff turnover to better understand it? Ask yourself, from what point of view am I seeing things? Which points of view am I not seeing?

From what or whose perspective?
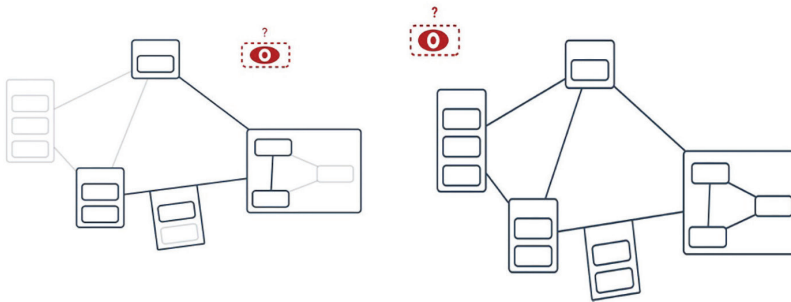
Online DSRP Worksheet
You can also scan this QR code and access an online worksheet to complete the DSRP analysis.

*If you access through a mobile device we recommend you download the Mural app.

https://bit.ly/dsrpzambia

Key Actions

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▶ After developing the DSRP model and reflecting on Integrated Governance, **identify 2 or 3 key "impact" points** – those which will have a greater systemic impact following your leadership intervention.

These could become the **priorities** of your transformative leadership agenda moving forward.

In a few words, describe your 3 impact points:

	1	2	3
IMPACT POINTS			
KEY NEXT ACTIONS ENVISAGED			
KEY ACTORS			

Behavior Change Immunity to Change Mapping

Instructions

Why is change so difficult, even when we are genuinely committed to it? How can we close the gap between what we intend and our actual behaviors?

An Immunity-to-Change analysis is designed to enable individuals, teams and organizations to identify adaptive challenges and limiting mindsets they currently hold that interfere with successfully enacting new ideas and behaviors that would increase their effectiveness. The process also provides a pathway to overcome those limitations.

Individual Level

▶ Below is an example of an Immunity to Change analysis at the **individual** level.

1. IMPROVEMENT GOAL	2. DOING / NOT DOING	3. COMPETING COMMITMENTS	4. BIG ASSUMPTIONS
Get better at **collaborating** Why is it important? Things will get done faster; I will be more motivated and will achieve the indicators. Also, by better collaborating there will be increased transparency, which will help us to build trust amongst stakeholders, including donors, development partners. In addition, it will allows us to feel part of a bigger system, there will be a collective vision and sense of ownership.	**1)** I don't communicate with other levels (I'm not sharing). **2)** I comply with the requests of the central level/donors (I drop what I am doing). **3)** I pay attention to what's happening in my area and don't look to see the bigger picture.	Worries: **1)** I'll be more frustrated. **2)** I'll be seen as overstepping my position, or be seen negatively (e.g., "he doesn't follow the rules") **3)** I'll get overwhelmed; feel small and overpowered. I am also committed: • To not be more frustrated • To not be seen as overstepping my position, or be seen negatively • To not feel overwhelmed, small and overpowered	**1)** if I were to share, I'll invest in something that will take time and ownership will be lost. If I invest my time and effort to create something, then when I get there, I might be in a new position and not get to see the fruits of my work. **2)** Given I don't know where I am within the power dynamics, it's better and easier just to do what I'm being told. **3)** I will be overwhelmed looking at the bigger picture. I will see just how many things need to get done and the many obstacles along the way. It's better to stay in my lane where I have more control and have a sense of accomplishment than to feel overpowered.

Behavior Change Immunity to Change Mapping

▶ **1. Lisa** Lahey will lead you through the steps to create your own Immunity to Change Map. Feel free to use the improvement goal "Get better at collaborating".

1. IMPROVEMENT GOAL	2. DOING / NOT DOING	3. HIDDEN COMPETING COMMITMENTS	4. BIG ASSUMPTIONS

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Collective Level

▶ **2.** Apply the Immunity to Change Mapping steps to your discussion group, which is clustered by role.

Identify what your collective improvement goal is and work through the columns.

ROLE:			
1. COLLECTIVE IMPROVEMENT GOAL	**2. DOING / NOT DOING**	**3. HIDDEN COMPETING COMMITMENTS**	**4. BIG ASSUMPTIONS**

© Minds at Work

▶ **3.** Building on the work each discussion group has done, take turns listening to each other's Immunity to Change map. As you listen, use the Immunity to Change Mapping templates to take notes as they share their thoughts through the columns.

Note, this is a perspective-taking exercise. When you have completed each table, you will have deeper insights into the beliefs and assumptions that group holds that produce counterproductive behaviors. Progress in your working relationship with your stakeholders occurs when the various stakeholders test the accuracy of their assumptions.

As you approach this exercise, get into the shoes of each stakeholder group. Take their perspective. Listen to understand their point of view. Take care to not try to convince the presenters that they are wrong or to take their side if you believe they are right.

