



Center for Health Leadership
UC Berkeley School of Public Health
2017 Leadership Fellows Program

Program Handbook
September 2015



CENTER FOR
HEALTH LEADERSHIP
at the UC Berkeley School of Public Health

The most dangerous leadership myth is that leaders are born - that there is a genetic factor to leadership. This myth asserts that people simply either have certain charismatic qualities or not. That's nonsense; in fact, the opposite is true. Leaders are made rather than born.

- Walter Bennis

Overview

The Center for Health Leadership (CHL) Leadership Fellows Program is an 18-month leadership development program for 10-12 incoming graduate students in the School of Public Health, with an expected graduation date of May 2017 or later. Built on a principle of developing leaders from the inside out, the program aims to inspire students to become the best that they can be, and to strengthen their ability to make a positive difference in the world. The fellowship provides 2-3 units of credit/semester to support students' full participation in program activities.

Objectives

The Fellows program provides an opportunity for students who are interested in pursuing a range of leadership paths, from research, to practice in the field and organizational leadership to develop themselves over time in the context of a diverse cohort of colleagues and through a variety of integrated learning strategies.

As a result of participating in this program, students will:

- Increase their self-awareness of their leadership strengths and areas in which they have opportunities for growth;
- Increase their understanding of the competencies necessary for “leading from where you are” and serving in leadership roles;
- Increase their ability to develop themselves as leaders over the course of their careers;
- Enhance their ability to work successfully across disciplines;
- Enhance their professional networks;
- Demonstrate their ability to lead through projects within the School of Public Health and in the broader community; and
- Increase their competencies in key leadership areas (described below).

Leadership Competencies

The Center for Health Leadership aims to support students in developing the following leadership competencies:

- Communication
- Initiative
- Interpersonal Skills
- Meeting Facilitation
- Organizational Awareness
- Professional Integrity
- Project Management
- Relationship Building
- Self-confidence
- Self-development and Awareness
- Strategic Thinking and Problem Solving
- Teamwork

What Students Will Gain

Personal Mastery is about knowing and discovering oneself for the purposes of understanding who you are as a leader, what developmental changes you want to make, and how you want to apply your talents in this world.

Learn through Exploration and Experience. The program offers diverse learning strategies, including training workshops, mentoring, assessments, experiential exercises, opportunities to facilitate and present with feedback, and action learning projects in the community.

Learning is focused on developing students in four areas:

- **Personal Development** – What are my strengths, what do I value, how do I learn and what kind of leader do I want to become?
- **Interpersonal** – How do I model the way and conduct myself skillfully in relationships?
- **Teams** – How do I work effectively in teams, guide diverse groups towards becoming high performing teams, and develop collaborations?
- **Organizational** - How do I work effectively in organizations, find ways to bring my talents, and learn to practice influence?

Program Elements

Community Learning Sessions

Fellows will participate in community learning sessions on a variety of topics to develop skills in teamwork, consulting, facilitation, and problem solving. Sessions will be interactive, and content will be developed and designed with input from the Fellows.

Sessions are held approximately every other Friday, 12:00 - 4:30 pm. Fellows are permitted two absences/missed sessions during the three-semester program. Absences must be arranged in advance, and Fellows are responsible for any missed content.

Digital Storytelling Workshops: Opening and Closing Retreats

Two Digital Storytelling workshops will be held as opening and closing retreats for the program. Participants will craft and record first-person narratives, collect still images, video, and music with which to illustrate their pieces, and participate in computer tutorials that will enable them, with teacher support, to edit their own stories. In February 2016, Fellows will create a story about what inspired them to pursue public health and public health leadership. In April 2017, Fellows will create a story about how the Fellowship impacted them and/or a key learning moment for them in the Fellowship.

Field Trips

Fellows will take part in one day-long (~8 am – 6 pm) field trip each semester. Field trips will provide an opportunity to tour and meet with a variety of health leaders and organizations in Northern California. The first field trip will be to Oakland to visit organizations such as Alameda County Public Health Department, Asian Health Services, Kaiser Permanente and The Cal Endowment. The second field trip (Fall 2016) will be to Sacramento, and the third field trip (Spring 2017) will be to San Francisco.

Individual development plan

Each student will begin work on an individual development plan during one of the first Friday learning sessions, and complete it on their own or working in pairs. Fellows will discuss their plan with their coach and explore how to meet

their learning goals over the course of the Fellows program. Fellows will review, revise, and update their plan throughout the course of the program.

