

LEADERNET MEMBER SURVEY REPORT

**Use of LeaderNet Resources and Needs for Future Capacity Building
in Leadership and Management**

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May 2008

I. Executive Summary

LeaderNet, a global community of practice, was created in response to the needs of past participants of the Leadership, Management and Sustainability Program's virtual and face-to-face leadership development programs for support and resources. To improve the quality of LeaderNet offerings and activities, evaluations have been conducted regularly after every forum and seminar. However, this marks the first time that a full survey of LeaderNet members has been carried out to document their use of leadership and management resources and their interests and needs moving forward.

Objectives

The goal of the survey was to improve the website and provide LeaderNet members with better opportunities for learning and sharing. The specific objectives of the survey were:

1. To document members' use of the management and leadership resources and tools available on the LeaderNet website, and
2. To assess the current needs of members in order to improve the LeaderNet website.

Methods

The survey was sent out to the LeaderNet membership on November 26, 2007 and members had the option of responding via email or the web-based program, Survey Monkey, through December 10, 2007. Of the 841 eligible members, 133 completed the survey, for a response rate of 16%, which is within the normal range for a web-based survey.

Key Results

Sixty-eight percent of respondents reported using a resource or knowledge/practice learned from the LeaderNet website in their work. The two most common responses to this open-ended question were leadership resources, knowledge or practices (17%) and management resources, knowledge or practices (14%). The *Leading and Managing Framework* (8%), *Managers Who Lead* (6%), *improving organizational/work climate* (3%), and the *Challenge Model* (3%) were among some of the other resources mentioned.

Respondents also reported on organizational improvements achieved as a result of using resources or knowledge/practices obtained from LeaderNet. Of those indicating that they have ever used the resources or knowledge/practices learned from LeaderNet, 43% reported that teamwork was strengthened, 32% reported that they had improved their capacity to

respond to change, 30% reported an improved work climate, and 26% reported that management systems improved.

The results from this survey will help guide future programming and improvements on LeaderNet. Key results and recommendations are listed for each of the three main areas of the Leadership, Management, and Sustainability program.

Recommendations for the Global Leadership Team

Key results:

- Thirty-six percent of respondents had visited the *Championing Leadership* section for professionalizing leadership and management in pre- and in-service programs.
- Thirty-three percent of respondents had visited the LMA section of LeaderNet and 10% participated in the LMA for 2007.
- Sixteen percent of respondents want to gain awards from LeaderNet.
- Thirty-six percent of respondents are interested in an ongoing, live discussion board to share experiences with others.
- Nine percent of the respondents are interested in teaching/coaching methods on leadership and management.

Recommendations:

- Use the live discussion board in *Championing Leadership* to promote sharing among members about their challenges, experiences, etc.
- Provide updated materials and tools from other countries for members to download and use and notify members of their availability.
- Hold a short forum or seminar around best practices that highlight a specific tool or practice in professionalizing leadership and management in health.
- Target contacts in universities and educational institutions to participate and/or facilitate discussions around professionalizing leadership and management in health.
- Use the LMA section to highlight other organizations' experiences in overcoming leadership and management challenges.
- Use LeaderNet to host other leadership and management awards either from MSH or other organizations.

Recommendations for the Mainstreaming Team

Key results:

- Twenty-six percent of respondents visited this section.
- Three percent of respondents mentioned ever using the LDP facilitator materials. Seven percent used the management and leadership

competencies or the *Leading and Managing Framework*, 5% mentioned using *Managers Who Lead*, and 3% used the *Challenge Model*.

- Forty-nine percent of respondents said they had ever facilitated a leadership and management course or program.
- Members are interested in resources and/or seminars regarding teaching/coaching.

Recommendations:

- Continue to update the materials and resources in this section and look for new methods of communicating this information such as audio files with accompanying PowerPoint presentations.
- Make the tools in this section more visible to other users (send out email announcements, post a link in the *Resources* section of LeaderNet that would take you to the *Facilitator* section).
- Include other tools for facilitating leadership and management courses/programs in this section.
- Use a discussion board as a distance coaching mechanism.

Recommendations for the Scale-Up Team

Key results:

- Seventy percent of respondents visited the *Forum/Seminar* section of the website.
- Eighty-five percent of respondents participated in the site by reading seminar/forum materials.
- Forty-eight percent and 36%, respectively, think reading/downloading resources and sharing work experiences were the most useful aspects of LeaderNet.
- Seventeen percent have used leadership and management resources, and 14% have applied practices that they gained from LeaderNet.
- Forty-three percent said they had strengthened teamwork as a result of applying the tools and practices gained from LeaderNet.
- Eighty-five percent of respondents expect to get up-to-date information on leadership and management from LeaderNet.
- Seventy-two percent expect to gain leadership skills, and 69% expect to gain management skills from LeaderNet.
- Seventy-two percent are interested in reading/writing blogs about leadership and management in health.
- Sixty-two percent are interested in downloading podcasts about leadership and management.

Recommendations:

- Send monthly updates or bulletins to members with up-to-date information on leadership and management, experiences from the field, and upcoming events on LeaderNet.
- Continue to hold forums/seminars on a variety of topics related to leadership and management in health.
- Create and maintain blogs of members' experiences and best practices.
- Create podcasts or audiofiles to present information in a new way.

Conclusion

LeaderNet strives to offer a wide variety of options for self paced continuous learning, but the multilingual seminar with its ability to enable experience exchanges across the boundaries of geography and language remains at the heart of the LeaderNet experience. This survey contains lessons for the Mainstreaming, Scale up and Global Leadership teams. Using LeaderNet has become one important way to leverage LMS face-to-face work and offer it to a wider audience in order to achieve our mandate of scaling up and mainstreaming leadership and management tools and approaches worldwide.

