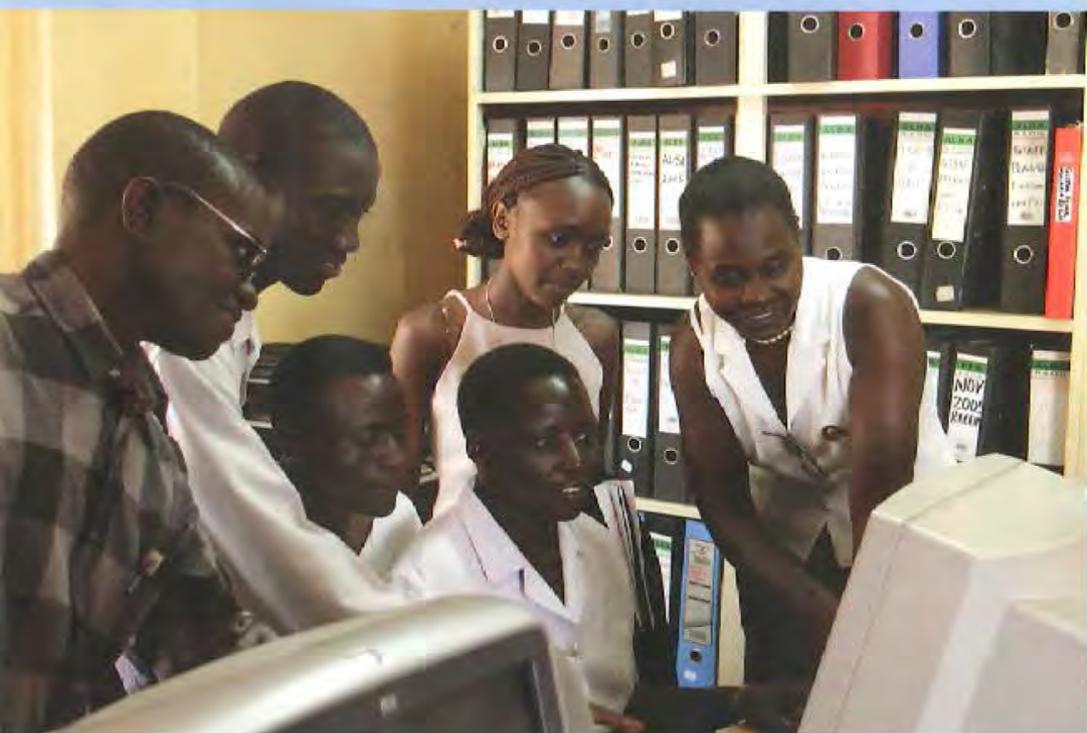


VLD P

VIRTUAL LEADERSHIP DEVELOPMENT PROGRAM



The Virtual Leadership Development Program (VLDP) is a unique approach to strengthening the leadership skills of health managers and their teams, focusing on facing real challenges in the workplace and achieving measurable results. The blend of on-line and on-site learning enables the participation of those who seldom have the time, resources, or opportunity to attend off-site programs.

www.msh.org/vldp

VIRTUAL PATHWAYS TO REAL RESULTS

VLDP

How does good leadership relate to the success of an organization and improved health outcomes? What are the key practices of leadership and management?

A COST EFFECTIVE, INNOVATIVE APPROACH TO LEADERSHIP DEVELOPMENT

The VLDP strengthens the leadership capacity of health teams to produce organizational results. The program uses a blended-learning approach—on-site team meetings combined with individual work done on the website. Rather than giving a few top-level managers off-site training for one to two weeks, the VLDP works with teams of 4–10 participants over a period of 13 weeks. Each delivery is capable of involving up to 120 participants. Teams can all be from a single country, located in several countries of a region, or scattered around the globe. The VLDP guides teams in identifying and addressing real organizational challenges while strengthening their leadership skills. After completing the program, teams receive follow-up support through LeaderNet, a virtual leadership network where they can access materials, exchange ideas, and participate in events.

FEATURES OF THE PROGRAM

- Designed for both public and private sector managers and their teams, the VLDP is easily integrated with other training and technical assistance.
- Key to the program's success is its active facilitation, provided by experts in leadership and organizational development.
- The program materials and workbook enable active participation.
- Teams, rather than individuals, enroll in the VLDP as they are more likely to produce organizational change.
- A blended learning model allows participants to stay in their work place and continue fulfilling their daily responsibilities.
- Results-oriented teams focus on addressing real challenges.
- Offered in Arabic, English, French, Portuguese, and Spanish, the program can be readily adapted to other languages.

Identifying Challenges

The foundation of the VLDP. How does identifying and addressing an organizational challenge lead to improved leadership? Teams analyze root causes and develop action plans.

Leadership Competencies

What are the values and competencies needed to become an effective leader? Through real-world examples, participants identify their strengths and weaknesses in leadership.

KEY OBJECTIVES

- Identify and address key leadership challenges.
- Focus on achieving organizational results.
- Align and mobilize people, systems, and resources.
- Inspire and recognize leadership opportunities for individuals, teams, and institutions.

“When most training programs end, they just go away. This program is different. It has stayed with us and developed our personalities and how we face challenges.”

—Participant, Iraq Ministry of Health

ORGANIZATIONAL REQUIREMENTS

Organizational

The VLDP is suitable for all types of public and private-sector health organizations, including direct-service organizations, capacity-building organizations, faith-based organizations, and National Commissions working in family planning/reproductive health, HIV/AIDS, and other public health areas.