Behavior Change Immunity to Change Mapping

ROLE:

1. IMPROVEMENT GOAL	2. DOING / NOT DOING	3. HIDDEN COMPETING COMMITMENTS	4. BIG ASSUMPTIONS

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ROLE:

1. IMPROVEMENT GOAL	2. DOING / NOT DOING	3. HIDDEN COMPETING COMMITMENTS	4. BIG ASSUMPTIONS

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Behavior Change Immunity to Change Mapping

ROLE:

1. IMPROVEMENT GOAL	2. DOING / NOT DOING	3. HIDDEN COMPETING COMMITMENTS	4. BIG ASSUMPTIONS

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ROLE:

1. IMPROVEMENT GOAL	2. DOING / NOT DOING	3. HIDDEN COMPETING COMMITMENTS	4. BIG ASSUMPTIONS

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Integral Fitness Check

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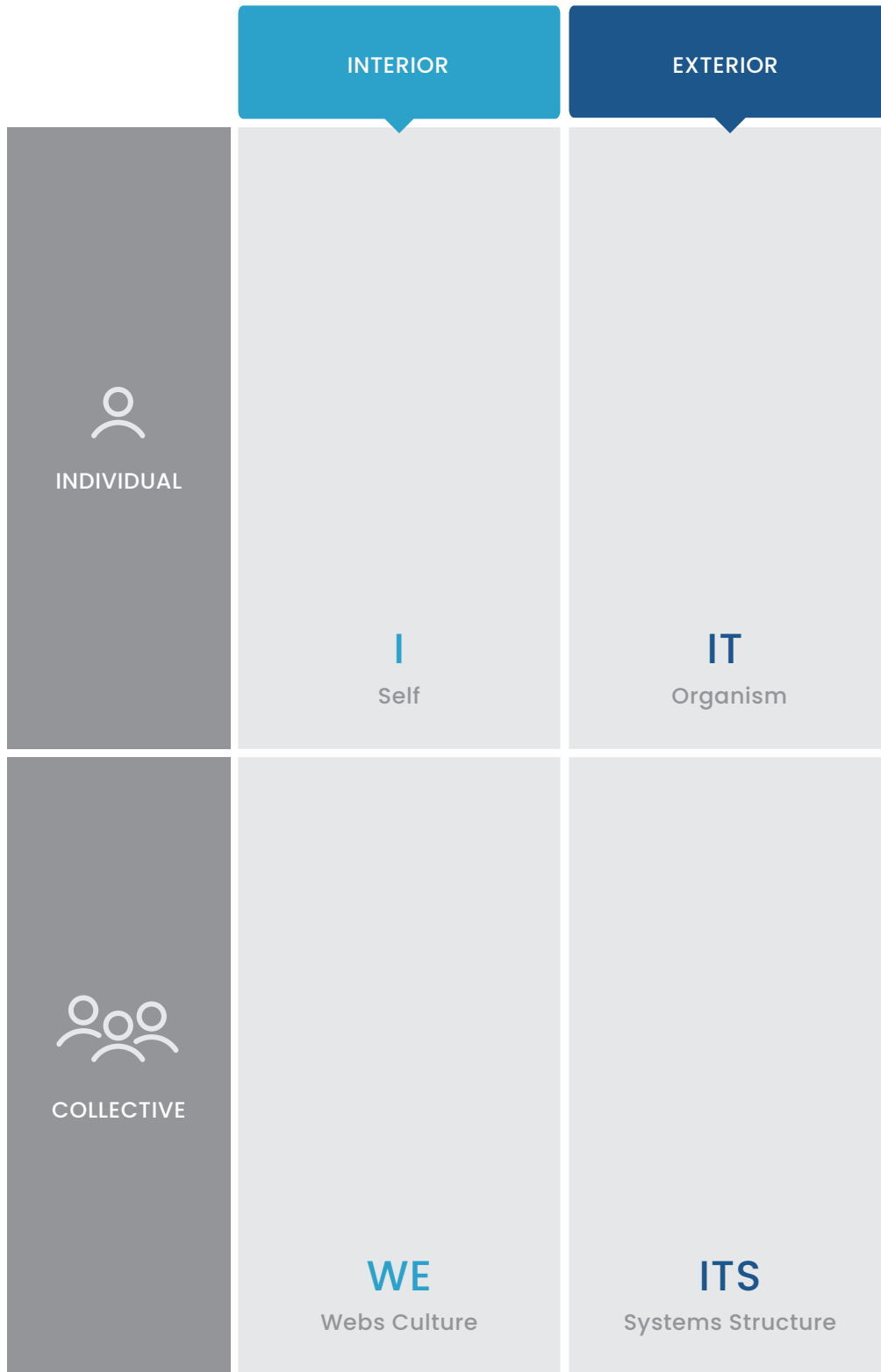PROGRAM

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▶ As you develop your thinking around how to address your challenges, please check whether your key actions cover the **4 dimensions of the Integral Fitness Check**.

