



Center for Leadership  
In Public Health Practice

# Leading Health: Deeper Dive

*“Bringing your Whole Self into Collaborative Leadership”*

Marissa J. Levine MD, MPH  
Professor



UNIVERSITY of  
SOUTH FLORIDA

# Coalition Definition



a group of people, groups, or countries who have joined together for a common purpose.

[Britannica Dictionary definition of COALITION](#)

# Miami Dade Healthcare Preparedness Coalition

**Mission:** To protect the health and well-being of the people of Miami-Dade County's population through a continuous cycle of planning, preparedness and mitigation to effectively facilitate an improved response to all-hazards events.

- **Purpose**

The purpose of the Coalition is to provide coordinated effort in dealing with healthcare emergency preparedness and response capabilities of hospitals and community stakeholders in Miami-Dade County.

- **Goals**

To provide a forum for the healthcare community to interact with one another on a county level to:

- Promote emergency preparedness in healthcare settings
- Coordinate and improve the delivery of healthcare emergency response services
- Cultivate communication between county level organizations and community-wide emergency planning and response

# Leadership Defined

- ***“Leadership is a process by which an individual influences a group of individuals to achieve a common goal.”***
  - Northouse, P. **Leadership: theory and practice**. Ninth Edition Sage
- The American Public Health Association (APHA) defines public health leadership... ***“as the creation of conditions, especially in the face of uncertainty, to improve health through a population-level-focused and community-centered public health approach.”***
  - [APHA website](#) accessed 01 02 2024



# Question for You...

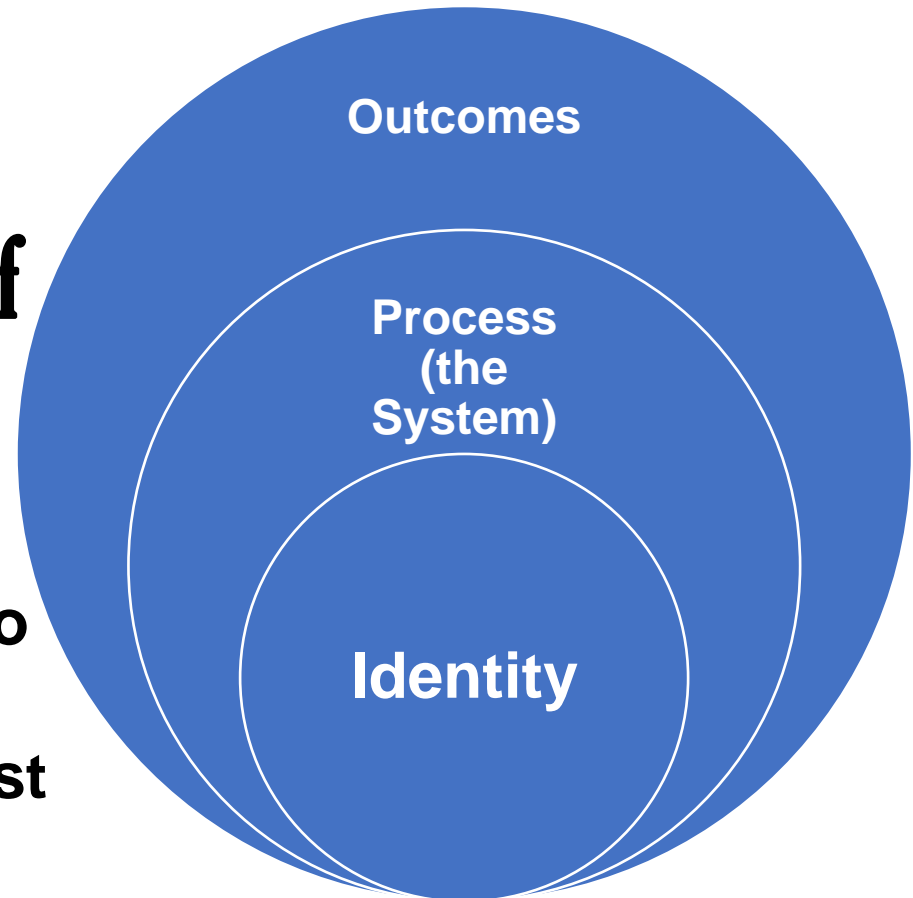
- **How many of you identify as a leader?**
- **How many of you identify as a crisis leader?**

# ATOMIC HABITS

by James Clear

**“Your current behaviors  
are simply a reflection of  
your current identity.”**

**Therefore, if you want to  
practice leadership  
behaviors, you must first  
identify as a leader!**



# Core Competencies for Public Health Professionals – Domain 8

## Leadership and Systems Thinking Skills

- “Leadership and Systems Thinking Skills focus on understanding and **engaging with cross-sector partners** and inter-related systems; **creating opportunities for collaboration** among public health, healthcare, and other organizations to improve the health of communities; **building confidence and trust** with staff, partners, and the public; **identifying emerging needs**; and **developing a shared vision** to engage with politicians, policymakers, and public health to advocate for the role of governmental public health.”

# Core Competency Tiers


- Tier 1: Front Line and Program Support Responsibilities.
- Tier 2: Program Management and Supervisory Responsibilities.
- Tier 3: Senior Management and Executive Leadership Responsibilities.



# Management versus Leadership

- **Managers do things right**
- **Leaders do the right things**
- **If everything is fine and there is no need to change, we don't need leaders, we just need managers**

Former Dean Donna Petersen  
adapted from Peter Drucker



**“...leaders manage  
words rather than  
managing people...”**

**Plowman The Leadership Quarterly 18 (2007) 341**

# The Job of the Leader...



**“To Produce  
Change and  
Movement”**

## How Does a Leader Accomplish That?

- ***Establishing Direction*** – Setting the vision [Growth/Strategic Mindset]
- ***Aligning People***– Seeking Commitment [Measurable Outcomes]
- ***Motivating and Inspiring*** – Empowering [Safety/Trust]

# Living in a VUCA world...

**Volatility**

**Uncertainty**

**Complexity**

**Ambiguity**

**Requires?**

# Leadership in a Post(?) COVID World Demands that We are Able to...

**Lead with our Whole Self** – Actualize self-awareness  
*[Challenge our Thinking and Connecting with our Feelings]*

**Lead with Others** – Actualize connection awareness  
*[Relating from a place of mutual respect]*

**Lead in Context-** Actualize System Awareness  
*[Enhancing and acting on our Sensing]*

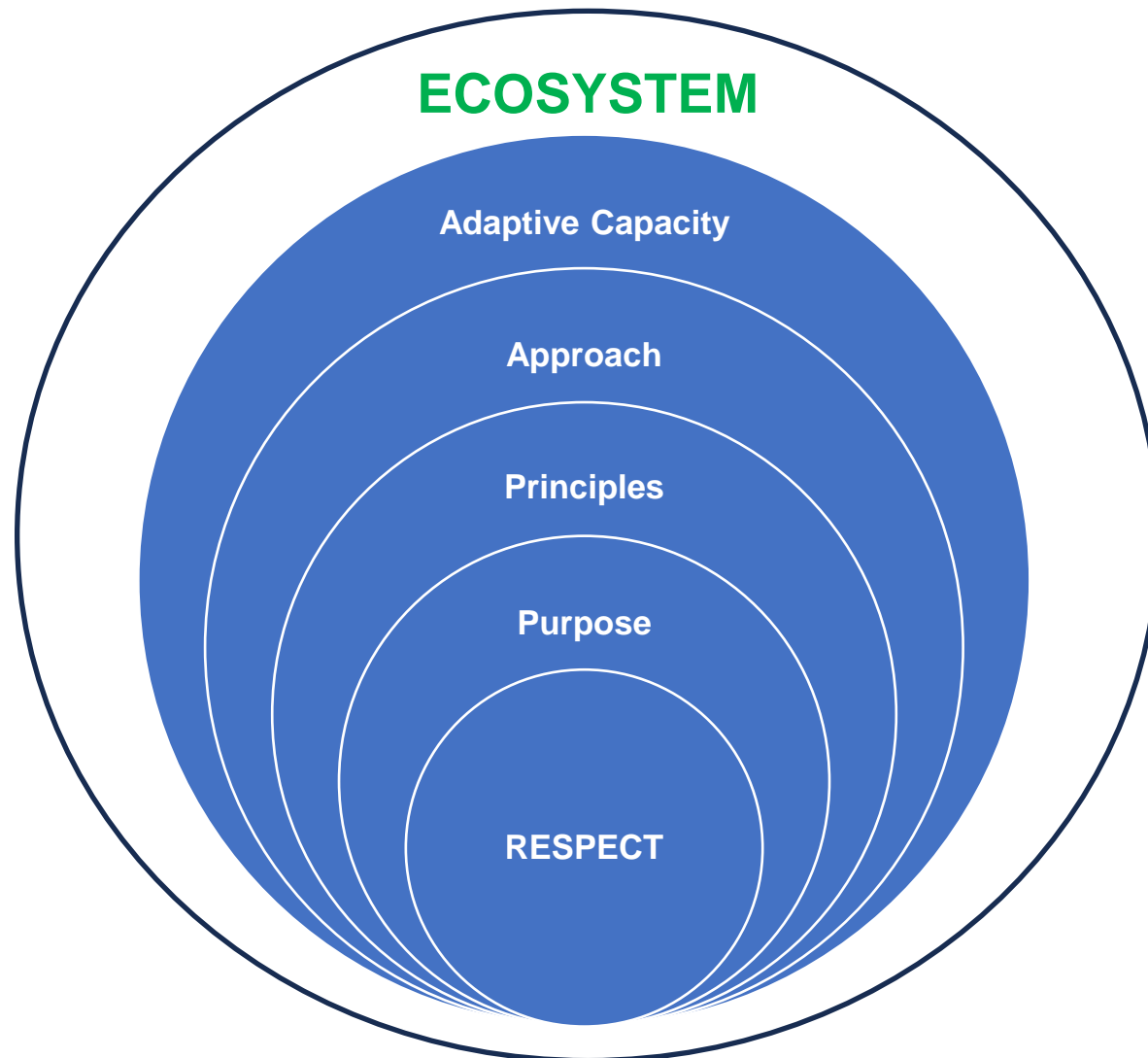
[Adapted from Hutchins, G. (2022) Leading by Nature. Wordzworth. UK.]

