



LEADERSHIP IN HEALTH ORGANIZATIONS

By Rafaela R. Robles, EdD and Carmen Andújar, BA

Organizational leadership is the capacity to take the opportunity and the circumstances to promote change at both the process and structural levels of the organization. Change at the Process level requires changing attitudes towards change and risk taking, adoption and assimilation of traditions, and commitment. The organizational process components comprise what is conceptualized as the organizational culture. Change at the Structural level requires changing knowledge, attitudes, and most importantly the structure of relationships/the organizational social structure. Working with all these elements will provide the vision you want to promote in the organization.

Change at the Structural Level

To promote organizational change, leaders also need to understand and consider the following structural characteristics of the organization:

- At the highest level the governing board and executives accept the mission, establish strategies, and manage the administrative structure. At the next level, divisional or department managers translate organizational strategies and goals into operating program policies, procedures, and staffing complements. The lowest level is the technical core which generates the organizational products and services.
- Leaders must understand who can support the innovation and what structural level of the organization has experiences with innovations. This level is potentially more receptive to accepting new ideas.
- The relationship and coordination between organizational structure levels and their different strategies must create a supportive atmosphere to facilitate change and innovation.
- Linkage of influences, barriers, and facilitators among the inner workings, between levels, and throughout the general system are necessary for change.
- Organizational climate can account for nearly a third of organizational performance and is highly related to how controls are handled, decisions are made, new innovations are introduced, and conflicts are addressed.
- Leadership styles such as coercive, authoritative, affiliating, and coaching should be used according to circumstance. Varying methods of leadership can create the best atmosphere for innovation and change in complex organizations.
- Versatility among leaders is necessary considering organizations are not static; they are changing entities functioning in an environment with alternating rules,

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missions, norms, and regulations. They must be absorptive and open to gaining and creating science-based knowledge to address the needs their environment and clientele.

Characteristics of Change or Innovation:

Leaders not only need to understand the complexity of the process and structure of organizations but also the characteristics of the product [services, programs] they want to change or introduce. Some of the characteristics posited by the literature that need to be of concern are:

- Advantages for the organization or any of its levels
- Compatibility with organization's structure, processes, mission
- Complexity (multiple units such as department, services)
- Trial ability, start in limited capacity (e.g. proceed to other levels)
- Observable (the change is visible)
- Reinvention, adapt and refine to ensure the needs of the organization are being met
- Science-based and guided by theory
- Ecologically based (work with socio-cultural factors)
- Risks (particularly economic, and how the innovation helps or hinders performance)
- New knowledge required

The Process of Implementation

Another element of the process of change the leaders need to consider is the way in which the implementation process can be more effective. For an implementation process to be effective it must to be:

- Collaborative
- Multidisciplinary
- Coordinated
- Participatory
- Have economic resources available
- Work with all levels of the organization
- Promote continual feedback and evaluation

Characteristics of an Effective Leader

- Has a legitimized role within or outside the organization
- Detects the need for change
- Has a group of supporters, such as formal or informal leaders
- Understands the culture of the organization

- Committed to and profoundly believes in the need for change
- Knowledgeable about the product
- Appreciates the needs and methods for collaboration

Conclusions

Organizations are special systems with multiple types of relationships at the individual, subsystem or unit levels where the process of designing, development, and delivery of products and services occurs. Even the smallest organizations are social systems where there are those who control and others who follow.

The individual who wants to promote change and introduce innovations within organizations needs to understand the complexities in terms of the organization's ecology, processes, and structure. The innovators must also understand the characteristics of the innovation he/she wants to introduce, such as its potential adaptability and applicability within the given organization.

The process of implementing an innovation also needs to be pursued carefully, considering the organizational characteristics (e.g. power and structure, readiness to change and at what levels, formal and informal communication networks and gate keepers). Funds also need to be considered. The success of the innovator in addressing this myriad of considerations will help determine whether or not he/she is successful in bringing about change.