II. Background

The Leadership, Management and Sustainability Program (LMS) has provided leadership and management development to more than 5,000 managers from developing countries all over the world. These managers participate in virtual and face-to-face leadership development programs. Upon finishing these programs, participants are ready to take their new learning and self-awareness back to the workplace to effect change. Many of them run into a wall of obstacles, with no peer network or resources to consult, and no coach to keep them inspired. The majority of participants rely on informal contact with program facilitators for advice and continued support. Furthermore, due to the decentralization of health care systems and the urgent need to scale up services to combat HIV/AIDS, tuberculosis, and malaria, many graduates of these programs are becoming facilitators of leadership development programs in their own countries and need resources and support to build their skills. LeaderNet, a global community of practice, was created in response to these needs.

LeaderNet specifically defines a community of practice as a group of people who participate in experience sharing and learning in a specified technical area—in this case leadership and management—that is grounded in their everyday work as leaders and managers in the health field of developing countries. The LeaderNet website to date includes:

- Information and resources in Spanish, English, French, and Portuguese,
- Facilitated multilingual online forums and seminars designed and delivered by top management and leadership experts,
- A leadership development facilitator section with resources and tools,
- Availability of networking opportunities and resources for the professionalization of leadership and management in pre- and in-service programs,
- A section for individual members to set up their own blogs,
- The Leadership and Management Award (LMA) where team success in achieving results is celebrated.

To improve the quality of LeaderNet offerings and activities, evaluations have been conducted regularly after every forum and seminar. However, this marks the first time that a full survey of LeaderNet members has been carried out to document their use of leadership and management resources and their interests and needs moving forward.

III. Objectives

The goal of the survey was to improve the website and provide LeaderNet members with better opportunities for learning and sharing. The specific objectives of the survey were:

3. To document members' use of the management and leadership resources and tools available on the LeaderNet website, and
4. To assess the current needs of members in order to improve the LeaderNet website.

The survey addressed the following research questions:

1. How do members interact with LeaderNet?
2. Which activities held on the site and which sections are the most useful to members?
3. How have LeaderNet members used the leadership and management resources, knowledge or practices obtained from LeaderNet in their work?
4. What organizational improvements have come about as a result of members' participation in the LeaderNet community of practice?
5. What prevents LeaderNet members from accessing LeaderNet?
6. How satisfied are members with the breadth and quality of LeaderNet offerings? What else should be offered via LeaderNet?
7. What suggestions does the LeaderNet membership have for encouraging greater member initiated exchange of information and discussions?

IV. Study population, inclusion and exclusion criteria

The criterion for inclusion in the survey was that the participant be a registered member of LeaderNet. The only exclusion criterion was that respondents could not be a member of the LeaderNet management team.

V. Methods

The survey was carried out through two modalities: web-based using Survey Monkey and by email. The survey was made accessible through email, as some members may have found the length of time or dial up costs necessary to respond to the web-based survey prohibitive. Respondents could use either method to complete the survey. More importantly, the web-based survey made it possible to reach all members of LeaderNet in over 40 countries, something that would have been difficult using a traditional mail survey.

The survey questions were first developed in English and tested using both web-based and email methods among several MSH personnel. Based on their feedback, the survey implementers revised and finalized the questions. The survey was translated into the four primary languages of the LeaderNet membership: Spanish, English, French, and Portuguese.

The membership email list was generated using the roster of LeaderNet members in the administrative section of the website which permits sending bulk emails to the four language groups. To encourage response, we provided members with a plain text format and sent a reminder to complete the survey. All participants received a first email informing them about the survey and stressing the importance of responding. The second email contained the plain text email version of the survey and a link to the survey on Survey Monkey. Lastly, a follow-up message was sent to express appreciation to those who participated in the survey and reminded those who had not yet submitted their survey to do so.

VI. Data collection

The survey was launched on November 26 and closed on December 10, 2007. In order to incorporate responses received by email, we manually input the responses from email surveys into the web-based survey. All four data sets in the different languages were then downloaded to Excel and merged in order to analyze the results.

VII. Results

The original list of LeaderNet members consisted of 1,066 email addresses for all language groups. Of those, 557 were English speakers, 278 were Spanish speakers, 140 were Portuguese speakers, and 95 were French speakers. The 23 email addresses belonging to LeaderNet management team members were eliminated, reducing the sample size to 1,043. Duplicates or functionally equivalent entries (the same names listed but with different email addresses, or the same email addresses but with different names) were also eliminated, reducing the sample size by 43 entries, and yielding 1,000 entries.

Of the 1,000 email addresses, many were returned as undeliverable, further reducing the final sample by 50 for English speakers, 56 for Spanish speakers, 13 for French speakers, and 40 for Portuguese speakers yielding a final sample of 841 members. Among 841 eligible members, 133 completed the survey either online or via email for a response rate of 16%. Although this response rate is not overwhelmingly high, it is within the normal range

of response rates for web-based surveys, which typically run in the 10 – 30 percent range. Given the international, largely developing country nature of this respondent group with known communication difficulties, 16% was considered an acceptable response rate.

Characteristics of the study sample

Table 1 summarizes the characteristics of the sample. Among the four language groups, English speakers made up approximately half of the total sample. Spanish speakers accounted for 34% of the total sample population, and the remaining respondents consisted of 11% French speakers and 7% percent Portuguese speakers.¹ Based on the eligible population, the response rates for each language group were 11% for English, 16% for French, 16% for Spanish, and 6% for Portuguese speakers. Concerning gender distribution of the sample population, 19 respondents (14%) did not indicate gender. Of those specifying gender, 54% were female and 46% were male.