**Indigenous Wisdom –**

“Being in Right Relation” and “Healing Self and Systems”

***Melanie Goodchild***

# The Regenerative Collaboration Process

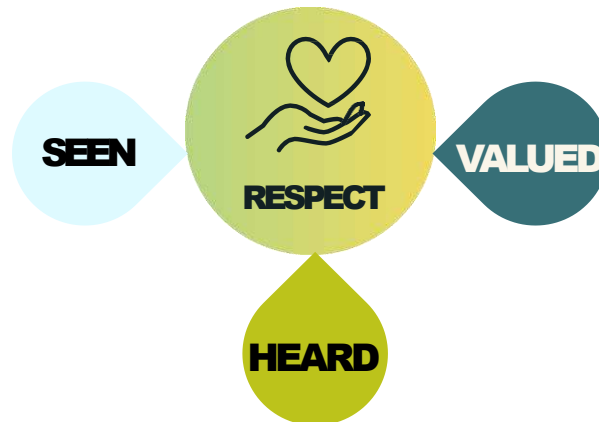


# RESPECT TO CONNECT MODEL

Employees connect when they feel Respected (Seen, Heard, and Valued).

**Noticed & acknowledged ... for simply being human.**

*"I'm glad you're here."*



**Recognized & rewarded for contributions.**

*"I see what you did there, and I will show you and everyone else that I appreciate you."*

**Have space to express opinions, ideas, & needs that are acted upon.**

*"I love hearing your opinions and what's going on with you."*

REDI Model from the book "Leading Inclusion". Copyright (c) 2022-2023 by Gena Cox. All rights reserved.

**To become a leader,  
one must first become  
a human being.**



**Confucius**



# Some Key Components of our Humanity

- Being present
- Relationships matter – the essence of our social being
  - Positive relationships are critical to our well-being
- “I think therefore I am?”
  - What we think **and feel** matters



- Building a solid foundation of strength upon which we adapt to our changing context
- Realizing that we are all people with our own unique stories  
*-Withholding judgement*

# 8 types of self care

**PHYSICAL**



nutrition  
exercise  
sleep

**MENTAL**



mindfulness  
self-talk  
therapy

**EMOTIONAL**



gratitude  
triggers  
journal

**SPIRITUAL**



meditate  
nature  
yoga

**INTELLECTUAL**



read  
learn  
hobbies

**ENVIRONMENT**



clean  
safety

**SOCIAL**



boundaries  
connection

**FINANCIAL**



budget  
save



# Purpose



# *Question to Ponder:*

**What is your leadership purpose?**



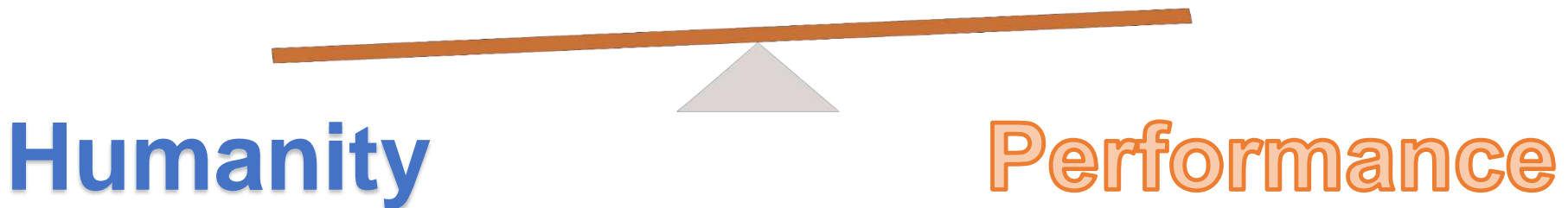
# Good Boss, Bad Boss – Robert Sutton


Consider two key areas of focus: ***Performance and Humanity***

I would call those

1. competency (focus on getting the outcomes that matter) and
2. doing it in a way that promotes well-being (caring, ethics, human rights and equity)

The Good Boss seeks balance:



A vibrant mountain landscape featuring a dirt path that winds through a lush field of wildflowers, including purple and white blooms. The background shows a dense forest of evergreen trees and rugged mountains under a bright blue sky with scattered white clouds. The overall scene is bright and natural, suggesting a healthy, thriving environment.

**Does your purpose  
include creating the  
conditions in which people  
can thrive?**

**Figure 2a.** *The Vital Conditions for Health and Well-Being Framework*



**Federal Plan for Equitable Long-Term Recovery and Resilience.**

Available at <https://health.gov/our-work/national-health-initiatives/equitable-long-term-recovery-and-resilience>

# Well-Being: The Cantril Self-Anchoring Scale

Developed by pioneering social researcher Dr. Hadley Cantril, consists of the following:

- *Please imagine a ladder with steps numbered from 1 at the bottom to 10 at the top.*
- *The top of the ladder represents the best possible life for you and the bottom of the ladder represents the worst possible life for you.*
- *On which step of the ladder would you say you personally feel you stand at this time? (ladder-present)*
- *On which step do you think you will stand about five years from now? (ladder-future)*

Cantril, H. (1965). *The pattern of human concerns*. New Brunswick, NJ: Rutgers University Press

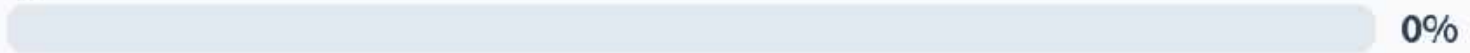


## On which step of the ladder would you say you personally feel you stand at this time? (ladder-present)

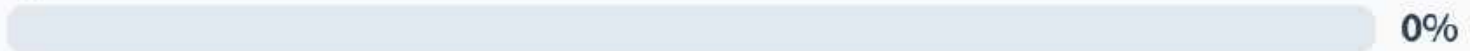
1



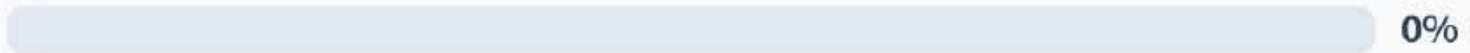
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3



4



5



6



7



8



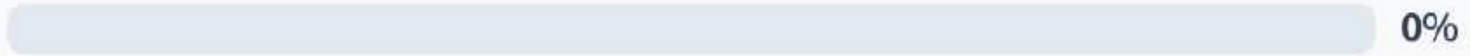
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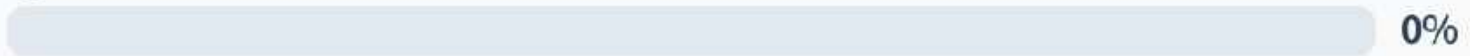
SEE MORE 

