

South Carolina Public Health Association



Leadership Development Guide

...Developing the leader within you...

Prepared by

Past Presidents' Advisory Committee

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Message from the President

Greetings and Congratulations! You are truly lucky to be a part of such a wonderful organization and great group of public health professionals. Our members are committed to making a difference. The Association strives to improve the health, environment and quality of life for the people of South Carolina. This is the revised vision statement for the Association.

Successful teams and organizations work through great leaders, rather than for great leaders. A leader's job is to look into the future and see the organization not as it is, but as it can become. That is why developing the leadership potential of our members is critical to our survival and growth.

There is a wealth of opportunities in SCPHA to sharpen your leadership skills. Everyone has something to contribute, but you must first tap into that potential. If you have not done so already, I encourage you to review our Constitution and Bylaws, Procedures Manual and Strategic Plan. These tools provide valuable information about our structure, goals, and activities. Another valuable resource is our previous officers and committee chairs. Their knowledge and experience is invaluable. These talented people are eager to assist the next generation of leaders in making decisions that may impact the Association for years to come.

We thank the Past Presidents' Advisory for their leadership in making this guide a reality. At the Annual Meeting in May 2003, I recognized the past presidents for their guidance, leadership, support and generosity to the Association and to me over the years. My greatest thanks go to you, the members. Your dedication and support is what keeps the Association going. However, everything rises and falls on leadership.

There have been many wonderful learning experiences and accomplishments the past year. Effective leadership is *shared leadership*. Thank you for offering your talents and being willing to assume a position of leadership in the Association. Your contributions and leadership will assist in the continued success of this organization. I look forward to working with you as we continue to accomplish the goals of the South Carolina Public Health Association.

Jan Cooke

President (2002-2003)

VISION

***People follow leaders with a vision.
Leadership is not a state of being; you have to work at it.
Without a vision, you cannot set goals.
Without goals, you cannot plan.
Without plans, you cannot motivate others.
Without motivating others, you cannot lead.***



Message from the Immediate Past President

As chair of the Past Presidents' Advisory this year, we sought a project that would contribute to a priority issue in the Association's 2001 Strategic Plan. One of the priorities identified in the plan was leadership development. The committee discussed several ways to promote leadership development such as training, coaching, and mentoring. The committee decided to develop a quick reference guide to assist Association leaders with developing their leadership potential. The guide would cover key characteristics and skills needed for effective leadership. The target audience is elected officers, section chairs, and committee chairs and co-chairs.

Leadership is the ability to influence individuals or groups toward the achievement of goals. Leadership is throughout the organization. Everyone on Governing Council is a leader. How do we grow and develop proper leadership? Leadership revolves around vision ideas and direction. It has more to do with inspiring people as to direction and goals then with day-to-day implementation.

This guide is not intended to be all-inclusive or scientific. There is no perfect formula for the combination of traits and skills that will lead to success in all situations. The past presidents have provided some basic guidelines to keep in mind while leading in your perspective areas. We hope you will examine them, examine yourself, and unleash your leadership potential.

Leadership develops daily, not in a day. If you continually invest in your leadership development, the inevitable result is growth over time. SCPHA is a dynamic organization, changing as it must over time. Your ideas, energy and leadership give life to SCPHA and enable it to function at its best. It has been a pleasure working on this guide. I, too, look forward to working with our next generation of Association leaders.

Lavell R. Thornton

*Past Presidents' Advisory Committee Chair
2002-2003*



ACKNOWLEDGEMENTS

Special thanks to the following contributors to the development of this leadership guide.

CONTRIBUTORS TO THE LEADERSHIP GUIDE

Jan Cooke
JoAnn D. Palmer
Richard Funderburk
Linda H. Jacobs
Lillian Mood
James (Jim) A. Neal
Jerry L. Paul
Dennis M. Shepard
Priscilla W. White

Theresa R. Rienzie, Layout and Design

PAST PRESIDENTS' ADVISORY COMMITTEE

Lavell R. Thornton, Chair	Lillian Mood
Herman Allen	James (Jim) A. Neal
Joe Chambers	Ann G. Owens
Betty Ann Chambers	JoAnn D. Palmer
Linda L. Danielsen	Jerry L. Paul
Ann Edwards	Carol J. Pozsik
Richard Funderburk	Sarah J. Robinson
JoAnn S. Gooding	Ronald Rolett
Earl Griffith	Foster M. (Bill) Routh
Joe C. Heavner	Dennis M. Shepard
Murray (Buddy) Hudson	Ronnie L. Van Vlake
Linda H. Jacobs	Priscilla W. White
	Robert (Robin) Wilkes, Jr.