Are you considering:

• The aspects related to **individuals' inner motivations**?

• The aspects related to **individuals' behavior**?

• The aspects related to the **shared values of the collective**?

• The aspects related to the **systems, processes, and structures**?

	INTERIOR	EXTERIOR
INDIVIDUAL	Self Motivation	Organism Behavior
COLLECTIVE	Webs of Culture	Systems Structure

Integral Fitness Check

▶ Now, try to place some of the key actions identified through your impact points in each of these 4 quadrants (refer to page 18).

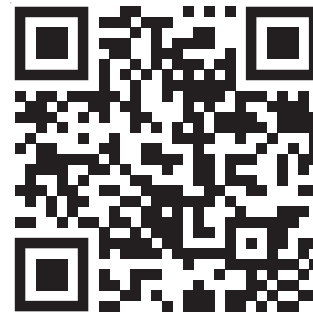|	INTERIOR	EXTERIOR
INDIVIDUAL	**I** Self	**IT** Organism
COLLECTIVE	**WE** Webs Culture	**ITS** Systems Structure

Integral Fitness Check

REVIEW

If necessary, please revise your strategy to make sure it addresses all quadrants of the Integral Fitness Check.

Useful Resources

Using the Quadrants from the Integral Fitness Check

USE of Quadrants to organize Knowledge

Upper Left—Intention	Upper Right—Behaviour
Includes the following aspects of leadership: Emotional intelligence Motivation Intellect Life experience Intent Attitude Commitment	*Includes the following aspects of leadership:* Products Services Individual performance Peak performance Competencies Personal capabilities
Examples of Leadership Approaches: Theory Y[i] Presencing[ii] "Full range of leadership" model[iii]	*Examples of Leadership Approaches:* Theory X / MBO's[iv]
Lower Left—Culture	Lower Right—Systems
Includes the following aspects of leadership: Collective values and beliefs Ethics/integrity Shared values Morale and energy Shared history, or shared experiences "What *really* matters in this organization"	*Includes the following aspects of leadership:* Strategy and design Organizational design Decision-making systems Policies and procedures Performance measures Networking
Examples of Leadership Approaches: Participatory leadership[v] Adaptive leadership[vi] Learning organizations[vii] Leadership tools for dialogue and group work (such as compassionate listening,[viii] non-violent communication,[ix] among others)	*Examples of Leadership Approaches:* Systems Theory[x] Team-Net[xi] Balanced Scorecard[xii]

transformation

https://bit.ly/integralfitnesscheck

Transformative Leadership

Instructions

▶ Once you have gone through the previous steps, it is time to **check how "transformative" your planned leadership key actions are**. To do that:

Reflect:

(?) **Are they guaranteeing a truly systemic change, an inflection point in how your country's health system is governed?**

(?) **Do they correspond to the type of legacy you'd like to leave to future generations?**

(?) **Are they bullet-proofed against electoral cycles or conjunctural adversities?**

▶ **Review the Transformative Leadership competencies list** and check the ones you have already developed and the ones you need to work on further in order to be successful with your key actions.

✓ Developed   ✕ Need to Work

ADAPTIVITY Processing feedback openly and speedily	**PATTERN-SENSING** Identifying patterns in the apparent chaos	**EXPERIMENTING** Taking a step into the unknown and trusting that others will find you there	**FEELING** Staying in touch with your and other people feelings about what is happening
CENTREDENESS Holding your own center in uncertainty	**DIVERSITY-SEEKING** Seeking out and including diverse perspectives	**INVITING** Inviting those who are ready to join you in the new ways	**CARE** Looking after yourself and others in a stressful environment
LETTING GO Letting go of old ways when they no longer serve	**EMERGENCE** Creating space for new things to emerge	**RAPID LEARNING** Holding your beliefs and actions lightly while iterating in rapid learning cycles	**NOT KNOWING** Accepting that you cannot fully know how things will play out and that you cannot fully control the outcome

Learning Notes

Instructions

Leadership Action Plan

▶ **Reflect on what you've learned going through this exercise and define your leadership plan based on the Key Actions you've identified.**

Type your reflections and leadership action plan.

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Notes

Notes

Transformative Leadership Principles

COMPETENCE	DESCRIPTION
Adaptivity	Processing feedback openly and speedy
Centeredness	Holding your own center in uncertainty
Letting Go	Letting go of old ways when they no longer serve
Not Knowing	Accepting that you cannot fully know how things will play out and that you cannot fully control the outcomes
Pattern-sensing	Identifying patterns in the apparent chaos
Diversity-seeking	Seeking out and including diverse perspectives
Emergence	Creating space for new things to emerge
Experimenting	Taking a step into the unknown and trusting that others will find you there
Inviting	Inviting those who are ready to join you in the new ways
Rapid Learning	Holding your beliefs and actions lightly while iterating in rapid learning cycles
Care	Looking after yourself and others in a stressful environment
Feeling	Staying in touch with your and other people's feeling about what is happening