In terms of organizational affiliation, of the respondents that answered this question, the largest percentage (41%) indicated that they work for a non-governmental organization. Twenty one percent work for a government agency, and each of the remaining groups accounted for less than 10 percent. With respect to profession, one-fourth of respondents classified themselves as managers (26%). Doctors made up 18% and nurses only 8% of the sample. Other professions such as Editor in Chief, social worker, and nutritionist made up 18%. Respondents were able to select more than one response for their profession. Approximately half of total respondents indicated that they had ever facilitated a course on leadership and management.

¹ Totals do not add up to 100% due to rounding

Table 1. Characteristics of the Study Sample

Variable	Frequency	Percentage
Language		
English	64	48
French	15	11
Spanish	45	34
Portuguese	9	7
Gender		
Male	52	46
Female	62	54
Organization		
Government	28	21
Non-governmental organization	55	41
Faith based organization	1	1
Community organization	1	1
Academic institution	10	8
Private agency	6	4
Donor	5	4
Other organizations	6	4
Non-response	21	16
Profession		
Manager	34	26
Administrative assistant	17	13
Doctor	24	18
Nurse	11	8
Consultant	16	12
Academic	18	14
Public Health practitioner	20	15
Other profession	24	18
Non-response	20	15
Ever facilitated a course/program		
Yes	65	49
No	47	35
Non-response	21	16
Age	Mean	95% Confident Interval
	44	[42 – 46]

Interactions with LeaderNet

Table 2 shows members’ interactions with LeaderNet, including information related to the duration of membership and frequency of visits.

Approximately half of the total respondents have been members between

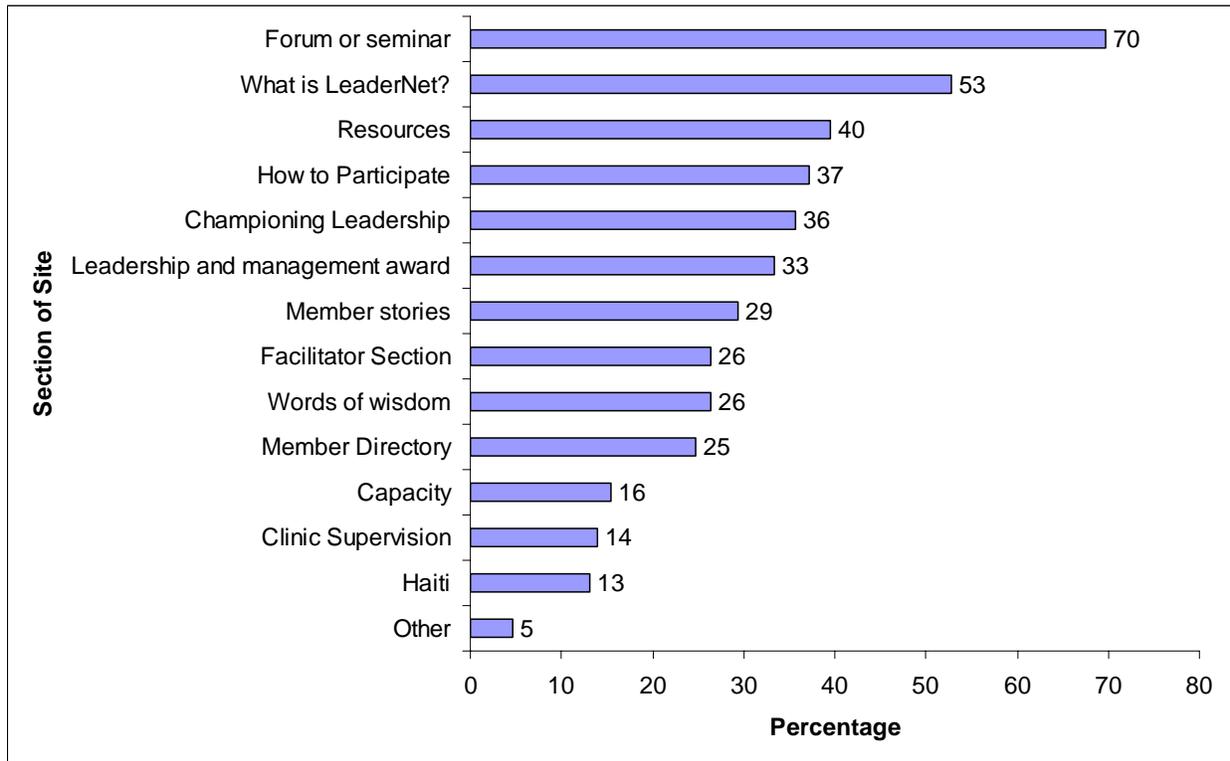
one and three years. It is worth noting that those who have been a member for 4 years or more were less likely to respond to the survey (13%). Almost 50% of total respondents reported visiting the LeaderNet website more than 10 times since their initial registration. About one in three respondents reported visiting the site less than four times since their initial registration. It is unknown if this one-third are very recent members, since the web-based survey does not track respondents' names in order to determine their date of registration on LeaderNet.

