

## Leading and managing change to scale up effective practices

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This session of this module is designed to introduce you to the principles, techniques and tools to lead and manage the change process required to implement and scale-up effective practices. It will also introduce you to a number of useful resource materials and an e-learning course that you can undertake to enhance your managerial capacity. Our discussion will focus on sharing and exchanging our successes and challenges with leading and managing change and the techniques, approaches and issues we need to consider associated leading or managing change to either introduce or scale up MHealth.

### **Desired outcome for this session:**

To introduce the principles, techniques and tools that you can apply to develop further your leadership and managerial capacity.

### **Objectives**

- To discuss factors that influence change and how to address resistance
- To briefly review the principles for fostering and managing change
- To provide an overview of issues to consider when going to scale
- To introduce useful resource materials and tools

### **Summary of the content**

Change to a greater or lesser extent is inevitable, some changes we welcome but some we resist and only accept over time. We all react to change in a variety of different ways depending on how that change affects us. Asking people to change their attitudes or change the way they do things by introducing a new practice, such as M Health can be quite a challenge. A challenge that can only be addressed through sound leadership, strategic thinking and the use of tried and tested techniques that manage and foster the change process.

This module is designed to provide you with a brief introduction to some of the principles and approaches that can be used to lead and manage change to implement and take an effective practice to scale. As you can imagine this is an enormous subject area on which much has been written that is supported by research, evidence and experience. My presentation is designed to be a catalyst for discussion, debate and further study of this area as frankly we can all have good ideas but it is only with effective leadership and management can we produce sustainable results. I will base my presentation and discussion on key resource materials and at the end of the session I will provide you with the opportunity to take a full e-learning course on fostering change.

### **Your preparation:**

**We have all had to accept change at some time or other in our life so before this session I want you to think about what made you change and why.**

**I would like you to prepare and save three brief emails answering the following questions. Do not send them as we will either use these emails during the session or the follow-up discussion:**

- **Think of a major change in your working life that you welcomed and write down the reasons why you wanted this change. Think of a major change in your working life you resisted and write down the reasons why you initially resisted this change and why you eventually accepted it.**
- **Think of a person who helped you accept this change – what were the qualities you admired about this person.**

### **Our discussion**

Sharing and exchanging knowledge enables us to learn from the experience of others. In this session we will ask you to share your experience, successes and challenges with leading or managing change. We will also encourage everyone to ask questions and discuss issues they wish to explore further. If any of you can share an experience that answers a question or issue raised then please feel free to do so. Your experience is valuable and we welcome this opportunity to learn from you.

## Useful resources

I have used one organization *Management Sciences for Health (MSH)* who are renowned for their management and leadership training to provide this list of resources. I have worked in collaboration with MSH for many years and together we produced the *Guide to Fostering Change to Scale-up Health Services*. I find their materials accessible and practical. Please go to their website and review the many useful e-learning tools, publications and training programmes. <http://www.msh.org/> Please also check out the K4Health Tool Kit as there are quite a few publications on managing and scaling up MHealth programmes. <http://www.k4health.org>

**Fostering change e-learning programme. *This is a complete course that you can do in your own time.*** <http://www.globalhealthlearning.org>

### Essential reading

1. *A guide to fostering change and scaling up health services* - Very useful tool which includes a CD ROM of management tools.
2. *Managers who lead: A handbook for improving health services* – how to lead teams and achieve results. <http://www.msh.org/Documents/upload/MWL-2008-edition.pdf>
3. *Leading changes in practices to improve health* – Key skills and approaches to lead change in practice rather than overall strategic and cultural change. <http://www.msh.org/Documents/Managers/English/upload/Leading-Changes-in-Practices-to-Improve-Health.pdf>
4. *Leading a change process to improve health service delivery* - a practical guide on how to become a successful change agent to introduce and scale proven effective practices. <http://www.msh.org/Documents/JournalArticles/upload/05-028787.pdf>
5. *WHO/ExpandNet Tool Kit for scaling up health innovations* – this guide will help you design and strategically manage either a pilot project you can take to scale or take to scale a proven effective practice. <https://www.k4health.org/toolkits/pse/nine-steps-developing-scale-strategy>
6. *Scaling up Mobile Health: Elements Necessary for the Successful Scale Up of mHealth in Developing Countries* - Useful publication. <http://www.k4health.org/toolkits/mhealth/scaling-mobile-health-elements-necessary-successful-scale-mhealth-developing>

**Recommended Reading – If you wish to see the articles and publications supporting these papers please go to the publication section of this website.** <http://www.msh.org/expertise/leadership-management/index.cfm>

1. *Bringing services to hard to reach populations* – Practical guidance and useful approaches you can use to decide on and plan the focus of your project or programme [http://www.msh.org/Documents/Managers/English/upload/V6\\_N4\\_En.pdf](http://www.msh.org/Documents/Managers/English/upload/V6_N4_En.pdf)
2. *Developing managers who lead* - Guidance on how to become an effective leader and manager
3. [http://www.msh.org/Documents/Managers/English/upload/V10\\_N3\\_En-2.pdf](http://www.msh.org/Documents/Managers/English/upload/V10_N3_En-2.pdf)
4. *Developing plans and proposals for new initiatives* - a very neat little “how to” guide addressing some of the key issues that must be considered to both develop and implement a plan/proposal
5. [http://www.msh.org/Documents/Managers/English/upload/V2\\_N4\\_En.pdf](http://www.msh.org/Documents/Managers/English/upload/V2_N4_En.pdf)
6. *Focusing on customer service* - Customer service is a powerful tool that helps managers focus their services on what customers, or clients, want and need. If you can do this then you have a successful project. [http://www.msh.org/Documents/Managers/English/upload/V5\\_N1\\_En.pdf](http://www.msh.org/Documents/Managers/English/upload/V5_N1_En.pdf)
7. *Learning to think strategically* –Simple techniques can improve our strategic thinking. [http://www.msh.org/Documents/Managers/English/upload/V3\\_N1\\_En.pdf](http://www.msh.org/Documents/Managers/English/upload/V3_N1_En.pdf)
8. *Marketing your organizations services* - this paper offers simple marketing techniques and approaches you can think about using to strengthen your mix of marketing elements, products, population, price, place, production and promotion. [http://www.msh.org/Documents/Managers/English/upload/V8\\_N2\\_En.pdf](http://www.msh.org/Documents/Managers/English/upload/V8_N2_En.pdf)
9. *Turning research into action: The decision linked research approach* – how to create effective partnerships between researchers and decision makers to help translate research into actions that improve policies, strategies and programmes. [http://www.msh.org/Documents/Managers/English/upload/V8\\_N3\\_En.pdf](http://www.msh.org/Documents/Managers/English/upload/V8_N3_En.pdf)
10. *Using continuous quality improvement to improve family planning programmes* – an example of a very useful management approach application to any project or programme.
11. [http://www.msh.org/Documents/Managers/English/upload/V2\\_N1\\_En.pdf](http://www.msh.org/Documents/Managers/English/upload/V2_N1_En.pdf)