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THE END OF THE 2ND ROUND... THE BEGINNING OF THE 3RD

By Mariana T. Hernández-Arias

During November 2 and 3, 2006 the Caribbean Basin and Hispanic ATTC saw the final project presentations for its 2nd round of the Leadership Institute at the Embassy Suites Hotel in Isla Verde, Puerto Rico. This event proved to be memorable, not only to the CBHATTC staff members, but also to the protégés, mentors, and invited guests.

Each protégé had the opportunity to present their project before their peers, mentors, ATTC staff, and supervisors. After each presentation the audience was given time to ask questions and make any relevant comments; a time that served not only to clarify areas of the project that were not clear, but also to contribute to each project in terms of steps that can be taken towards the project's enhancement.

In addition, four keynote speakers were invited to address the graduating class regarding the subject of "Structures of Leadership in Fields Related to Substance Abuse Treatment and Mental Health Services." The fields represented by these four guests were: Religion (Rev. Jaime Pantoja, General Pastor at Abundant Life Christian Center), Politics (Leo Díaz, Esq.), Law Enforcement (Dr. Edward Fankhanel, Deputy Chief of the US Probation Office), and Academia (Dr. Nilde Cordoliani-Defendini, Dean of the Graduate Studies Institute at the Pontific Catholic University of Puerto Rico). The speakers were given some questions to guide their presentation. These questions were:

1. How is the organizational structure developed in your organization?
2. What are the criteria used in determining mission and vision of the organization?
3. In your organization how are the future leaders selected?
4. What do you consider to be the most significant leadership trait and why?

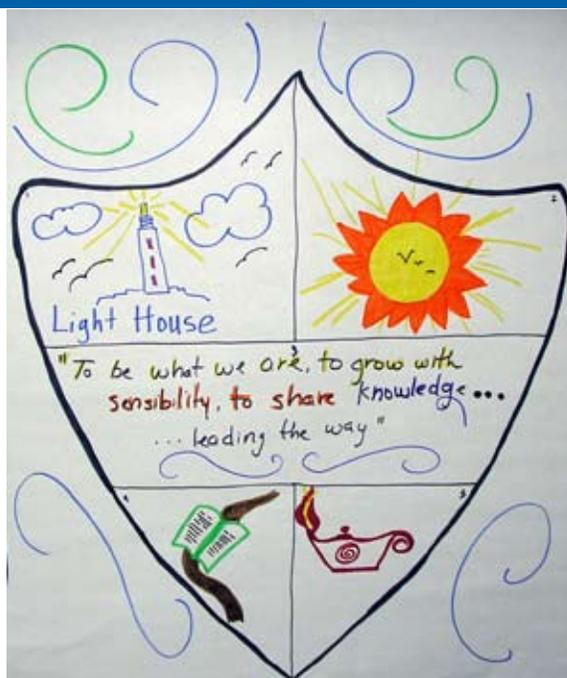


The CBHATTC Leadership Institute Class of 2006. First row: (from left to right) Josephine Rodríguez, Jo Ann Cubillé, and Maribel Castillo. Second row: (left to right) Yari Mariel Marrero, Erin Fridley, Angie González, Mildred Ortiz, Diana Rullán, Carmen Rivera, Gilberto Bermúdez, Manuel Quiñones, and Yarixa Vázquez.

At the end of the second day, the protégés got together one last time for their Graduation Ceremony, where each was presented with a certificate of completion. The keynote speaker for the Graduation Ceremony was Melanie Whitter, Senior Associate of Abt Associates Inc. After the Graduation, all those present were invited to attend a Graduation Reception.

This graduation only marked the end of a beginning, as all Leadership Institute graduates will be invited to join the Leadership Institute Alumni Association. In March 2007, the CBHATTC Leadership Institute will host its 3rd round. Registration is now open and applications will be accepted until January 31, 2007. For information, e-mail mthernandez@uccaribe.edu or call (787) 798-3001 ext 2114/2115.