Table 2. Interactions with LeaderNet

Variable	Frequency	Percent
Duration of membership		
Less than a year	49	37
1-3 years	66	50
4 years or more	18	13
Frequency of visits to website		
More than 10 times	59	44
5-9 times	34	26
1-4 times	39	29
Non-response	1	1

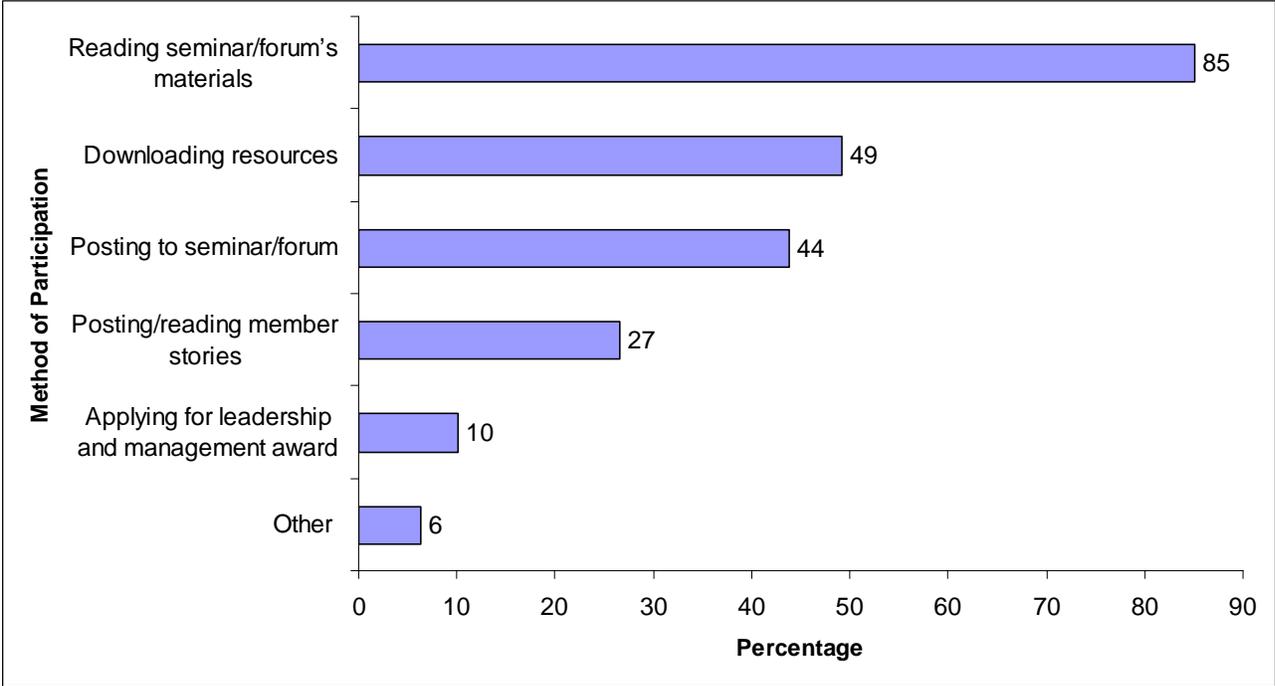
The LeaderNet website consists of multiple sections, and member usage is determined by tracking members' visits to these sections. Ninety-seven percent of respondents answered this question where they were allowed to select multiple sections that they visited from the list provided (Figure 1). Among them, the *Forum or Seminar* section is the most visited with 70% of respondents indicating they ever visited this section. The next most visited section is the *What is LeaderNet?* section at 53%. Between 33 and 40% of respondents ever visited the sections *Resources*, *How to Participate*, *Championing Leadership*, and *Leadership and Management Award*. It should be noted that this survey was administered immediately following the launch of the *Championing Leadership* section, which may be one reason for the relatively high percentage of respondents who have ever visited that section. The least visited sections were *Capacity*, *Clinic Supervision*, and *Haiti* of which two (*Capacity* and *Haiti*) are password protected sub sections for time-bound follow up of LMS leadership development programs.

Figure 1. Sections of the LeaderNet Website Ever Visited



Members can interact with LeaderNet in several ways such as posting to a seminar/forum discussion, reading materials, sharing stories through a blog, and downloading resources (Figure 2). Among those who responded to this question (96%), reading seminar/forum materials was the most popular activity on the LeaderNet website (85%). Posting to a seminar/forum discussion and downloading resources were the next most frequent methods of participation with 44% and 49%, respectively. Approximately, one out of every four members reported posting and/or reading member stories, also known as blogs. Only about ten percent of total respondents said they participated in the Leadership and Management Award (LMA). The LMA debuted in 2007 for the first time and only a select group was eligible to apply.