## On which step do you think you will stand about five years from now? (ladder-future)

1



2



3



4



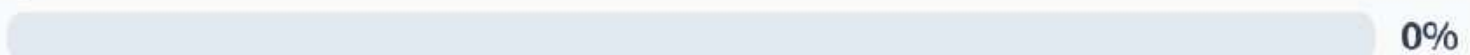
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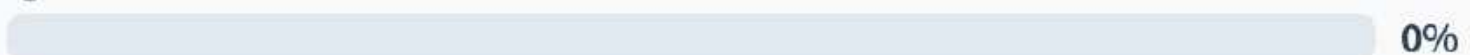
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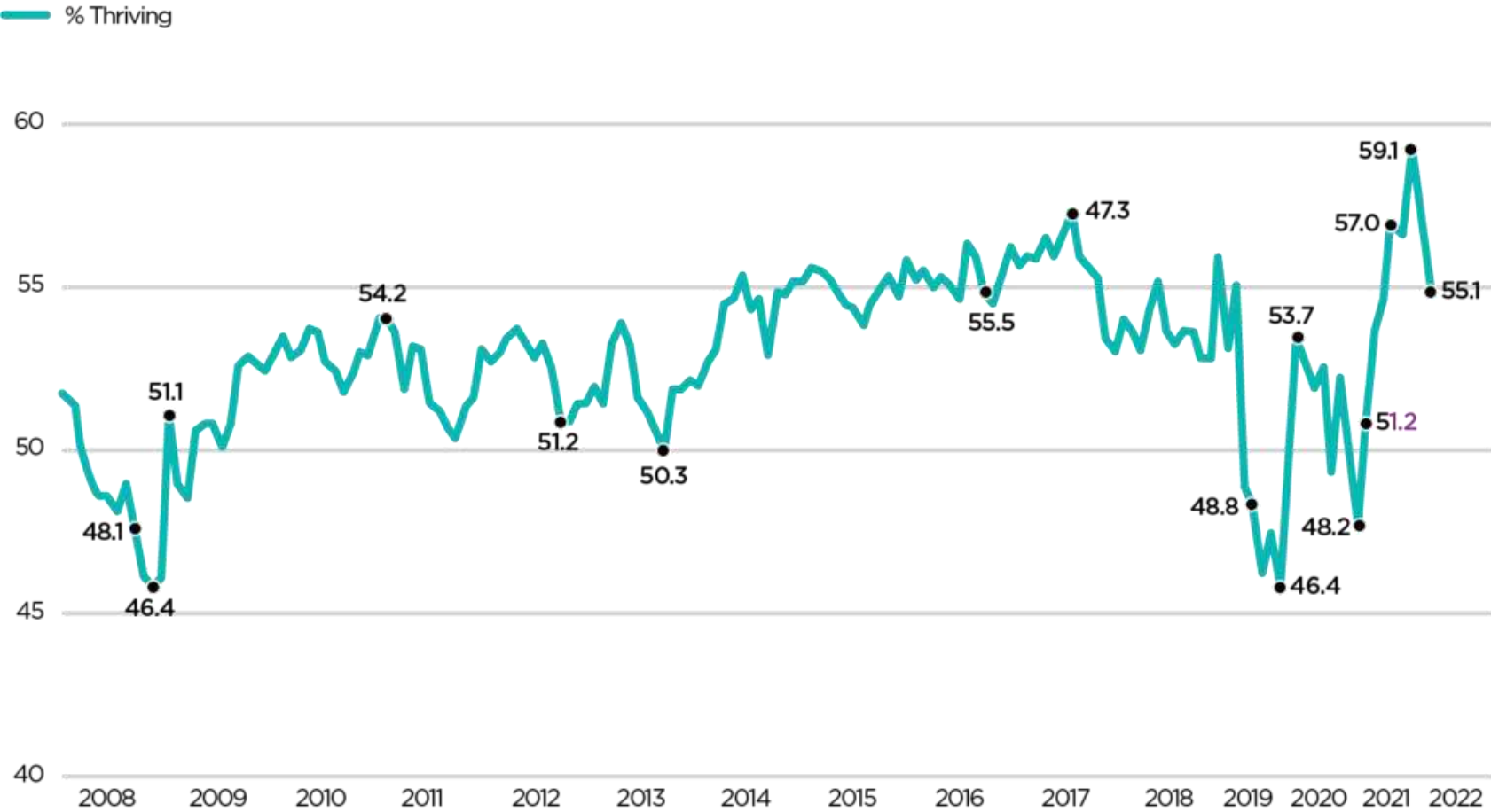


10

SEE MORE 

# Thriving as Measured by Gallup using Cantril's Ladder

## Life Evaluations of U.S. Adults



<https://thriving.us/why-thriving/>

# Thriving Together

Check out the following resources as you consider your coalition's leadership purpose:

- Thriving Together
  - <https://thriving.us/why-thriving/>
- Community Commons
  - The Science of Thriving Together
    - <https://www.communitycommons.org/collections/The-Science-of-Thriving>

# Framework for Understanding Human Well Being

**Levels:** Individual/Community/Civic

## Objective

*Uses administrative and survey-based data to quantify and describe assets and occurrences at each level*

- Based on predetermined criteria
- Independent of subjective awareness

## Subjective

*Collected at individual level and describe satisfaction with or perception of features, behaviors and events at all levels*

- Evaluative – life satisfaction assessment
- Eudaimonic – meaning and purpose
- Hedonic – pleasure or pain
- Flourishing – outcome of well being

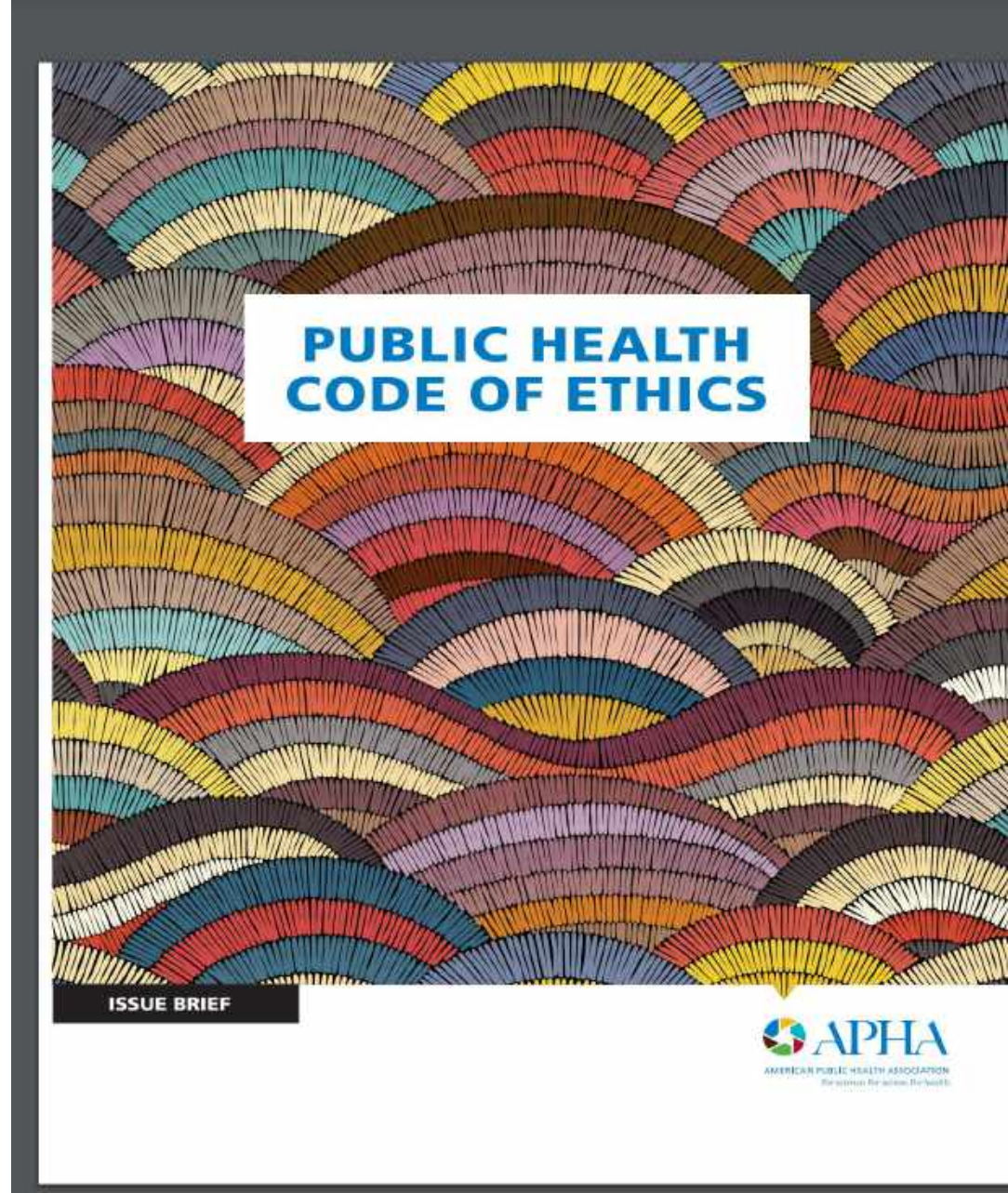
**Leadership is about creating  
and maintaining the conditions  
for health and well being...**



**...over a constantly shifting landscape...**

# Principles

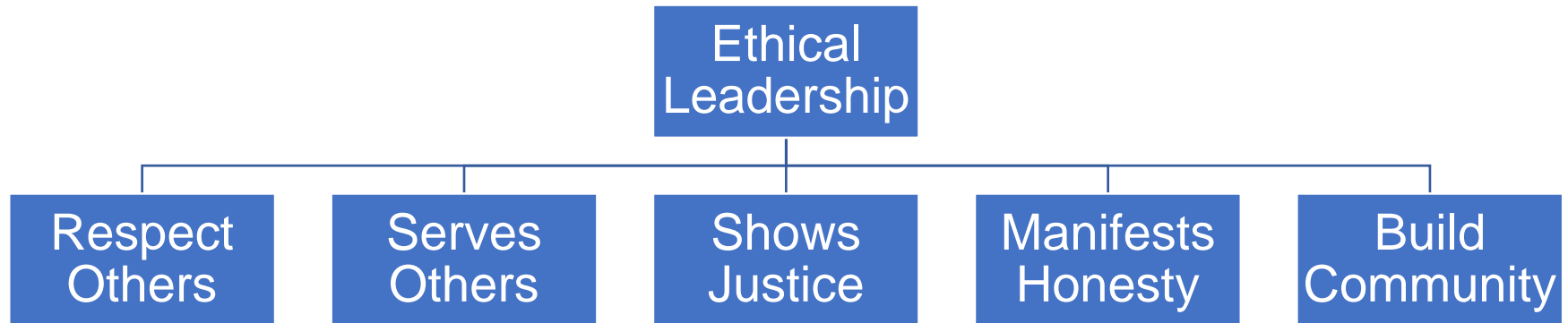
# Ethical Leadership



[https://www.apha.org/-/media/files/pdf/membergroups/ethics/code\\_of\\_ethics.ashx](https://www.apha.org/-/media/files/pdf/membergroups/ethics/code_of_ethics.ashx)



# Principles of Ethical Leadership



Northouse, P. (2019). *Leadership: Theory and Practice*. Eighth Edition. Los Angeles: Sage Publishing.

# Six Bases of Power

- Referent
- Expert
- Legitimate
- Reward
- Coercive
- Information



Northouse, P. (2019). *Leadership: Theory and Practice*. Eighth Edition. Los Angeles: Sage Publishing.