TEAMWORK
"Strength in Numbers"



ENHANCING YOUR POTENTIAL

“Be all that you can be”

Leadership is the ability to influence individuals or groups toward the achievement of goals. Most leaders are not born leaders. They grow to be leaders. Although it is true that some people are born with greater natural gifts than others, the ability to lead is really a collection of skills, nearly all of which can be learned or improved. This may begin by accepting small and seemingly insignificant assignments and following through with them in a professional and timely manner.

It is important to enhance your potential through self-assessment and the improvement of personal skills and abilities. We sometimes have a tendency to underestimate the scope of our skills and abilities. This may limit our willingness to volunteer for activities that may test those abilities. By doing this, we are missing the great sense of accomplishment that comes with meeting a challenge. One of the greatest assets you can offer is your willingness to accept a challenge and test yourself.

Take a Quick Look at Yourself:

- ◆ Do you get along well with people?
- ◆ Can you get people to do things that others can't get them to do?
- ◆ Do you inspire others to reach beyond themselves to accomplish great things?
- ◆ Do you work quietly and efficiently in the background, supporting someone else who can take the spotlight?
- ◆ Do others rely on your opinion, knowing that you will offer a fair and logical explanation?
- ◆ Can others trust you to handle sensitive issues in a respectful and confidential manner?
- ◆ Can you speak confidently and passionately on issues of importance to you?
- ◆ Are you interested in moving beyond the mundane activities of your daily job?

If you answered yes to the above questions, then you have the qualities that we need within the South Carolina Public Health Association (SCPHA). SCPHA must have leaders and members who are diverse in their backgrounds and skills. No one person or group can represent the various aspects of public health and SCPHA. We need members and leaders who will bring their personal and professional experiences to the Association. We need leaders and members who are willing to go the extra mile to achieve organizational success.



TIME MANAGEMENT

“Do you manage your time - or does it manage you?”

You have heard the expression “if I just had more time.” This expression is everyone’s wish. However, there is not any more time. Each day we get 86,400 seconds, 1440 minutes, or 24 hours. Each week we get 168 hours, no more. Therefore, we need to use time better in order to be in control of the 24-hour day. One of the most important skills that must be mastered by those in leadership positions is time management. Time management is key if they are to accomplish personal and organizational success.

Why is it important for us to manage our time wisely in volunteering for assignments or tasks in the South Carolina Public Health Association? Like most people, you probably have a variety of activities and responsibilities competing for your limited "extra" time everyday. While there are some volunteer positions that can take up to a day a week during certain months of the year, most of the volunteer positions in the Association can be accomplished with a scheduled meeting of about once a month. By volunteering, you will have the opportunity to apply time management skills. Good time management involves an awareness that today is all that we ever have to work with.

Ten Tips To Help You Manage Your Time More Efficiently

1. **PLAN:** You need a game plan for your day. Start each day by making a general “to do” list, with particular emphasis on the two or three major things you would like to accomplish. Everything you list must lead to your goals. Make short-term goals based on long-term goals. Remember that time spent organizing and planning pays off in time saved later.
2. **CONCENTRATE:** The amount of time spent on a project is not what counts; it's the amount of uninterrupted time. Interruptions are often part of your job, know which ones are. You may need to schedule quiet time or work in isolation. Set priorities and plan for the best time to accomplish the most important tasks.
3. **TAKE BREAKS:** Working overtime leads to physical and mental fatigue. Switching for a few minutes from a mental task to something physical can often provide relief. If you do not invest time in your own good health – eating right, exercising, and getting enough sleep – then you will have fewer hours to count on.
4. **AVOID CLUTTER:** Clutter hinders concentration and can create tension and frustration. Decide to get organized so you will not lose considerable time searching for documents. Go through all your papers and files (making generous use of the wastebaskets) and prioritize assignments. Deal with the highest priority item first.