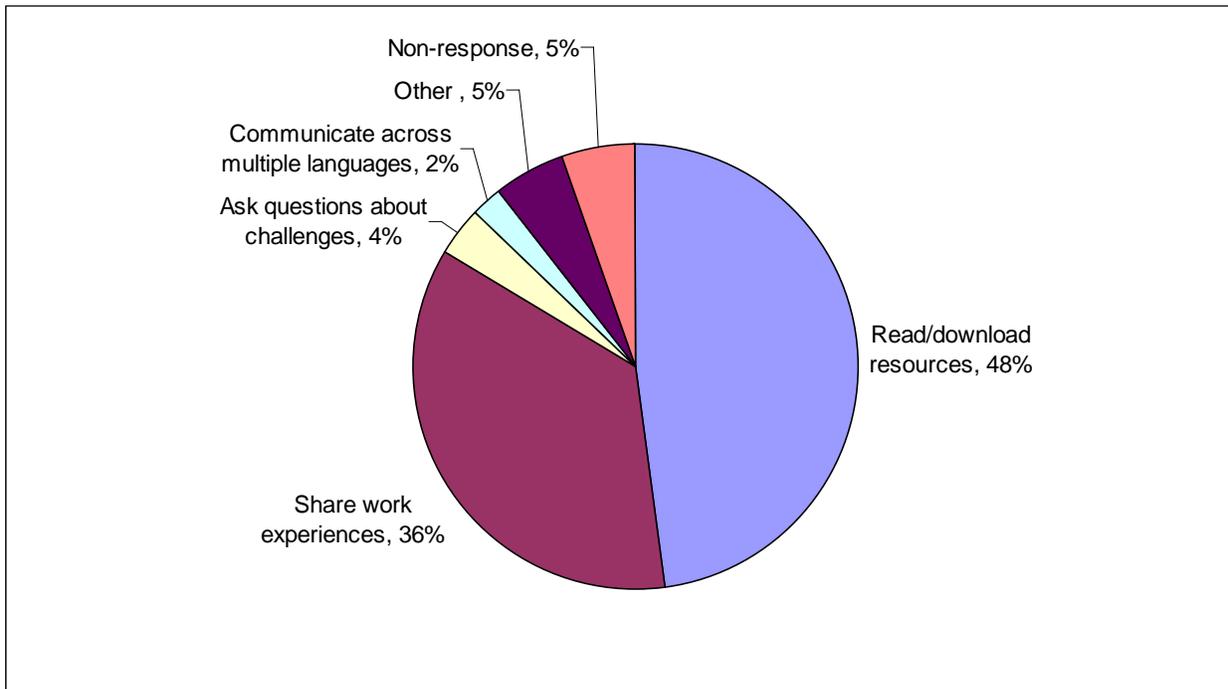
Figure 2. Methods of Participation in LeaderNet



Use of the leadership and management resources, knowledge, or practices

Scaling up use of leadership and management tools and approaches is a goal of the Leadership, Management and Sustainability program. Figure 3 provides descriptive data related to how members value different aspects of LeaderNet. *Reading/downloading resources* is considered the most useful aspect for 48% of respondents. For more than one-third (36%) of total respondents, *sharing work experiences* is the most useful aspect of the LeaderNet website.

Figure 3. Most Useful Aspects of the LeaderNet Website



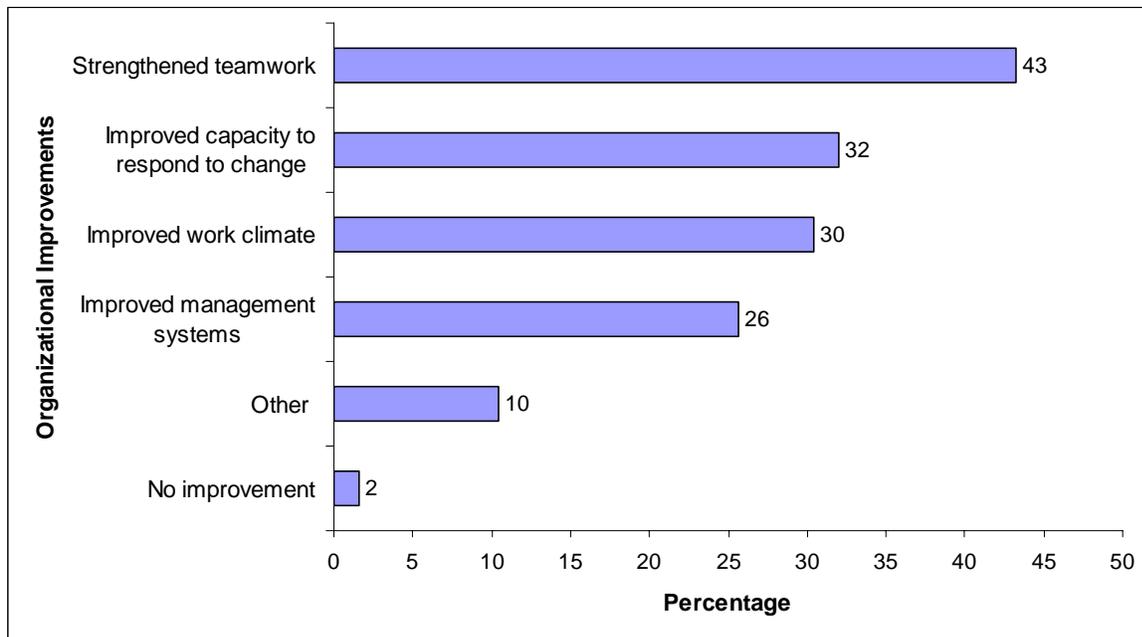
Most encouraging was the fact that 68% of respondents reported using a resource or knowledge/practice learned from the LeaderNet website in their work. Table 3 illustrates the different resources that respondents reported using. The two most common responses to this open-ended question were leadership and management at 17 and 14%, respectively. The *Leading and Managing Framework* (8%), *Managers Who Lead* (6%), *improving organizational/work climate* (3%), and the *Challenge Model* (3%) were among some of the other resources mentioned.

Table 3. Resources and/or Knowledge/Practices Learned or Used from LeaderNet

Variable	Frequency	Percentage
Leadership	15	17
Management	13	14
Management and Leadership competencies/Leading and Managing Framework (scanning, focusing, planning, aligning, mobilizing, inspiring, organizing, implementing, monitoring, evaluating)	7	8
Sharing experiences and best practices	5	6
Motivating others to strengthen their leadership and promote action	5	6
Managers Who Lead	5	6
Reading material from the Seminars/Forums and other sections of the site	5	6
Communication, dialogue, the SDI instrument used in the VLDP	4	4
Overcoming challenges/problem solving	4	4
Teaching with the example of leadership/developing MWL in universities	4	4
Team work/building	3	3
Improving Team/organizational/work climate (WCA)	3	3
Strategic planning	3	3
Challenge Model	3	3
Facilitator section tutorials	3	3
Documents on change management	3	3
Process of planning in FP (GEN)	2	2
Financial management	2	2
Coordination of HR and administrative action	2	2
Other	15	17

Figure 4 illustrates the organizational improvements achieved as a result of using resources or knowledge/practices obtained from LeaderNet. Of those indicating that they have ever used the resources or knowledge/practice learned from LeaderNet, 43% reported that teamwork was strengthened, 32% reported that they have improved their capacity to respond to change, 30% reported an improved work climate and 26% reported that management systems improved.