NEW YORK TIMES BEST-SELLER

# The FIVE DYSFUNCTIONS *of a* TEAM

A LEADERSHIP FABLE



PATRICK LENCIONI

AUTHOR OF THE NATIONAL BEST-SELLER THE ADVANTAGE



# The Five Dysfunctions of a Team

- **Absence of Trust (foundational)** - Vulnerability based
  - You can't trust leaders who don't know who they are
- **Fear of Conflict**
  - Great relationships are build on the ability to disagree
- **Lack of Commitment**
  - When people don't weigh in they don't buy in
- **Avoidance of Accountability** – behavioral accountability
  - Without trust, conflict or commitment, no courage to hold each other accountable
- **Inattention to Results**
  - Without holding people accountable to results, they will think results don't matter. Will focus on other things (self, budget etc) and not the true work of the team



**Trust is a function of two  
things:  
*Character & Competence***

From *Speed of Trust*, Steven RM Covey  
Summary courtesy of Tim Miller

# ***Trust flows from the inside out***

***Beginning with the self and ripples out in 5 waves.***

- **Self Trust**
- **Relationship Trust**
- **Organizational Trust**
- **Market Trust**
- **Societal Trust**

# Actions that Inspire Trust

- Act with Integrity
  - ***Make & keep commitments to self***
- Actions re: intent
  - Examine your motives – ask the 5 whys to get to your real intent – Am I motivated only by self-interest or by interest of all?
- Actions re: capabilities
  - Run with strengths – feed your strengths and starve your weaknesses. Team with others who are strong in your area of weakness.
- Actions re: results
  - Take responsibility for results – Results mind set asks: “Will what I’m doing now lead to the results I want?”

## BRAVING Trust – Brené Brown

- **B**oundaries (respect for)
- **R**eliability (reproducible, clear on limitations)
- **A**ccountability (willing to own mistakes)
- **V**ault (able to hold what is shared in confidence)
- **I**ntegrity (acting from a place of integrity = choosing courage over comfort, choosing what is right over easy and practicing your values)
- **N**on-judgement (not thinking less of self or others for asking for help)
- **G**enerosity (can assume the most generous thing about words and/or behavior)

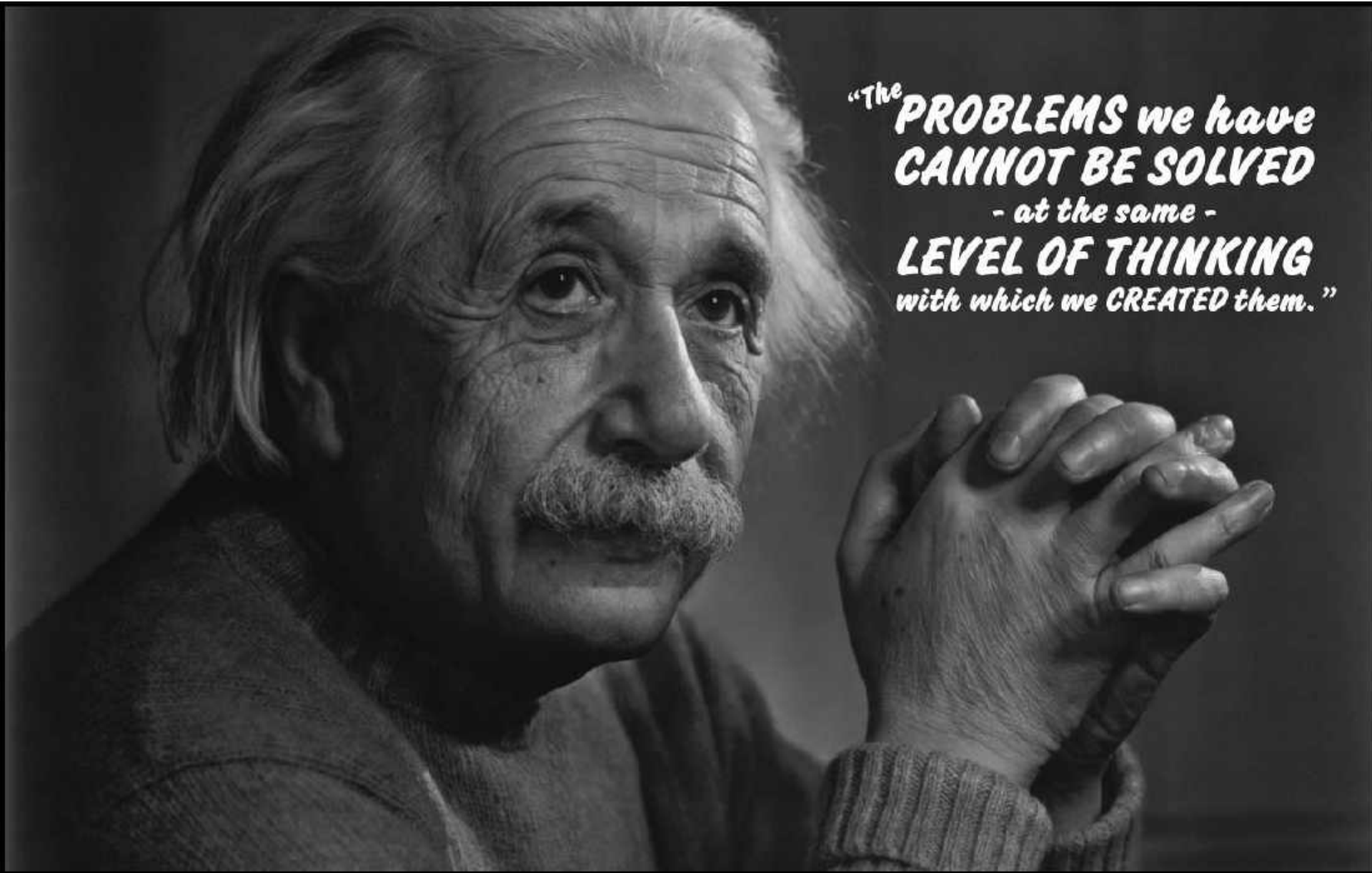


# A Leadership Approach to Enhance Adaptive Capacity

# **When Things Change Inside You, Things Change Around You**

**Anonymous**





*"The* **PROBLEMS** *we have*  
**CANNOT BE SOLVED**  
*- at the same -*  
**LEVEL OF THINKING**  
*with which we CREATED them."*