5. ***DON'T BE A PERFECTIONIST:*** There is a difference between striving for excellence and striving for perfection. The first is attainable, gratifying and healthy. The second is often unattainable, frustrating and neurotic. Perfection reduces your productivity.
6. ***DON'T BE AFRAID TO SAY NO:*** Learn to decline, tactfully but firmly, every request that does not contribute to your goals. Many people who spend time worrying about offending others wind up living according to other people's schedule.
7. ***DON'T PROCRASTINATE:*** Decide to start changing now. Just force yourself right now to do one thing you have been putting off. Determination and discipline is needed to stay on track. Try doing the most unpleasant task first. You might also reward yourself when you have completed a task.
8. ***LET IT GO:*** If you are wasting your time in activities that bore you, divert you from your real goals, and sap your energy, eliminate them once and for all.
9. ***DELEGATE:*** Delegating is a major time saver. Learn to delegate some tasks to others along with sufficient authority to make necessary decisions.
10. ***DON'T BE A "WORKAHOLIC":*** Most successful people work long hours, but they don't let work interfere with the really important things in life, such as friends, family, faith, health, etc. Beware of the symptoms of stress and work addiction. Save a portion of the "best" you for your family, loved ones or things you enjoy.

REFERENCE

www.time-management-guide.com

*To Master Your Time
is to Master Your Life
Author Unknown*



THE CHALLENGE OF CHANGE

“Change – the only constant”

There is not much we can do about change; it is here to stay. However, we can determine how we respond to it. How change affects us depends largely on our attitudes and beliefs. Instead of criticizing and resisting the change, our energies can be better spent developing a new mindset about our work, our employer, ourselves, our Association, etc. We have to shift our thinking to accommodate the change and empower ourselves to work within the change. No change means stagnation and boredom.

Leaders today are faced with the challenge of preparing themselves and others for a barrage of change. Change means traveling in uncharted waters, and this causes insecurities to rise. When people lack ownership of an idea, they usually resist it, even if it is in their best interest. But if we foster the right mindset, we can use change to our benefit instead of being defeated by it.

Association leaders must have an understanding of the past, regard for the present, and respect for the future before making changes. Change can be seen as either *revolutionary* (something totally different from what has been) or *evolutionary* (a refinement of what has been). Creating positive change is perhaps the ultimate test of leadership. The effective leader will embrace three strategic principles:

Problems are recognized and dealt with in the early stages. Great leaders are seldom blindsided. Unless you become a change leader, you will only be reactive. A change leader must be out front to encourage change and growth and to show the way to bring it about.

Effective leaders are open to change. Leaders must create an atmosphere that will encourage others to change. Diversity is a core leadership issue. If we are surrounded with only those who see the world as we do, we will miss opportunities for change.

Change starts with a passionate few. Innovators are the originators of new ideas. Early adopters are those who know a good idea when they see it. They will try to convince the others to accept it. The change should have both short and long term benefits.

REFERENCE

John C. Maxwell, *Developing the Leader Within You* (Nashville: Thomas Nelson Publishing, 1993).

Not all change is improvement, but without change there can be no improvement.

John C. Maxwell



CONFLICT MANAGEMENT

“Can we just all get along?”

If you have to deal with other people, you will, sooner or later, have to deal with conflict. Conflict is not inherently bad. In fact, conflict simply stems from differing viewpoints. Since no two people view the world exactly the same way, disagreement is quite normal. In fact, anyone who agrees with you all of the time is probably telling you what you want to hear, not what he or she actually believes.

Unmanaged conflict can lead to unaccomplished goals and an uncooperative work environment. The key word here is "unmanaged". The ability to turn conflict around and to keep it from getting personal is a wonderful skill. It is important for you as a member of the SCPHA Governing Council to understand three basic areas where conflicts occur: in interpersonal one-on-one relationships, in meetings, and in negotiations.

Interpersonal relationships:

Determine if there is a problem between you and the other person. If you think there is a problem, set up a private face-to-face meeting to discuss the problem with the other person in a non-confrontational way.

Meetings:

Since SCPHA Governing Council meets only once per month, it is very important that these meetings be VERY productive. Conflict in meetings can be very disruptive to the free exchange of information and to the accomplishment of our goals. Conflict reminds us we are human. Solutions are only possible when conflict is acknowledged and dealt with openly, with the help of all concerned.