Technical

- Reliable access to a computer connected to the Internet
- Minimum 28.8 Kb/s modem connection speed
- Internet Explorer 5.1 or higher

Time

Organizations must guarantee the participation of their team and provide at least four hours a week during the work week, including time for biweekly team meetings. Participants work in teams and individually on the program assignments and their identified institutional challenge.

Communication

Good leaders are also excellent communicators. What are the elements of the communications process and the principal barriers to effective communication?

Managing Change

What is the relationship between leadership and change? To bring an organization to a level of higher performance, leaders must manage change.

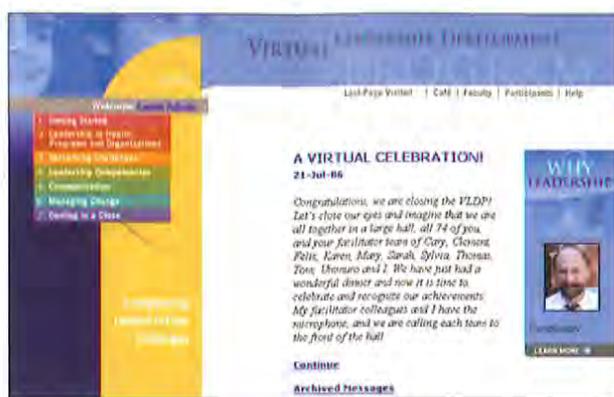
The VLDP Learning Modules

The VLDP is divided into seven modules—one to introduce the program and its objectives, five core learning modules, and a closing session. By the program's conclusion, teams have a results-oriented action plan in place to address their challenge.

SELECT TEAM RESULTS

VLDPs have been successfully delivered to health teams in National AIDS Commissions, NGOs, FBOs, and Health Ministries in Latin America, Africa, the Caribbean, Eastern Europe, Asia, and the Middle East. Evaluation studies have shown individual, team, and organizational results including improved self confidence, motivation, focus, and overall work climate among team members; strengthened leadership practices; and significant progress addressing organizational challenges. Examples of challenges addressed include:

- ➔ Increased HIV/AIDS knowledge and reduced stigma in church congregations by forming community support groups of HIV+ teachers and religious leaders (Kenya)
- ➔ Increased essential drug prescription filling for hospitalized patients from 75 percent to 90 percent (Guatemala)
- ➔ Integrated programs for home-based care and orphans and vulnerable children, resulting in an increase in number of patients served (Malawi)
- ➔ Expanded ART sites from four regional locations to more than 20 district-level centers, while reducing stock-outs of ARVs from 20 to 2 percent in one year (Uganda)
- ➔ Increased number of family planning users by 50% over the previous year (Uganda)
- ➔ Established timely in-country PCR testing in newborns of HIV+ mothers (Belize)
- ➔ Strengthened training programs for a network of midwives while increasing vaccination rates in remote areas (India)



The VLDP is supported by a user-friendly website, which includes the program materials, a "café" where participants can share experiences, and many other features that guide participants in strengthening their leadership capacities.

A TEAM FROM UGANDA

ReachOut Mbuya, a faith-based organization run by volunteers, provides a full range of support to people living with HIV/AIDS in Mbuya, a Kampala community of 60,000 residents. Founded in 2001 with three volunteers serving 14 clients, ReachOut expanded to serving 1,700 people through 200 volunteers and 11 programs just three years later.

Such rapid scale-up is not without growing pains. New organizational layers appeared, volunteers became managers and found themselves in over their heads. The organization needed better coordination, communication, and systems.

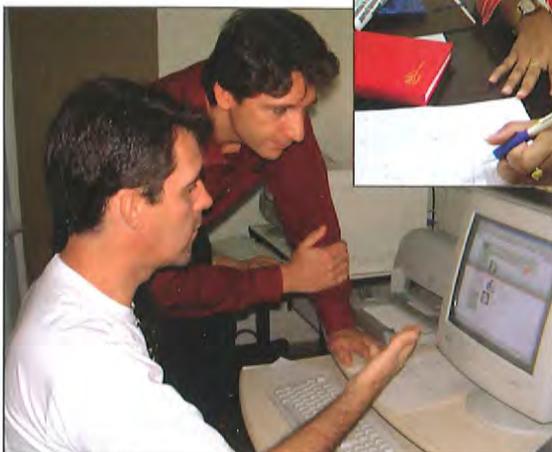
ReachOut enrolled in the VLDP in late 2004. A manager from each department participated with the hope of creating a leadership team. As a result of their participation, the team established regular management meetings, developed job descriptions and performance evaluations for staff, and created a planning system that involved the entire organization and included budgets for each team. "By coming together to develop workplans, we know what each other is doing and what part we are supposed to do," explained Joy Nannyunja, ReachOut's Microfinance Coordinator. "We now know that if we don't do something, we will put back the project." Managers feel confident in their leadership abilities and as a result new initiatives were established, such as male outreach.

Today, ReachOut serves more clients than ever. The VLDP participants remain close. "The module on communications was particularly useful," one participant remarked. "We were able to assess ourselves and then see how others viewed us. We were able to work on improving how we communicate with each other, with upper management, and with staff and clients."

"The VLDP taught us that leadership isn't about telling people what to do and then standing aside," explained Joanita Nambi, ReachOut's Communication Coordinator. "You need to be actively involved. It's about instilling the confidence in people so they can do their job and do it well." It seems the VLDP did just that.

"We had discussed [the challenge we selected] before, but the VLDP actually got us mobilized to complete it."

—Erika McGregor, Belize Ministry of Health



"I had never thought of myself as a leader. I did not know I had these skills. After the VLDP, I said: WOW. I now know how to organize and how to talk to people better—in my church, in my family, in my community and in my organization."

—Elsa Ouko, Kenerela, Kenya



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