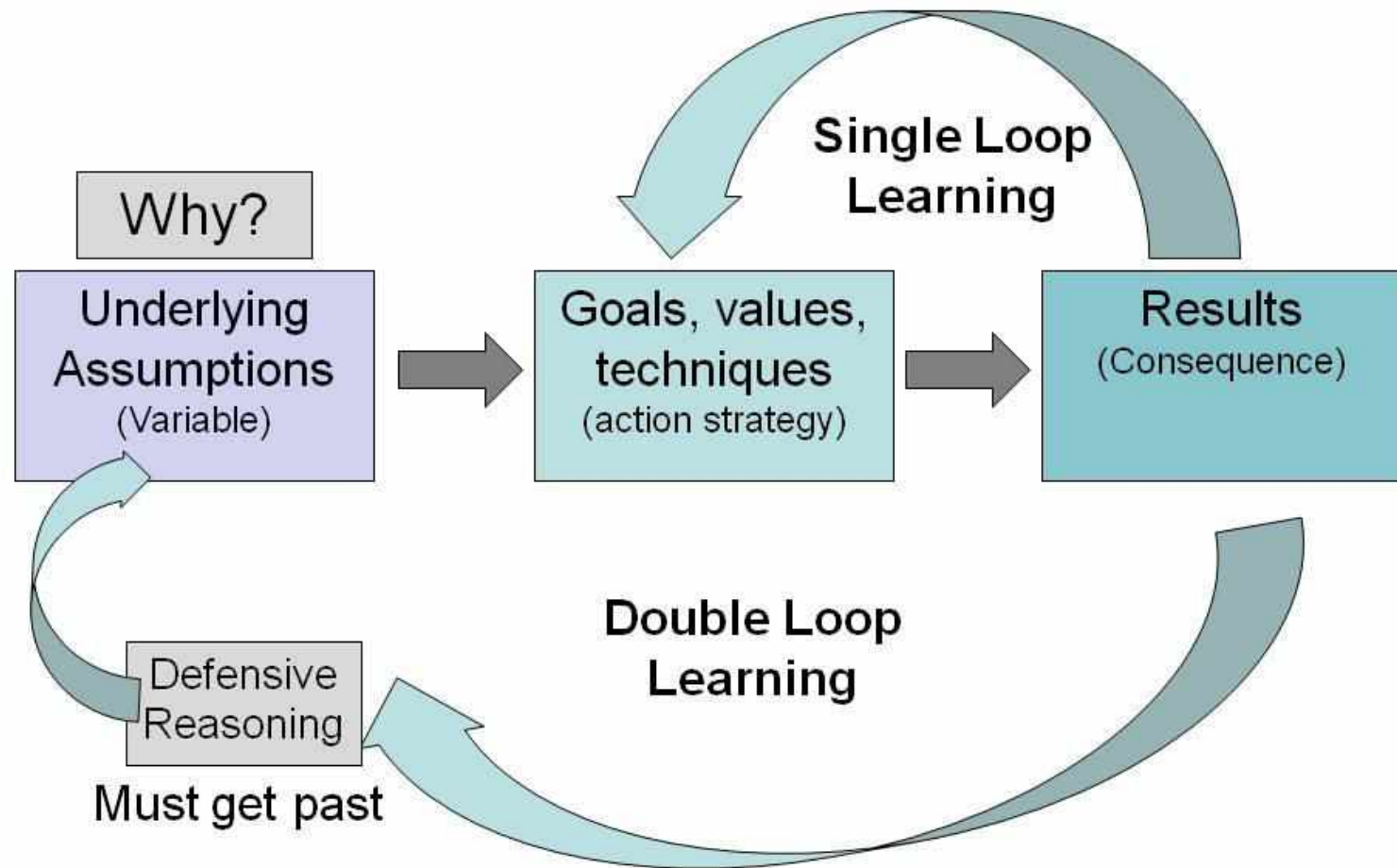


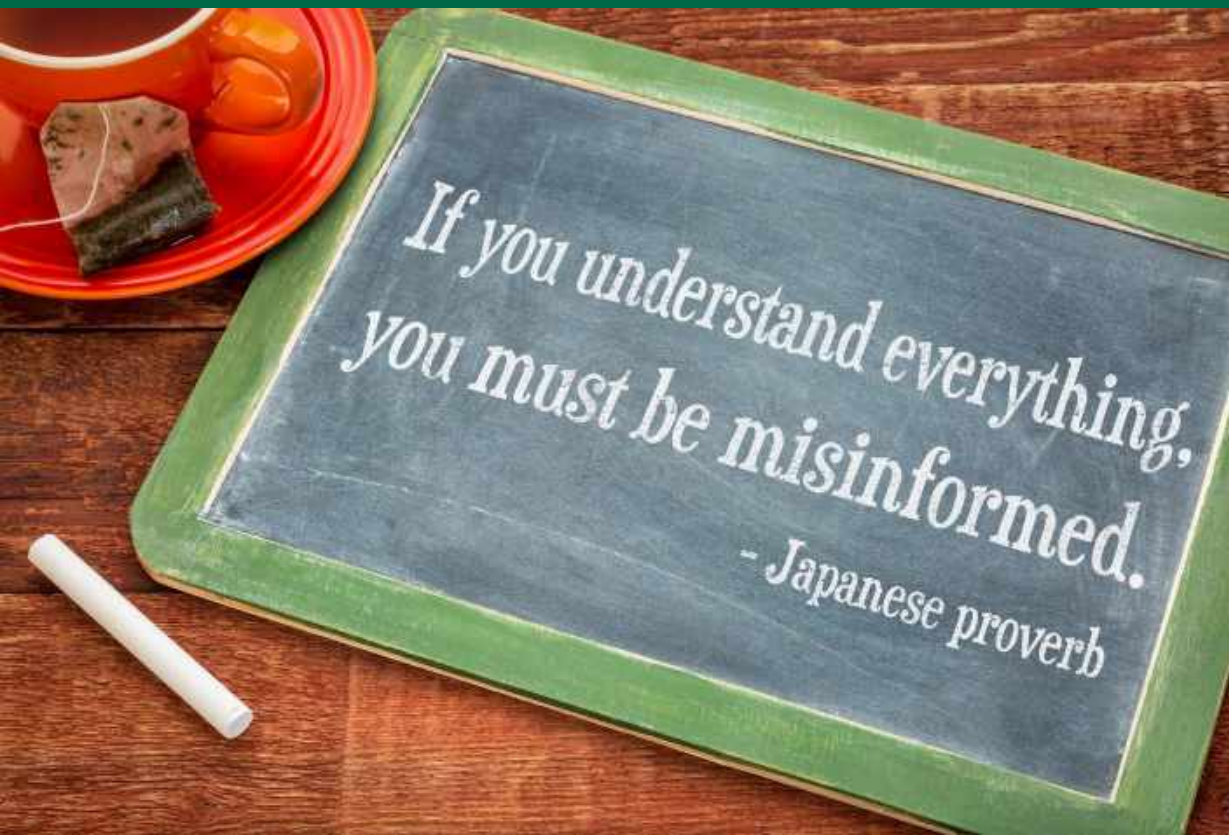
**This is the time  
for us to  
reimagine the  
thinking needed  
for our desired  
future to  
emerge**

***Requires Humility:***

Allows us to challenge our underlying beliefs and assumption and to learn

# Double Loop Learning: Argyris & Schön





# Humility

**“*Humility* is openness to new learning combined with a balanced and accurate assessment of our contributions, including our strengths, imperfections, and opportunities for growth.”**

**Analysis means taking something apart in order to understand it; *systems thinking* means putting it into the context of a larger whole.**



**Fritjof Capra**



**UNIVERSITY of  
SOUTH FLORIDA**

# Identity: I am Systems Thinking Leader

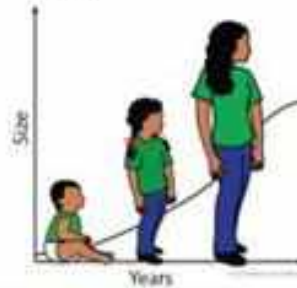




Seeks to understand the big picture



Observes how elements within systems change over time, generating patterns and trends



Recognizes that a system's structure generates its behavior



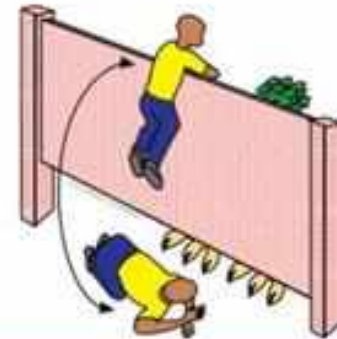
Identifies the circular nature of complex cause and effect relationships



Makes meaningful connections within and between systems



Changes perspectives to increase understanding



Surfaces and tests assumptions



**Habits of a Systems Thinker**



Considers an issue fully and resists the urge to come to a quick conclusion



Considers how mental models affect current reality and the future



Uses understanding of system structure to identify possible leverage actions



Considers short-term, long-term and unintended consequences of actions



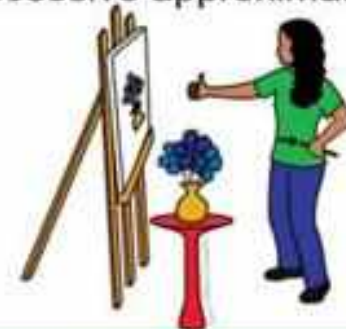
Pays attention to accumulations and their rates of change

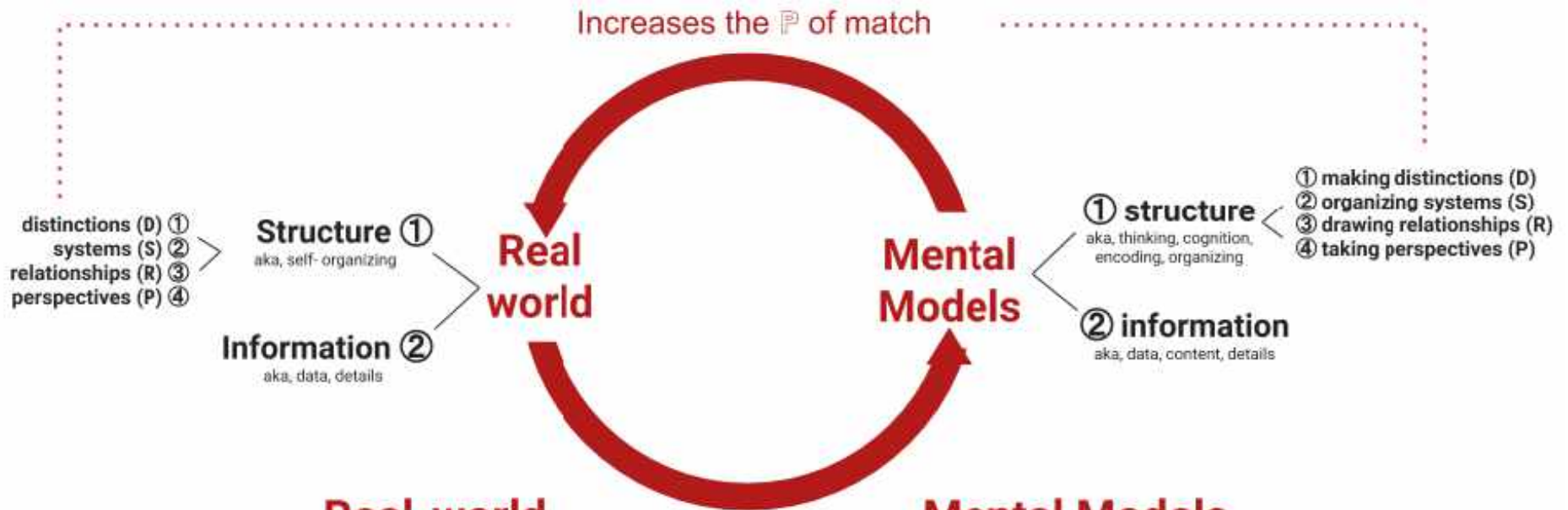


Recognizes the impact of time delays when exploring cause and effect relationships



Checks results and changes actions if needed: "successive approximation"





**Real-world**  
(CAS systems)

**Mental Models**  
(CAS Friendly)

# SYSTEMS THINKING



Mulyono, Y., Sukhbaatar, U., Cabrera, L. and Cabrera, D. (2021). "Hard" and "Soft" Methods in Complex Adaptive Systems (CAS): Agent Based Modeling (ABM) and the Agent Based Approach (ABA).. In, Routledge Handbook of Systems Thinking, (Eds) Cabrera, D., Cabrera, L. and Midgley, G. Routledge. London, UK.