Negotiations:

When you are negotiating a situation that involves conflict, it is important to always keep in mind the idea that both parties are seeking a win/win situation. No one wants to feel like they are not being taken seriously or do not have something of value to offer.

Third party mediation seeks to bring about a peaceful settlement between disputing parties through the intervention of a neutral party. Mediation can occur informally or in a formally organized session. The third party mediator should be objective, use caring language, ask questions, and encourage joint problem solving. If suggestions are really needed, offer as options, not directives.



Following are strategies you can apply to increase your chances of resolving conflict:

- Find some "grain of truth" in the other person's position that you can build upon.
- Identify areas of agreement in the two positions.
- Consider timing and method.
- Present your point of view with facts and rationale, but do not force agreement.
- Encourage open communication and creativity among members.
- Ask questions and elicit feedback.
- Listen to each other with open minds.
- Respect each other's opinions even if you do not agree.
- Avoid defense-attack interactions (non-productive every time).
- Check understanding and summarize.
- Work to create compromise and win/win solutions.



SEVEN STEPS TO ENHANCE EFFECTIVE NEGOTIATIONS

If conflict management is a skill, negotiation is a fine art. People respond to conflict differently. Some are very competitive; others are accommodators. Some are avoiders, while others are always driven to find a compromise – or at least to collaborate. What is your most and least familiar style? Who are you working with and what is their natural style?

To be an effective negotiator, learn to listen to what the other person wants and needs, and appeal to these. Welcome objections and show appreciation for the other person's point of view (even if you do not agree). These seven steps outline how you might progress from beginning to end in the negotiating process. Know your goal before taking your first step. Enjoy the dance!

1. Establish a Healthy Context

Plan and select the right time, place, and atmosphere to negotiate one that fosters mutual respect. Agree to ground rules, if necessary, so both parties feel safe and able to speak openly.

2. Tap into Motivation

Mutual motivation is a prerequisite to effective negotiation.

3. Remember your Goal

Before the conversation begins, ask yourself "**What do I want?**" Be clear and specific about your position.

4. Discover their Goal

Build rapport as you **gather information about what they want**. Be curious and interested. Focus first on understanding and defining any problems or issues, then shift to pinpointing their priorities and interests.

5. Accept and Validate their View

Accepting it does not mean you agree with it or obligate you to share stated interests. Before asking them to understand your view, **make sure you understand & can verify exactly how it is for them**.

6. Build a Bridge

Use what you've learned to **highlight areas where you agree**. Shift out of "you against me" and into "us" against the problem. **Brainstorm several options** that would satisfy mutual interests.



7. Walk Across the Bridge

Collaborate in selecting the one, best alternative to satisfy shared interests. Close the session by verifying understandings and agreements reached, including any further action, inquiry or follow-up steps. Recognize and appreciate cooperation as well as clear boundaries.

REFERENCES

Emily Kittle Morrison, *Leadership Skills –Developing Volunteers for Organizational Success* (Arizona: Fisher Books, 1994).

Seven Steps to Handling Interpersonal Differences - Daniel Robin and Associates
www.abetterworkplace.com (CR7STEPS)

*“When elephants fight, it is the
grass that suffers”
African saying*



GUIDELINES FOR CONDUCTING MEETINGS

“Haven’t we met before?”

The South Carolina Public Health Association relies on members to serve on its Governing Council and various standing and special committees. These members are usually full time employees of South Carolina’s public and private health and human service agencies. In essence, they are volunteers.

Council or committee business is generally introduced, discussed, and directed during scheduled meetings. Time invested in advance of the meeting will save time during the meeting. Running meetings that are effective and fun is critical to the success of the organization. If things can be accomplished without calling a meeting, then don’t call a meeting. There should be a good reason to call a meeting. When people feel that their time and talents are well used, they are motivated to continue and increase their involvement.

