



Women in Leadership Roles Strategies for Effective Leadership in Health Organizations

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Women in Medicine

- Women in medicine have come a long way since the days of Elizabeth Blackwell, the first woman to receive a medical degree in the United States in 1849. schools in 1999-2000 according to the ***Association of American Medical Colleges.***
 - An increasing number of medical schools are enrolling more women than men in incoming classes. However, women still have not reached overall equality with men in the profession.
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Learning Objectives

- ❑ Acquire skills to be an effective leader
 - ❑ Identify problems that need to be addressed with in the organization
 - ❑ Consider ways to implement change
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Profile of Women's Health Leaders

Data collected to describe the survey respondents in terms of:

- ❑ Age
 - ❑ Educational attainment
 - ❑ Ethnicity
 - ❑ Primary language
 - ❑ Type of employer
 - ❑ Occupation
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Age Group

	Number	Percent
21 - 35	36	24%
36-45	54	36%
46-54	47	31%
55 and above	14	9%
TOTAL	151	100%

Educational Attainment

	Number	Percent
Less than High School	1	1%
High School	12	8%
AA	18	12%
BA/BS	56	37%
MA/MS/MPH	51	34%
PHD/MD/JD	6	4%
Certification	5	4%

Ethnicity

	Number	Percent
Caucasian	54	36%
Black	32	21%
Latina	30	20%
Asian	15	10%
Bi-Racial	6	4%
Native American	6	4%
Pacific Islander	3	2%
Other Ethnicity	5	3%

Primary Language

	Number	Percent
English	137	91%
Spanish	7	5%
Hmong	2	1%
Vietnamese	2	1%
Other	3	2%

Type of Employer

	Number	Percent
Non-profit Agency	83	55%
Government Agency	26	17%
Academic Institution	13	9%
Self-Employed	12	8%
For-profit Agency	10	7%
Other	1	1%
Missing/not employed	6	4%

Current Occupation

	Number	Percent
Administrator	37	25%
Project Coordinator	30	20%
Health Educator	14	9%
Social Worker	9	6%
Consultant	8	5%
Nurse	8	5%
Community Outreach	7	5%
Advocate	6	4%
Therapist	5	3%

Self-Assessment of Leadership

What makes a Leader?

Survey respondents were asked to describe all the ways they are leader in women's health as follows:

What Ways Are You A Leader?

	Number	Percent
Organizer and Advocate	103	78%
Health Promoter	98	74%
Facilitator	93	70%
Decision Maker	66	50%
Other	17	13%

Skills Used in Leadership Roles

- When asked about the skills used in leadership roles these were some of the responses:



Which Skills do you use in your Leadership Roles?

	Number	Percent
Ability to Access Resources	109	83%
Advocacy	104	79%
Outreach	88	67%
Coalition Building / Collaboration	87	66%
Networking	84	64%
Public Speaking	85	64%
Program Planning	83	63%
Community Organization	77	58%
Consciousness Raising	72	55%

Which Skills do you use in your Leadership Roles?

	Number	Percent
Ability to Influence Women's Health	71	54%
Group Process/Facilitation	70	53%
Program Management	69	52%
Communications	67	51%
Proposal Writing	63	48%
Representing Communities	57	43%
Social Support	54	41%
Program Evaluation	52	39%
Computer/Internet Skills	42	32%

Which Skills do you use in your Leadership Roles?

	Number	Percent
Strategic Alliance Building	39	30%
Community Health Assessment	38	29%
Fiscal Management/Budgeting	34	26%
Media Advocacy/Relations	35	26%
Time Management	34	26%
Marketing	31	24%
Conflict Resolution	30	23%
Public Policy	25	19%
Economic Development	5	4%

Ref: A report of the California Alliance for Women's Health
Leadership 10/2000

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
 - Knows the culture of the organization
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Characteristics of an Effective Leader

- Committed to and profoundly believes in the need for change
- Knowledgeable about the product
- Understands the need and ways for collaboration

Other Factors that Help Leaders in Organizations

- Staff needs assessment, involvement
 - Staff changes required
 - Excellent protocols and training materials were developed.
 - Coaching made available
 - Team knows staff needs.
 - Solution to staff needs.
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Organizations

- Organizations are complex systems of interaction:
 - Small
 - Large
 - One unit (e.g..hospital)
 - Multiple Units (e.g. medical center)

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- Organizations differ in their outcomes and ways they obtain those outcomes:

- Universities and Hospitals

- Want to have outcomes related to society's norms

- Health


- Education

Prisons

- Use coerciveness to get rehabilitation to the inmates

Industry

- Outcomes equal to money



**The organizational process
components make up the
organizational culture**

Organizational Culture

Referred to as corporate culture is a general term that outlines:

- the collective attitudes,
- beliefs,
- common experiences,
- procedures, and values

that are prevalent in an organization and other similar to it.

Organizational Structure

Organizational Structure

- How is the mission and vision communicated throughout the organization
 - How are strategies and goals translated into operated program, policies procedures and staffing.
 - How do line employees care out the mission, goals and strategies
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Organizational Structure

Organizational Process

- Identify the factors in an organization that need to be considered when implementing the process of change or innovation
 - Using the criteria established which are the most effective ones in your organization
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Change at the Structural Level

Creating the best atmosphere for innovation and changing complex organizations requires the use of multiple leadership styles according to the circumstances and problems being addressed

Leadership Styles

- **Coercive**
- **Affiliating**
- **Authoritative**
- **Coaching**

Leadership Styles

- Leader's modus operandi
- The style in a phrase
- Underlying emotional intelligence competencies
- When the style works best
- Overall impact on climate

Leadership Styles: Coercive

- Demands immediate compliance
- “Do what I tell you”
- Drive to achieve, initiative, self-control
- In crisis, to kick start a turnaround, or with problem employees
- Negative

Leadership Style: Affiliative

- Creates harmony and builds emotional bonds
- “People come first”
- Empathy, building relationships, communication
- To heal rifts in a team or to motivate people during stressful circumstances
- Positive

Leadership Style: Authoritative

- Mobilizes people toward a vision
- “Come to me”
- Self-confidence, empathy, change catalyst
- When changes require a new vision, or when a clear direction is needed
- Most strongly positive

Leadership Style: Coaching

- Develops people for the future
- “Try this”
- Developing others, empathy, self-awareness
- To help an employee improve performance or develop long-term strengths
- Positive

Organizational Leadership

- The capacity to take the opportunity and the circumstances to promote change at both the process and structural levels of the organization
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Organizational Leadership

- How does the leader create the supportive atmosphere to create change and innovation
 - What is the most effective leadership style to promote change and why
 - Prioritize the characteristic of an effective leader in your organization
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Group Exercise:

Organizational Culture

- How are decisions made in the organization
 - How are innovations and change implemented
 - How is conflict and crises address
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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.
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Conclusions

- The individual who wants to promote change and introduce innovations in organizations needs to understand the complexities in terms of the organization's ecology, processes, and structure.

Conclusions

- The process of implementing an innovation also needs to be pursued carefully, considering the organizational characteristics and funds available
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Conclusions

The success of the innovator in addressing this myriad of considerations will help determine whether or not he/she is successful in bringing change.

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