# The DSRP Approach to Teaching Systems Thinking

- Making distinctions (D) between and among ideas.
- Organizing ideas into systems (S) of parts and holes.
- Identifying relationships (R) between ideas.
- Taking many perspectives (P) on an idea.

# DSRP Model – Cabrera Research Labs

*Distinctions (D)*  
“Information is selected,  
*Systems (S)* sorted, and *Relationships (R)* connected by  
*Perspectives (P)* frames of reference.”



# Systems Thinking – What is it?

[NEW Systems Thinking: A Little Film about a Big Idea](#)

*Please take notes on key points*



# The Power of DSRP

[Cabrera Research Group](#)

Patterns		Elements	
		Element <sub>1</sub>	Element <sub>2</sub>
Distinctions (D)	<b>Equals</b>  =    =	<i>identity (i)</i>	<i>other (o)</i>
Systems (S)		<i>part (p)</i>	<i>whole (w)</i>
Relationships (R)		<i>action (a)</i>	<i>reaction (r)</i>
Perspectives (P)		<i>point (p)</i>	<i>view (v)</i>

# Linear Systems:

- ...characterized by what is called the **superposition principles**. There are just two principles; the **additivity principle** and the **homogeneity principle**.
- **Additivity** states that when we put two or more components together, the resulting combined system will be nothing more than a simple addition of each component's properties in isolation.
- The principle of **homogeneity** states that the output to the system is always directly proportional to the input



## Non-linear systems:

## *The Powerful Secret of Non- Linear Systems*

- ...defined as those that defy the superposition principles. The **additivity principle breaks down** in nonlinear systems ... The **homogeneity principle** implies that there is no feedback loop over time, that things exist in something of a vacuum. But in non-linear systems feedback loops are inevitable.

**So...in non-linear systems  
(i.e all living systems)  
small changes in the right  
place and the right time  
can have large impacts**

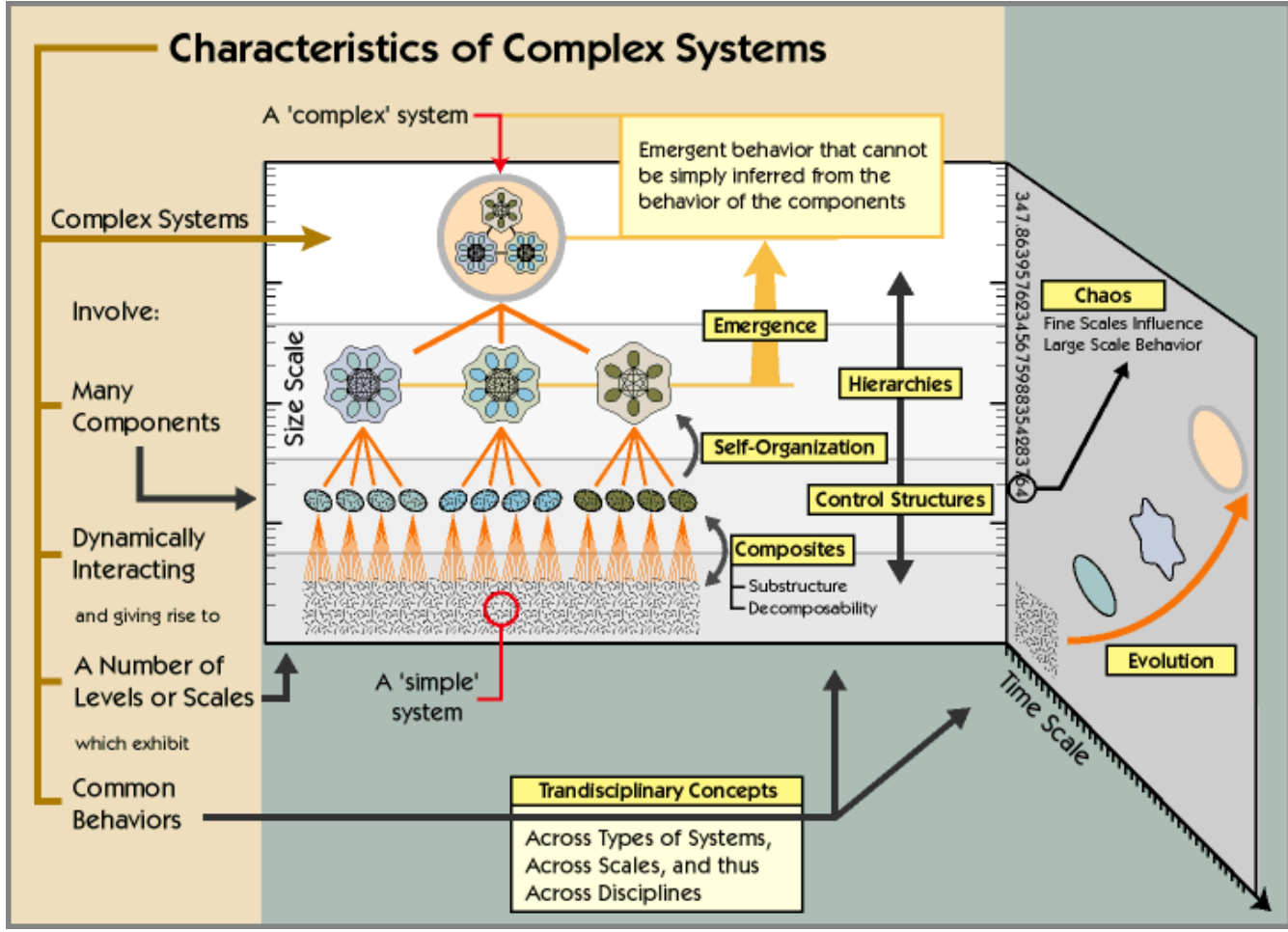
**The “not so  
secret”  
secret**



# A Real World Complex Adaptive System



<https://www.youtube.com/watch?v=dedVszDI9aE&t=1s>

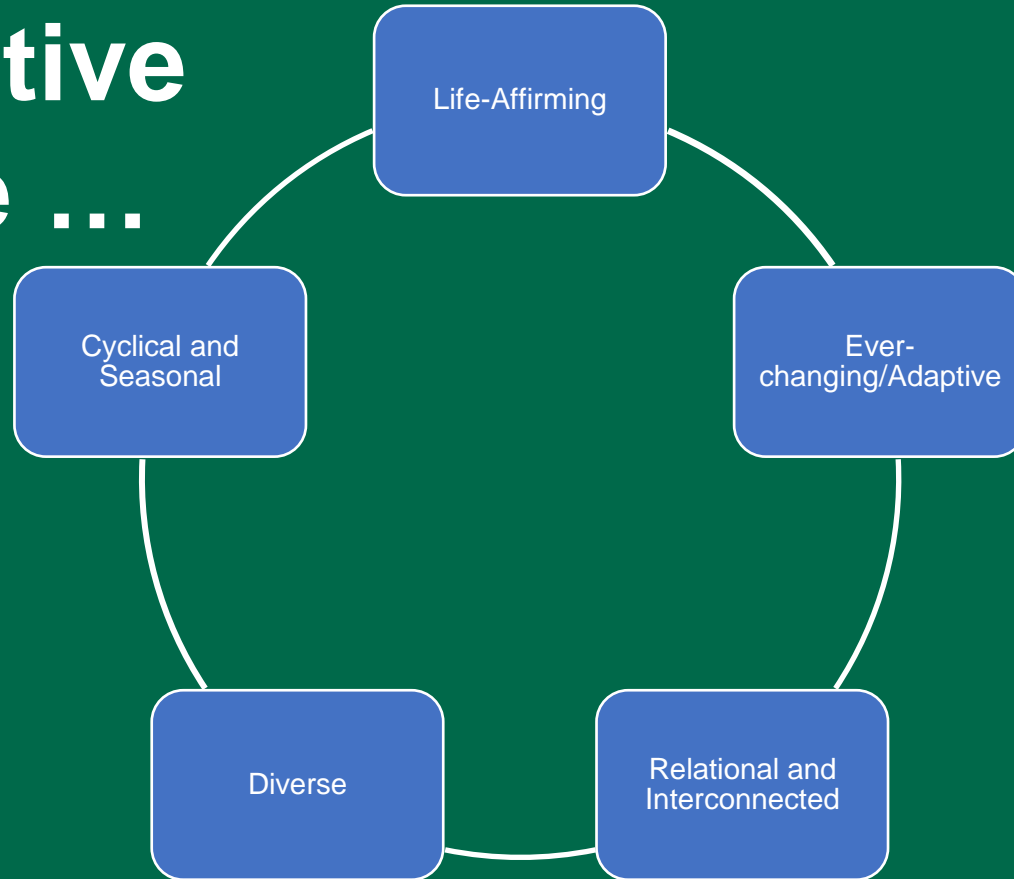


New England Complex Systems Institute. Graphic created by [Marshall Clemens](#)