TIPS FOR RUNNING AN EFFECTIVE MEETING

- ✦ Start and end meeting on time
- ✦ Provide refreshments (optional) and a comfortable meeting place
- ✦ Have an agenda and stick to it
- ✦ Start with introductions and nametags until people know one another
- ✦ Clarify purpose, goals and expectations
- ✦ Select a consistent meeting time agreed upon by the group
- ✦ Share decision-making power
- ✦ Provide an opportunity for networking
- ✦ Include trust-building activities
- ✦ Encourage participation by all group members
- ✦ Use consensus-building techniques
- ✦ Summarize group decisions and specific tasks assigned
- ✦ Record and disseminate minutes
- ✦ Emphasize group and individual accomplishments
- ✦ Incorporate humor and fun
- ✦ Gather feedback about the meeting



Ground Rules for Meetings

Ground rules are basic rules of procedure and/or behavior that make it easier and more pleasant for a group to achieve its objectives and conduct business. They should be developed and accepted at the first meeting of a group.

Ground rules may include such things as:

- ✦ Starting and ending at the published times (unless changes agreed upon by group)
- ✦ Decision making technique to be used - majority rule or by consensus
- ✦ Regular attendance and participation at meetings
- ✦ Time limits on discussion
- ✦ Handling items that are brought up but are not on the agenda
- ✦ Holding members accountable for reading materials sent with the meeting notice
- ✦ Follow through with tasks for which one volunteers
- ✦ Submitting written reports to the Secretary or Recorder
- ✦ Handling participants who dominate the discussion
- ✦ Rules to guide the groups dialogue (e.g., interruptions; no sidebar conversations)
- ✦ Mechanisms for communication between meetings
- ✦ Adherence to rules for brainstorming

REFERENCE

Helpful Hints From “Board Primer”, presented by the American Society of Association Executives in the online journal (January 2003). www.asaenet.org

***“Coming together is a beginning.
Keeping together is progress.
Working together is a success.”***

Henry Ford



TEAMWORK

“Strength in Numbers”

Definition Of A Team: A group of individuals who must work together to attain their individual and organizational objectives.

Groups of people working together do not become a team overnight. Developing a team takes time. Team building exercises and icebreakers help members get to know each other. It also builds fun into the process. Although there are no fail proof recipes for being an effective team, there are some basic principles that can help team members work together efficiently and productively.

What Makes A Good Team?

- Clarity of purpose and group commitment
- Trust and mutual respect
- Defined roles
- Open communication
- Use of effective decision-making techniques
- Recognition of differences and disagreements and the willingness to deal with them
- Clear assignments and timelines for action
- Ongoing evaluation of team functioning

Together
Everyone
Achieves
More

FOOD FOR THOUGHT

Teamwork is enhanced by effective communication.

Communication involves the ability to inform, convince, persuade, and entertain.

Communication is not a destination – it is a journey.

To truly communicate, understanding must take place.

Feedback is an essential element. Always check back to make sure what you meant was what the others heard.

*Before you say anything to anyone,
ask yourself three things:
1) is it true?, 2) is it kind?, 3) is it necessary?*



TESTIMONIALS

I can truly say that being President of the SCPHA helped me develop leadership skills because of having to work with a variety of people during the year and to accomplish having a successful annual conference. It also helped me with my communication skills during the monthly meetings and also my ability to stand up in front of a large audience and speak without the fear I once had while doing this.

Ronny Van Vlake

President (1983-84)

As I am now a Life Member of SCPHA, I can reflect over the last 30 years and easily say how important SCPHA has been to me both personally and professionally. To be a public health professional and to belong to a strong organization such as ours, has meant not only knowing wonderful competent people, but working side by side with them on important committees and projects. Knowing that South Carolina's premier public health organization is manned with the best of the best, gives me great professional pride and personal comfort that our public health programs are in good hands.

Carol Pozsik

President (1988-89)

I first became involved with the Association due to the urging of our District Administrator and another individual (Deborah Rowe). At first I just attended but soon learned that becoming a part of it would give me the opportunity to develop my skills and grow. I became involved in a section and soon was elected to an office. I started taking on more committee involvement and finally became a member of Governing Council. Through Governing Council activities I learned about handling meetings, parliamentary procedure, and how to lead larger groups of individuals toward goals.

My leadership skills were very much enhanced through this opportunity and I greatly appreciate having the opportunity. I would encourage any new or not so new employees coming into Public Health to get involved with the Association. I also would encourage the leaders of the agencies to support the activities sponsored through the Association.