Figure 4. Organizational Improvements from Using Resources or Knowledge/Practice Learned from LeaderNet



Subjective appreciations of the degree to which participants would find other resources on LeaderNet useful are represented in Table 4. Articles on Leadership and Management (L&M) and L&M guides would be very useful to members. Among those who responded to these questions, at least 70% of respondents thought these two resources would be very useful. The proportion of respondents who thought *surveys and tools, technical reports, and more seminars/forums* would be very useful ranged from 40 to 47 percent, and the proportion rating them useful ranged from 51 to 56 percent. Fifty-nine percent of total respondents thought *related websites* would be useful and 35% thought they would be very useful.

Table 4. Potential Usefulness of LeaderNet Resources

Type of resource	Very useful	Useful	Not Useful
Technical reports	44	55	1
Articles on L&M	73	27	0
Leadership and management guides	74	26	0
Related websites	35	59	6
Surveys and tools	40	56	4
More seminars/forums	47	51	2

Access and Barriers

Understanding the way members access the internet and the barriers that prevent them from interacting with LeaderNet is crucial to providing accessible products to members. Over 75% of LeaderNet members indicated having access to the internet either in the office (56%) or at home (20%). One-third of respondents reported that they must pay for internet access.

With respect to the type of internet connection available to LeaderNet members, one out of four respondents uses DSL connection for internet access, ranking this type of connection higher than any other. The slowest type of connection using 28.8kbps modem accounts for less than one percent of total respondents. However, the majority of respondents (32%) do not know the type of connection they have and therefore the results from this question are inconclusive. Based on any type of connection, 81% of respondent use the internet to check email and access websites, only four percent indicated that they could not access websites (Table 5).

Twenty three percent of total respondents reported that they face certain challenges/barriers interacting with LeaderNet. Table 3 lists nine challenges/barriers and respondents were asked to select all that apply. The responses show that access related issues are not key barriers, but having time to spend for interacting with LeaderNet is a barrier. Of the 31 respondents who face challenges/barriers, 52% reported that they simply do not have time.

Table 5. Access and Barriers to LeaderNet

Variable	Frequency	Percent
Place of access to internet		
At home	26	20
In the office	75	56
Internet cafe	7	5
Other	4	3
Non-response	21	16
Pay for internet		
Yes	45	34
No	68	51
Non-response	20	15
Type of connection		
28.8kbps modem	1	1
56 kbps modem	9	7
ISDN cable modem	14	11
DSL	33	25
Satellite link	13	10
Do not know	43	32
Non-response	17	14
Accessing capacity		
Check email only	5	4
Check email and access websites	108	81
Non-response	20	15
Challenges/barriers interacting with LeaderNet		
Yes	31	23
No	82	62
Non-response	20	15
Type of challenges/barriers		
Lack of time	16	52
Must share computer at work	8	26
A poor telecommunication system	7	23
Costly connection fees	7	23
Frequent power outage	7	23
Lack of ICT skills	4	13
Must travel to access the internet	4	13
Government/organizational policy	1	3
Other	7	13

Members' Needs and Expectations

A quick assessment of members' needs and expectations can help us focus on and design new products and technologies on LeaderNet. In order to continue to improve the technology available on LeaderNet, we explored the use of cell phones, blogs, and podcasts amongst the membership. Eighty-one percent of total respondents reported having a cell phone. Key uses of cell phones are for voice/phone calls (99%), text messaging (68%), photos/video (20%), and emailing (11%). Only eight percent of respondents use their cell phone for accessing websites and less than one percent for downloading podcasts indicating that the use of a cell phone for internet access is minimal.

Overall, 26% of respondents read or write blogs and 12% subscribe to podcasts. Among those who read or write blogs their frequency of doing so ranges from more than one time a day to less than once a month (Table 6). Seventy-two and 62% respectively indicated interest in using blogs or podcasts to learn about leadership and management in health.