ANNOUNCING A LEADERSHIP DEVELOPMENT OPPORTUNITY FOR ADDICTION PROFESSIONALS

The Caribbean Basin and Hispanic Addiction Technology Transfer Center (CBHATTC), of the Universidad Central del Caribe will be conducting the 3rd CBHATTC Leadership Institute on March - September, 2007. The primary goal of this Institute is to cultivate new leaders within the addiction field through the enhancement of knowledge and development of competencies among mid-level managers. The institute four-phase design lays the foundation for developing these skills and provides an infrastructure for trainees to test theoretical principles. This professional development opportunity is available to addiction professionals in Puerto Rico and US Virgin Islands (the US Caribbean Basin region).

Why Participate in the CBHATTC Leadership Institute?

There are many great reasons to participate in the CBHATTC Leadership Institute. These include opportunities to:

- Develop individual leadership skills
- Learn more about their personal leadership style
- Receive individualized attention for leadership development
- Earn a Certificate in Leadership to validate the hours of training and project completion
- Meet other developing leaders
- Have practical experience to take into the “real world”

What Will the CBHATTC Leadership Institute Offer?

The CBHATTC is offering a new, unique leadership preparation program that provides a balance of traditional training seminars, distance education, and field experiences. This six-month long experience takes COMMITMENT on the part of the INSTITUTE CANDIDATE and the AGENCY in which the candidate is employed.



The primary goal of the CBHATTC Leadership Institute is to cultivate new leaders within the addiction field through the enhancement of knowledge and development of competencies among new and emerging leaders. The Institute incorporates a four-phase design that will lay a foundation in developing leadership and management skills:

Phase 1. Assessment – Trainees are required to undergo a formal assessment of their leadership and management interests, values, and skills through a standardized assessment instrument and feedback process. Participation of their supervisors, peers and persons who report directly to them is essential for a well-rounded assessment.

Phase 2. Training Experiences – Trainees are required to participate in a five-day Immersion Training that provides the conceptual framework and an appropriate body of knowledge for understanding the theory and practice of leadership. Also, The CBHATTC Leadership Institute provides a four workshop module to complement their Immersion Training experience. Special arrangements are made for over seas protégés.

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Phase 3. Experiential Learning – This phase moves the trainee from the “classroom” to relevant settings (likely their own organization) to hone some of their leadership competencies. Trainees will be paired with a mentor and will be required to conduct an individualized development project.

Phase 4. Recognition – The Leadership Institute culminates in the trainee’s presentation of the individual project and in a special ceremony with current leaders in the field in which a formalized certificate of proficiency is awarded.

What are the Nomination/Application Criteria?

Candidates for the program are nominated by their agency director or direct supervisor within their agency. It is critical that the agency agree to allow the trainee the time needed to complete all requirements, and provide opportunities for the trainees to test new skills.

Nominations are then screened and selected for the program through a committee process. This process allows for the selection of individuals that have characteristics that show the ability for leadership, and capitalizes on their willingness to learn, grow and be a part of this dynamic process.



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The CBHATTC Leadership Institute will select a maximum of 15 candidates for the Institute who:

- Have at least a Bachelor's Degree
- Possess a personal and occupational commitment to the addiction treatment field
- Are currently employed in a supervisory position within an addiction service related agency
- Demonstrate current and potential leadership as indicated by professional, volunteer and other activities. Are recommended by their agency for participation
- Make a commitment to participate fully in all activities of the training, including soliciting an assessment of personal leadership skills by superiors and subordinates
- Provide verification that the agency is also committed to the person's hours required to learn and apply the leadership model/training

Requirements include not only class hours, but also class preparation prior to class, self-study time, personal action plan, plan implementation after the completion of the formal classroom course, and completion of a leadership on-the-job project.

How To Nominate?