Ann Edwards

President (1992-93)



My involvement with SCPHA, from my first committee assignment to serving as President, helped prepare me for both personal and professional challenges. I gained confidence in myself and in my abilities. I would not trade any of my experiences in SCPHA. My personal life has been enriched by SCPHA and my professional career has advanced due to the leadership opportunities I had in SCPHA.

Linda Jacobs
President (1993-94)

In 1979, I attended my first SCPHA Annual meeting. During that point in time the Association's ethnic/cultural diversity was extremely limited. In 1981, I chaired my first committee and in the years that followed, my involvement continued and grew. My affiliation with the Association enhanced my self-confidence, my organizational skills and ability to work in a variety of settings. In 1995 –1996, the Association celebrated its' 75th Anniversary and I had the honor of serving as the Association's President. I have been and remain a member of numerous national and state organizations and SCPHA is by far my favorite because it has a place for everyone who is concerned about public health. There has always been a place for diversity in SCPHA; in our membership can be found a variety of job positions, agency affiliations, races, and educational backgrounds. This aspect of SCPHA makes me proud to have been a part of it for the last 24 years and I wish that everyone who thinks they might not "fit in" would give it a try. They will be pleasantly surprised to find that yes they do fit.

Priscilla W. White
President (1995-96)

My introduction to SCPHA was at the 1965 Annual Meeting a few months after I began working for the State Board of Health. What I recall the most was meeting SCPHA members who were leaders in public health. Many of these individuals became my role models for how to conduct myself in a leadership position.

James A. Neal
President (1996-97)



Being a member of SCPHA has allowed to opportunities to network with other public health officials in carrying out our Agency's mission. It has also provided opportunities that have strengthened my leadership abilities. Having dedicated people throughout your own state in all disciplines of public health that are committed to serving its citizens is the most rewarding thing that SCPHA has afforded me.

Jo Ann Gooding
President (1997-98)

As president of SCPHA I had the opportunity to apply the skills I had been trained in on an almost daily basis. For example I used the seven-step problem solving technique learned in Total Quality Management on several occasions to lead groups in making decisions that affected the Association.

Jerry Paul
President (1998-99)

SCPHA provided an opportunity for me to work with a wide range of professionals committed to improving the health of our citizens. The expertise and dedication of the SCPHA members is its biggest asset and seeing these assets while President provided me with a lifetime of great memories! The leadership skills and friendships developed over the years have benefited me both personally and professionally.

Dennis Shepard
President (1999-00)

SCPHA has been a big part of my life for so many years it is hard not being able to remember when I wasn't in it. I started out as the section secretary and moved from there to section chair, then later vice president of the Association and even later to President of the Association. Throughout those years, I learned much about community initiatives, fundraising, networking, how to chair a meeting, public speaking, and organizing major statewide events. SCPHA has allowed me to grow and expand in many ways that other organization have not. But the best thing about being a part of this Association is the friendships. This is more lasting and binding than anything else.

Linda Danielsen
President (2000-01)



As a long-time member and chair of various committees of SCPHA, I have seen the Management Support Section reach major milestones. As a member of this Section, I have been able to work on community service projects in which I find very gratifying. Being a member has helped me grow both personally and professionally through the interaction with other members in addition to those contacts made through the community service projects. I have found that when you give, you end up receiving more in the long run. I thank the Association for the opportunity to be reminded of this.

Joan Carter

Chair, Management Support Section (2002-03)

The experiences that I have gained by serving as DHHS Section Chair, Resolution Committee Chair and other SCPHA activities have reinforced the importance of planning and capitalizing on the diversity that others bring to the table. Just as important, the same opportunities that I was given must also be given to others. The leadership abilities of others must be recognized if we are to continue to be a successful Association.

Rosa Patterson

Vice President (2003-04)

My participation in SCPHA helped me to find my current job with the Best Chance Network at the American Cancer Society. Through SCPHA, I have made many new friends, learned about other programs around the state that can serve as resources to BCN, and have found other people who are interested in many and various health issues and actually do something about those issues. I have grown personally in reaching out to the state legislature to advocate for important health issues and found that doing so can make a difference.

Linda Tvorik

Legislative Committee Co-chair
Chair Elect Health Education Section (2003-04)