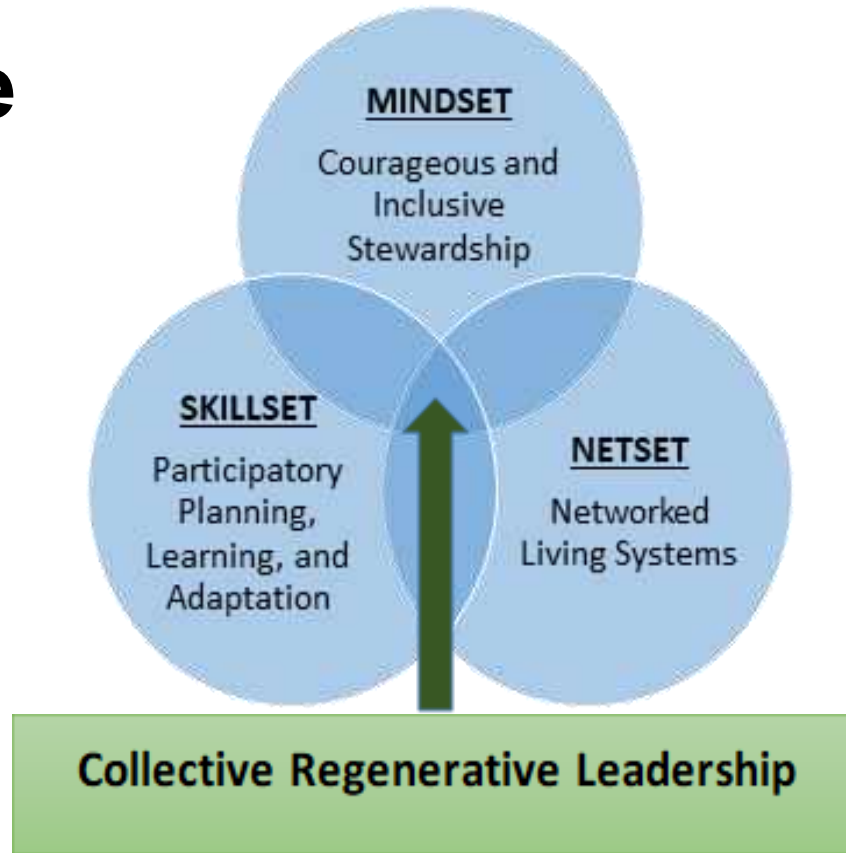
**As you continue your collaborative work, consider your communities as complex adaptive systems**



# A Regenerative Perspective ...



# Regenerative Leadership Theory of Change



# Crisis Leadership in the Current Public Health Context



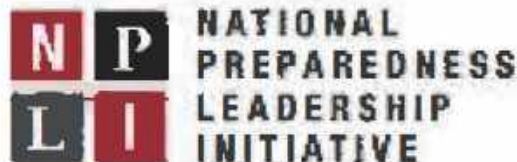
Adobe Stock | #93192189

Marissa J. Levine MD MPH



# Leading through Covid-19: A Meta-Leadership Analysis

Cross-cutting trends from January 2019 through August 2021



**HARVARD T.H. CHAN**  
SCHOOL OF PUBLIC HEALTH

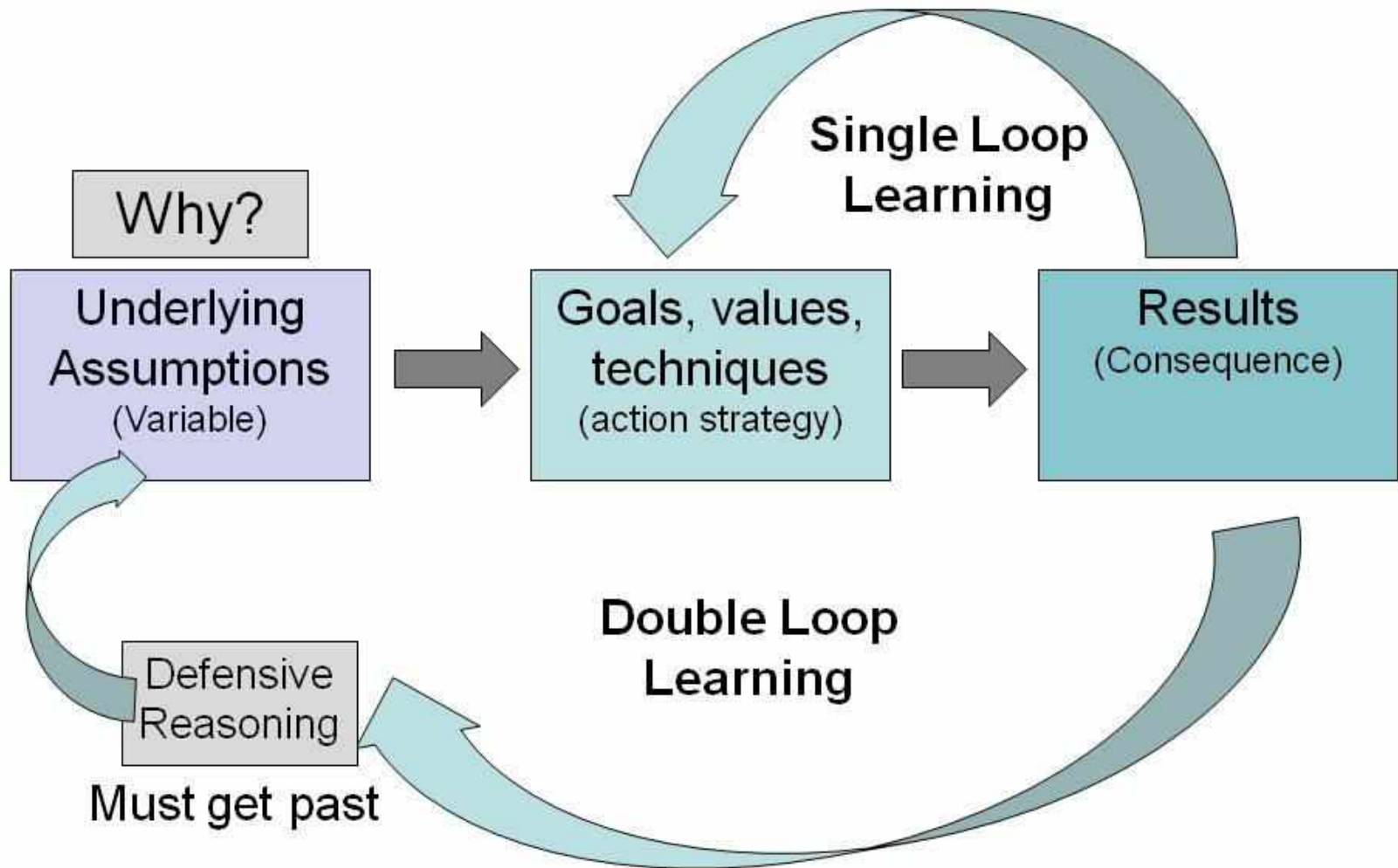


**HARVARD Kennedy School**  
Center for Public  
**LEADERSHIP**

The National Preparedness Leadership Initiative is a joint program of the Harvard T.H. Chan School of Public Health and the Harvard Kennedy School of Government, Center for Public Leadership.

**“Perhaps most significant is the evidence that the most resilient organizations are those that are committed to shifts in their mindset and double-loop learning”**

# Double Loop Learning: Argyris & Schön



## Understanding and managing cascading and systemic risks: lessons from COVID-19



**Based on the research conducted in this study, key characteristics that determine the risks associated with COVID-19 have been identified:**

- (i) interdependence, interconnectedness and cascading effects,*
- (ii) non-linear relationships,*
- (iii) feedback loops,*
- (iv) tipping points,*
- (v) being unnoticed,*
- (vi) uncertainty, and*
- (vii) dynamic.*

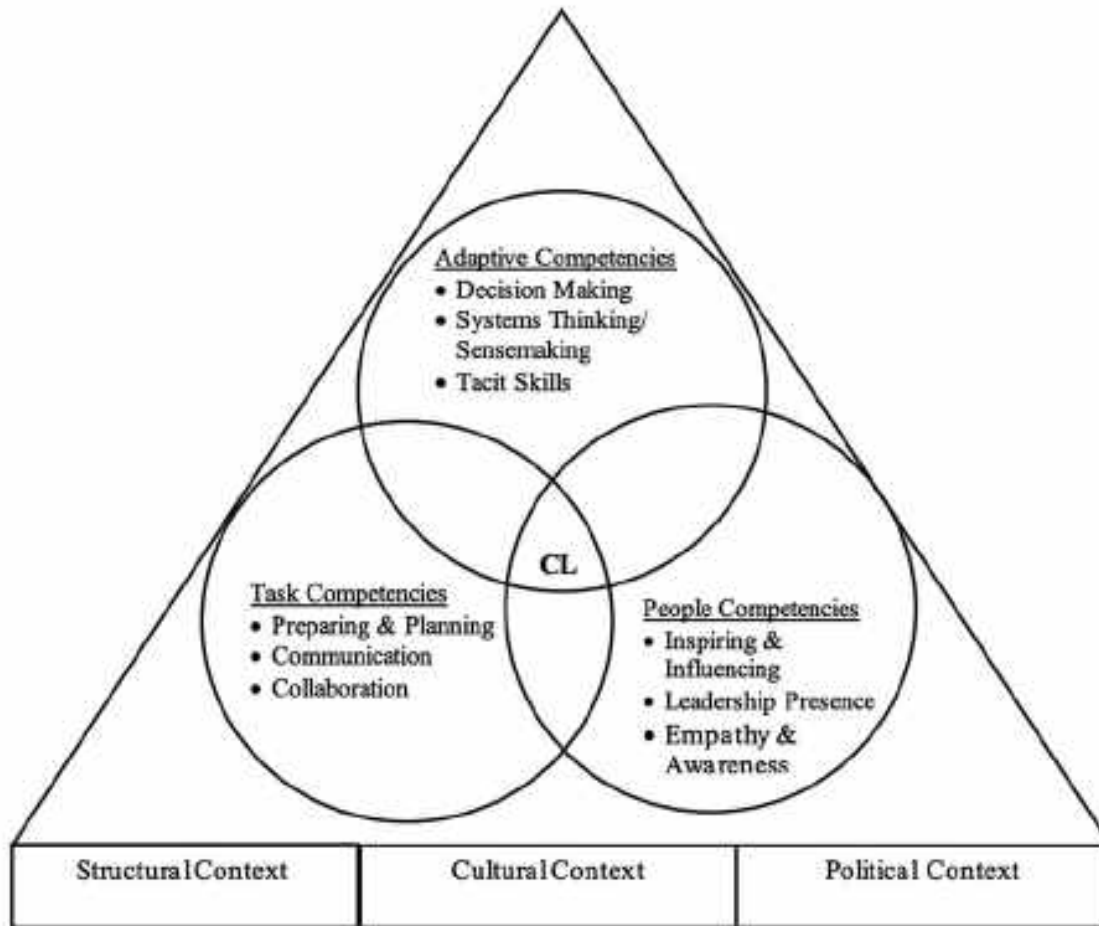
**Combined, these characteristics confirm the systemic nature of risks associated with the disease.**