Application to the CBHATTC Leadership Institute is open to persons who work in addiction treatment related agencies in Puerto Rico and the Virgin Islands. The following document must be submitted.

- Nomination form filled in by superior
- Nominee essay following the provided guidelines.
- Agency Commitment Form
- Participant Commitment Form

Nominees are selected for participation by the CBHATTC Leadership Steering Committee based upon the information contained in the documents mentioned above. Attendance in all of the training activities is **MANDATORY**.

When and Where is this Offered?

The "kick-off" training for the Institute is held for five days at a hotel in Puerto Rico which allows for the protégés and mentors to retire and focus exclusively on their training. All other LI activities are held on meeting rooms in the Puerto Rico Metro Area.

For more information, contact the CBHATTC Leadership Institute Office at mthernandez@uccaribe.edu or (787) 798-3001 ext 2114/2115.



RESOURCE HIGHLIGHT

Free Management Library^(SM)

This library is a free community resource to be shared and contributed to by users and readers across the world. The overall goal of the library is to provide leaders and managers (especially those with very limited resources) basic and practical information about personal, professional and organizational development.

Design, development and administration of the library are done primarily as a volunteer effort to the community by Carter McNamara, MBA, PhD, of Authenticity Consulting, LLC.

Scope, Focus and Design of the Library

Free Resources About Business, Management and Organizations

The scope of the library is on free, on-line resources about business, management and organizations. The term “management” includes the activities necessary to plan, organize, lead and coordinate activities in an organization, whether for-profit or nonprofit.

Basic and Practical Resources (the “20/80 rule”)

The focus of the library is, in particular, on the “20% of resources needed to address 80% of the challenges in business, management and organizations”. In this writer’s experience, leaders and managers struggle far more because they haven’t consistently mastered the basics than because they haven’t mastered highly complex concepts and practices. The Library has included “nuts and bolts” information since its inception in 1995.

User-Friendliness (Remaining Clutter Free !!!!!!!!!!!!!)

The library is designed to be as user-friendly as possible. Design includes (as much as possible):

1. minimal use of repeated graphics (for example, frames) on each page,
2. link to articles about both the basics of a library topic and general resources about that topic,
3. associating each topic with suggested links to related on-line discussion groups and other topics in the library,
4. and organization of lists of links to make their groupings as understandable as possible in each topic.

Multiple Perspectives on Topics

In addition, there are usually a variety of perspectives provided about a topic in order that the reader can more fully learn about the topic.

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Some of the topics included in the **Free Management Library** are:

*Interpersonal Skills
Interviewing (all kinds)
Jobs*

*Leadership (Introduction)
Leadership Development
Legal Information*

*Management (Introduction)
Management Development
Marketing*

*Operations Management
Organizational Alliances
Organizational Change*

*Org’l Communications
Organizational Performance
Organizations (Intro)*

*Organizing (many kinds)
Perf. Mgmt (basics)
Personal Development*

*Personal Productivity
Personal Wellness
Planning (many kinds)*

For more information, visit the **Free Management Library^(SM)** at <http://www.managementhelp.org/>

The Caribbean Basin and Hispanic ATTC does not necessarily share or is responsible for the opinions expressed in the resource highlighted in this article.

DEVELOPING NEXT GENERATION LEADERS...



For more information, call
(787) 798-3001 ext 2114/2115

Our primary goal is to cultivate new leaders in areas related to the addiction field through the enhancement of knowledge and the development of competencies among new and emerging leaders. The Institute incorporates a four-phase design that will lay a foundation in developing leadership and management skills:

Phase 1. Assessment

Phase 2. Training Experiences

Phase 3. Experiential Learning

Phase 4. Recognition

In the Leadership Institute you will:

- Develop individual leadership skills
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Open for registration now!



Caribbean Basin and Hispanic ATTC
Leadership Institute

March - September, 2007

Presented by CSAT's Partners for Recovery
and developed by the USDA Graduate School



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