Multi-source Assessment

Each Fellow will participate in two multi-source assessments of their leadership skills and areas for growth: one at the beginning of the program, in March 2016, and one at the end of the program, in March 2017. For both assessments, Fellows will develop a list of individuals to complete a web-based assessment of their leadership skills. Fellows will then meet with their coach to discuss the results of the assessments.

Team Projects (Fall Semester 2016 – Spring Semester 2017):

Fellows will be assigned to multi-disciplinary teams to work on a one-year collaborative project (3-4 Fellows/team).

Over the course of 2 semesters, Fellows will:

- Dedicate approximately 4 hours per week to their team projects (each Fellow)
- Conduct interviews, focus groups, surveys and web research
- Schedule weekly (or bi-weekly after the first semester) team meetings beyond the Friday sessions (2 hours at first, then TBD)
- Schedule regular onsite (or phone, Skype) meetings with sponsors/client organization as needed
- Focus on both product and process
- Present their project regularly to the whole Fellows cohort and ask for peer consultation on challenges they are facing throughout the course of their project.
- In the final semester, teams will make presentations on their findings/recommendations and have opportunities for feedback/feed-forward (some presentations on findings may be conducted throughout the year).

Fellows will serve as a “Consulting Team” for their organization.

The project will be focused on a challenge or new initiative the organization is interested in exploring. Fellows will work with the organization to research the issue or idea, propose options and recommendations, write a report, and present their findings. Other unique activities will emerge for each individual project.

This is an opportunity for Fellows to learn about a new public health arena and expand their knowledge and skills. Fellows are encouraged to select projects that are a “stretch” out of their current areas of interest and expertise.

Coaches

Certified leadership coaches will work with Fellows on exploring their dreams, challenges and goals related to their personal, professional and career development, with specific attention to their individual development plans and multi-source assessment results. Coaching is a professional relationship that enhances an individual’s ability to learn, make changes, and achieve desired goals. A coach helps you get clear about what you want to accomplish and make effective action plans. A coach provides structure, feedback, perspective, and powerful questions. Coaching facilitates discovery by assisting you to find your own unique answers. CHL Faculty will host a group meeting with the coaches once a semester to provide general updates about what Fellows are learning in the program, so that coaches are kept abreast on the most current activities and lessons learned.

The structure of coaching is flexible; you and your coach custom-design a coaching approach that meets your individual needs. Fellows will have a chance to read profiles of the coaches and provide input for their coach selection; Fellows will receive their coach match in late January 2016 and arrange their first coaching session for February 2016.

Consultation Teas

Each Fellow will have a consultation tea with the Program Director once per semester. This will be an opportunity for the Director to get to know you, talk with you about your learning goals for the program, and find out how the program can best support you in your learning.

Fall 2016 Weekend Teambuilding Retreat

Early in the second semester (Fall 2016), Fellows will have a weekend retreat (Saturday morning to Sunday afternoon in late August or early September). The retreat will take place at a youth hostel, either at Pt. Reyes or on the coast near Half Moon Bay. Fellows will collaborate with the Cohort Director to plan retreat activities to promote building relationships and teamwork.

Individual Action Learning Projects

In Fall 2016 or Spring 2017, Fellows will have the option of completing an Individual action learning projects (IALP) for one additional unit of credit. Previous Fellows have used this project as a way to work with an organization they wanted to develop a relationship with or to do something they always wanted to try out. The project should be focused on expanding a student's current leadership skills and learning about organizational culture, dynamics, and leadership. Fellows are encouraged to use the project strategically to think about next steps in their career and personal goals. Fellows will conceive of, scope, and propose the project prior to initiating their work.

Semester by Semester Guide

Spring Semester 2016

- Community learning sessions, 12:00 - 4:30 pm on Fridays. In the first semester, these sessions will include introductory training on facilitation, teamwork, consulting, and peer coaching
- Individual development plan
- Coaching meetings (first meeting in person; additional meetings on phone or in person – 3 hours total)
- Consultation tea with Program Director
- Digital Storytelling workshop/Opening retreat
- Multi-source assessment in March
- Field trip to meet local health leaders in Oakland, CA

Fall Semester 2016

- Community learning sessions, 12:00 - 4:30 pm on Fridays. In the second semester, these will focus on skills necessary for the team project (e.g., research, development skills)
- Weekend retreat (August or September)
- Individual development plan
- Coaching meetings
- Consultation tea with Program Director
- Field trip to meet health leaders in Sacramento, CA
- Team project
- Individual Action Learning project (optional)