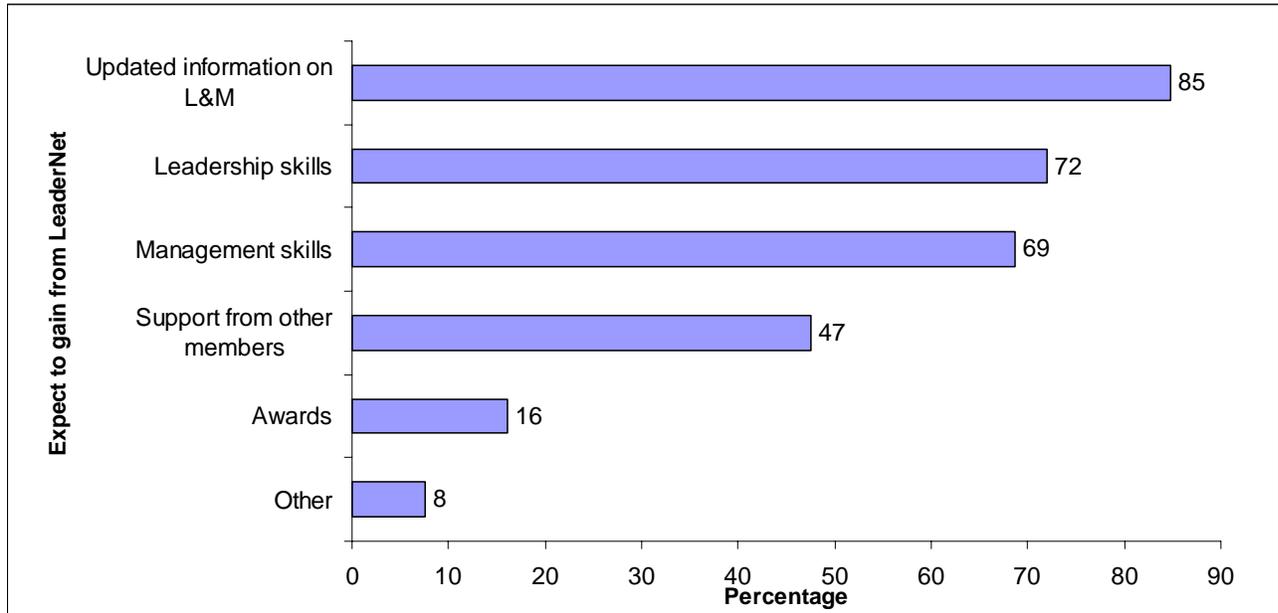
Table 6. Members' Needs and Expectations

Variable	Frequency	Percent
Cell phone		
Yes	108	81
No	4	3
Non-response	21	16
Use of cell phone		
Voice/phone calls	107	99
Text messaging	73	68
Accessing websites	9	8
Downloading podcasts	1	1
Emailing	12	11
Photos/video	22	20
Other	4	4
Write or read blogs		
Yes	34	26
No	77	58
Non-response	22	16
Frequency of writing/reading blogs		
Less than once a month	14	11
1-4 times a month	7	5
2-6 times a week	8	6
More than one time a day	5	4
Interested in writing/reading "blogs" about L&M		
Yes	96	72
No	14	11
Non-response	23	17
Subscribe to "podcasts"		
Yes	16	12
No	95	71
Non-response	22	17
Interest in subscribing to "podcasts" about L&M in health		
Yes	82	62
No	24	18
Non-response	27	20

Figure 6 shows what participants expect to gain from their participation in LeaderNet. Of the 118 members who responded to this question, 85% of them expect to receive updated information on leadership and management

in health on a regular basis. Seventy-two percent of respondents expect to gain leadership skills, and 69% management skills. Almost 50% expect to gain support from other LeaderNet members.

Figure 6. Expectations of LeaderNet



Suggestions for improve sharing and learning on LeaderNet

The final section of the survey examined members’ suggestions on improving LeaderNet and its programs. When asked about what areas members would like to learn more about on LeaderNet, the majority (86%) of the 98 people who responded to the question mentioned leadership and management including project management, financial management, problem solving, and public administration, among others. The other areas of interest were teamwork/teambuilding (22%), monitoring and evaluation (19%), and human resources management (15%) (Table 7). The wide range of responses to this question indicates that members are interested in a variety of topics and need resources and training in topics surrounding leadership and management in health.

Table 7. Members' Areas of Need/Interest

Variable	Frequency	Percentage
Leadership & Management	84	86
Teamwork/Team building	22	22
M&E	19	19
HRM	15	15
Communication	10	10
Training/coaching methods	9	9
Experiences from others	7	7
Fostering change	7	7
Strategic planning	6	6
Negotiation	4	4
Professionalizing L&M	4	4
Public health topics	3	3
Advocacy	2	2
Other	15	15

Members were asked to provide information on what the LeaderNet team can do to enhance learning and sharing on the website. Although only 66% of respondents answered this question, a quarter of them said maintaining a live chat room or discussion board would facilitate sharing and learning (Table 8). Other responses included up-to-date information in the form of bulletins or case studies (12%), keeping things as they are (9%), face-to-face meetings (5%), and cleaning up/organizing the website (5%). Finally, when asked if they would recommend LeaderNet to someone else, 81% said they would and only three percent said that they would not.

Table 8. Improving Learning and Sharing Amongst Members

Variable	Frequency	Percentage
Chat room/discussion board	32	36
Bulletins, up-to-date information, case studies	16	18
Keep doing what you are doing	12	14
In-person meetings	7	8
Clean-up/organize site	6	7
Easier access to site	5	6
Use cell phones for communication	4	5
More virtual programs	3	3
Continuous education/training	2	2
Other	10	11

VIII. Discussion and Recommendations

The results from this survey will guide us in determining future programs and improvements on LeaderNet. Following are recommendations for the use of LeaderNet for each of the three main areas of the Leadership, Management, and Sustainability program.

Recommendations for the Global Leadership Team

The Global Leadership team oversees the *Championing Leadership* section (since renamed *Leadership in Action* section) and *Leadership and Management Award* (LMA) sections of LeaderNet.

Key results:

- 36% of respondents visited the *Championing Leadership* section for professionalizing leadership and management in pre- and in-service programs.
- Four percent report teaching in a university setting using leadership and the *Managers Who Lead* handbook as an example.
- Thirty-three percent of respondents visited the LMA section of LeaderNet and 10% participated in the LMA for 2007. This is expected as the LMA debuted for the first time in 2007 and was only marketed to past participants of the LDP and VLDP.
- Sixteen percent of respondents want to gain awards from LeaderNet.
- Reading/downloading resources and sharing experiences with others are the most useful aspects of LeaderNet.
- Thirty-six percent of respondents are interested in an ongoing, live discussion board to share experiences with others.
- Nine percent of the respondents are interested in teaching/coaching methods on leadership and management.

Recommendations:

- Use the live discussion board in *Championing Leadership* to promote sharing among members about their challenges, experiences, etc.
- Develop a database (map) for others to search where pre- and in-service programs for professionalizing leadership and management are taking place.
- Provide updated materials and tools from other countries for members to download and use and notify members of their availability.
- Hold a short forum or seminar around best practices that highlight a specific tool or practice in professionalizing.
- Target contacts in universities and educational institutions to participate and/or facilitate discussions around professionalizing leadership and management.

- Use the LMA section to highlight other organizations' experiences in overcoming leadership and management challenges.
- Use LeaderNet to host other leadership and management awards either from MSH or other organizations.

Recommendations for the Mainstreaming Team

The Mainstreaming team is responsible for the *Facilitator* section of LeaderNet, where members can access resources and facilitation guides for the Leadership Development Program (LDP) including *Managers Who Lead*.

Key results:

- Twenty-six percent of respondents visited this section. The low percentage is likely due to the fact that very few LeaderNet members have facilitated LDPs.
- Three percent of respondents mention ever using the LDP facilitator materials. Seven percent use the management and leadership competencies or the *Leading and Managing Framework*, 5% mention using *Managers Who Lead*, and 3% use the *Challenge Model*. These numbers are expected as the *Facilitator* section was new in 2007 and its use is dependent upon the number of LDPs delivered each year.
- Forty-nine percent of respondents said they had ever facilitated a leadership and management course or program.
- Members are interested in resources and/or seminars regarding teaching/coaching.
- Thirty-six percent of respondents think sharing work experiences is a very useful aspect of LeaderNet.
- Seventy-four percent of respondents think leadership and management guides would be very useful to them in their work.
- Thirty-six percent of respondents are interested in an ongoing, live discussion board to share experiences with others.

Recommendations:

- Continue to update the materials and resources in this section and look for new methods of communicating this information such as audio files with accompanying PowerPoint presentations.
- Make the tools in this section more visible to other users (send out email announcements, post link in the *Resources* section of LeaderNet that would take you to the *Facilitator* section).
- Include other tools for facilitating leadership and management courses/programs in this section.
- Utilize the discussion board to share experiences and best practices.
- Use the discussion board as a distance coaching mechanism.

Recommendations for the Scale-Up Team

The Scale-Up team oversees all of LeaderNet and has the ultimate objective of reaching a greater number of people with the resources available on the site.

Key results:

- Seventy percent of respondents visited the *Forum/Seminar* section of the website.
- Eighty-five percent of respondents participated in the site by reading seminar/forum materials.
- Forty-eight percent and 36%, respectively, think reading/downloading resources and sharing work experiences were the most useful aspects of LeaderNet.
- Seventeen and 14%, respectively, use leadership and management resources and practices that they gained from LeaderNet,
- Five percent use information and resources from LeaderNet's seminars/forums and other sections, and 5% use information from sharing their experience with others.
- Forty-three percent said they had strengthened teamwork as a result of applying the tools and practices gained from LeaderNet.
- Eighty-five percent of respondents expect to get up-to-date information on leadership and management from LeaderNet.
- Seventy-two and 69% expect to gain leadership and management skills, respectively, from LeaderNet.
- Eighty-six percent of respondents said they wanted to learn more about different aspects of leadership and management.
- Eighteen percent want bulletins and up-to-date information to help them share and learn amongst the membership.
- Seventy-two percent are interested in reading/writing blogs about leadership and management in health.
- Sixty-two percent are interested in downloading podcasts about leadership and management.

Recommendations:

- Send monthly updates or bulletins to members with up-to-date information on leadership and management, experiences from the field, and upcoming events on LeaderNet.
- Continue to hold forums/seminars on a variety of topics related to leadership and management in health.
- Create and maintain blogs of members' experiences and best practices.
- Create podcasts or audiofiles to present information in a new way.

- Continue to evaluate members' use of LeaderNet, benefits from LeaderNet, and their needs through surveys and evaluations at the conclusion of seminars, forums, and other activities.

IX. Conclusion

A limitation of this study includes the low response rate typical of web-based and email surveys so that the responses may not apply to the entire membership. For example, it is possible that the responders to the survey are more likely than non-responders to use the website and to apply the management and leadership resources LeaderNet provides.

Strengths of the survey include the following:

- It is the first time the LeaderNet membership has been asked about what they have applied from what they have learned from LeaderNet in leadership and management.
- Over two thirds of respondents have applied their learning indicates that even low cost virtual experiences such as those provided by LeaderNet can play an important role in building the leadership and management skills of a wide range of professionals working in health services and programs.

Another key finding is the important role that the virtual seminars continue to play. LeaderNet strives to offer a wide variety of options for self paced continuous learning, but the multilingual seminar with its ability to enable experience exchanges across the boundaries of geography and language remains at the heart of the LeaderNet experience. LeaderNet members also demonstrated an interest in newer kinds of virtual experiences through blogs and podcasts. The LeaderNet team will pilot downloadable audio files in its next seminar to gauge members' ease of use and interest.

There are lessons in the survey for the Mainstreaming, Scale up and Global Leadership teams. Using LeaderNet has become one way to leverage LMS face-to-face work and offer it to a wider audience in order to achieve our mandate of scaling up and mainstreaming leadership and management tools and approaches worldwide.