Spring Semester 2017

- Community learning sessions, 12:00 - 4:30 pm on Fridays. In the third semester, these will continue to focus on skills necessary for the team project (e.g., report writing, presentation skills)
- Individual development plan
- Coaching meetings
- Consultation tea with Program Director
- Digital Storytelling workshop/Closing retreat
- Multi-source assessment in March
- Field trip to meet local health leaders in San Francisco, CA
- Team project conclusion, including presentations with debrief
- Individual Action Learning project (optional)
- Graduation and celebration

Spring 2016 Community Learning Sessions (12:00 – 4:30 pm)

- Friday, January 22
- Friday, February 5
- Digital Storytelling Activities
 - Tuesday, February 23, 5-9pm
 - Wednesday-Thursday, February 24-25 (½ day prep, scheduled according to student availability)
 - Friday, February 26 (Digital Storytelling, 9am-6pm)
- Friday, March 11
- Friday, April 1**
- Friday, April 15
- Friday, April 29

**Tentative date for field trip to Oakland

Fall 2016 Retreat

The Fall Retreat will take place on one of the following weekends (TBD):

- Saturday, August 20 (starts at 9 am) – Sunday, August 21 (ends by 3pm)

OR

- Saturday, August 27 (starts at 9am) – Sunday, August 28 (ends by 3pm)

Classes Begin: Wednesday, August 24

Labor Day Holiday: Monday, September 5

Leadership Competencies

- **Communication:** The ability to convey information to and receive information from others effectively in a variety of formats. Essential components include attentive listening and clarity in writing and speaking. Ability to effectively present information using visual aids. Use traditional and new media, advanced technologies and community networks to communicate.
- **Initiative:** An underlying curiosity and desire to know more about things, people, or issues, including the desire for knowledge and staying current with one's professional field. The ability to independently begin or to follow through energetically with a plan or task.
- **Interpersonal Skills:** The ability to treat others with respect, trust, and dignity; Work well with others by being considerate of the needs and feelings of each individual; Promote a productive culture by valuing individuals and their contributions. The ability to accurately understand the unspoken or partly expressed thoughts, feelings, and concerns of others.
- **Organizational Awareness:** The ability to understand and learn the formal and informal decision-making structures and power relationships within an organization or industry. This includes the ability to identify who the real decision-makers are and the individuals who can influence them, and to predict how new events will affect individuals and groups within the organization.
- **Meeting Facilitation:** The ability to organize and lead a successful meeting including identifying intended meeting outcomes, setting an agenda, facilitating the meeting to achieve meeting outcomes, gaining agreement on next steps, and documenting agreements made at the meeting.
- **Project Management:** The ability to plan, execute, monitor, and evaluate projects involving the deployment of multiple resources such as human resources, financial resources and technology resources. The ability to successfully complete projects on time, within budget, and to the satisfaction of all parties participating in the project.
- **Professional Integrity:** The demonstration of ethics and professional practices as well as social accountability and community stewardship. The desire to act in a way that is consistent with one's values and what one says is important. This definition includes demonstrating general leadership ethics, such as honesty and responsibility, as well as behaving in a culturally competent manner.
- **Relationship Building:** The ability to establish, build and sustain personal and professional relationships for the purpose of building networks of people that can be mobilized to support projects and activities.
- **Self-Confidence:** A belief and conviction in one's own ability, success, and decisions or opinions when executing plans and projects, or addressing challenges.
- **Self-Development and Awareness:** The ability to see an accurate view of one's own strengths and development needs, including one's impact on others. A willingness to address needs through reflective, self-directed learning and to try new leadership approaches.
- **Strategic Thinking and Problem Solving:** The ability to anticipate future developments and obstacles and translate them into opportunities in the present. The ability to understand a situation, issue or problem by breaking it into smaller pieces. The ability to apply complex concepts, develop creative solutions, or adapt previous solutions in new ways to solve problems.

- **Teamwork:** The ability to develop and promote effective relationships with colleagues and team members; learn from others; seek diverse ideas and opinions to make decisions and draft plans; encourage team members to discuss concerns and conflicts openly rather than covering them up or overlooking them; solve conflicts to everyone's benefit.

Fellows Program Faculty and Staff Contact Information

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