**Understanding risks in the context of COVID-19 hence requires a *systems perspective*.**

# Lessons for Risk Management

- Considering the broad risk management categories:
  - (i) risk assessment,
  - (ii) risk interventions, and
  - (iii) monitoring and evaluation
- ***The UN report identifies the need for a greater emphasis on risk perceptions, risk communication, intervention dynamics and managing the interconnections of system elements and agents.***

# Crisis Leadership During Pandemics



**Figure 3.** Framework for crisis leadership (CL) during pandemic: Competencies and contextual enablers/barrier.

Sriharan, A. et al (2022) Public Health and Health Sector Crisis Leadership During Pandemics: A Review of the Medical and Business Literature. *Medical Care Research and Review*. 79(4) 475– 486

**Crises of the public's health  
are no longer limited to  
traditional PH emergencies...**

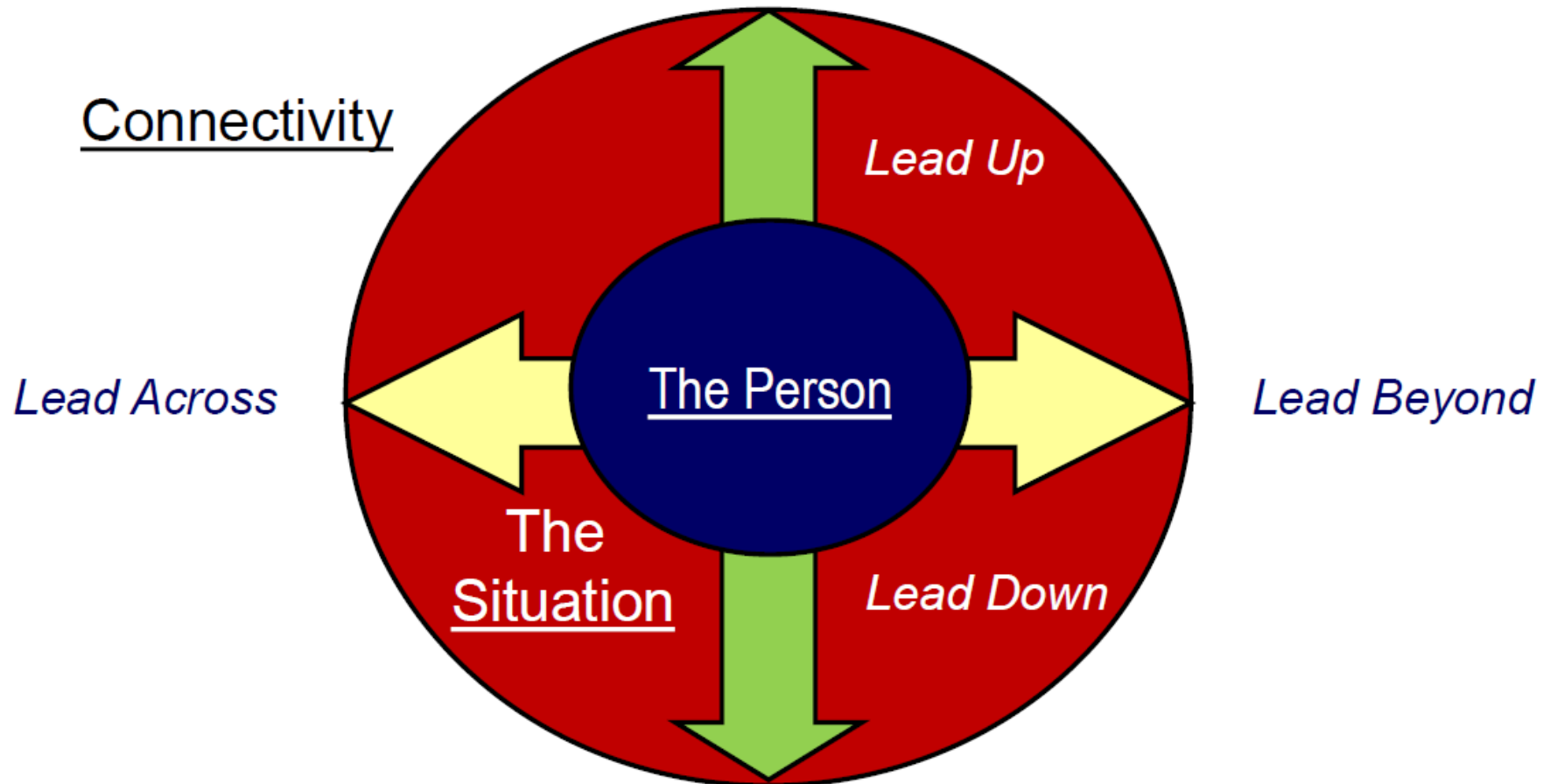


**...and decisions being made in other sectors will now be influenced by 'increasing risk contexts' adding to the complexity impacting leaders decisions**





# THE THINKING & PRACTICE OF META-LEADERSHIP



“How can I help make you a success?”

# Multi-sector Meta-Leadership Observations

## Key Observations:

- People First
- **Shifting from a reactive survival model to an agile, adaptive mindset was significant**
- Finding and providing a single source of truth
  - “driving to the knowns”
  - Creating a clear response vision
  - Providing consistent messaging
- **Making the crisis an opportunity for learning**
  - Moving from single loop to double loop learning
    - Leads to core shift in thinking and doing.
- The power of preparation
  - Preparedness pays off – consider it as an investment



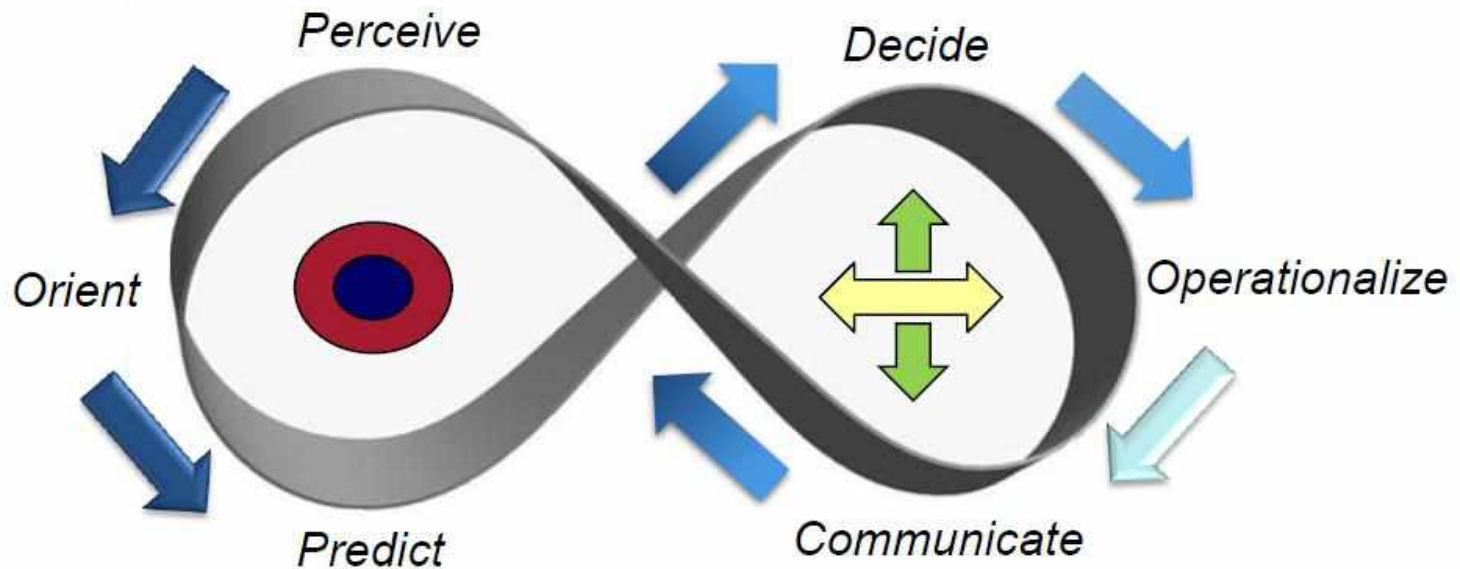
## Three Key Meta-Leadership Tools

# Driving to the Known

What <u>Can Be</u> Known	Known	<i>Known Unknown</i> Accessible → Assemble	<i>Known Known</i> Tangible → Use
	Unknown	<b>Unknown Unknown</b> Abstract → Imagine	<i>Unknown Known</i> Hidden → Seek
		Unknown	Known
		What is Known	

# THE POP – DOC LOOP

Establishing Your Leadership Rhythm



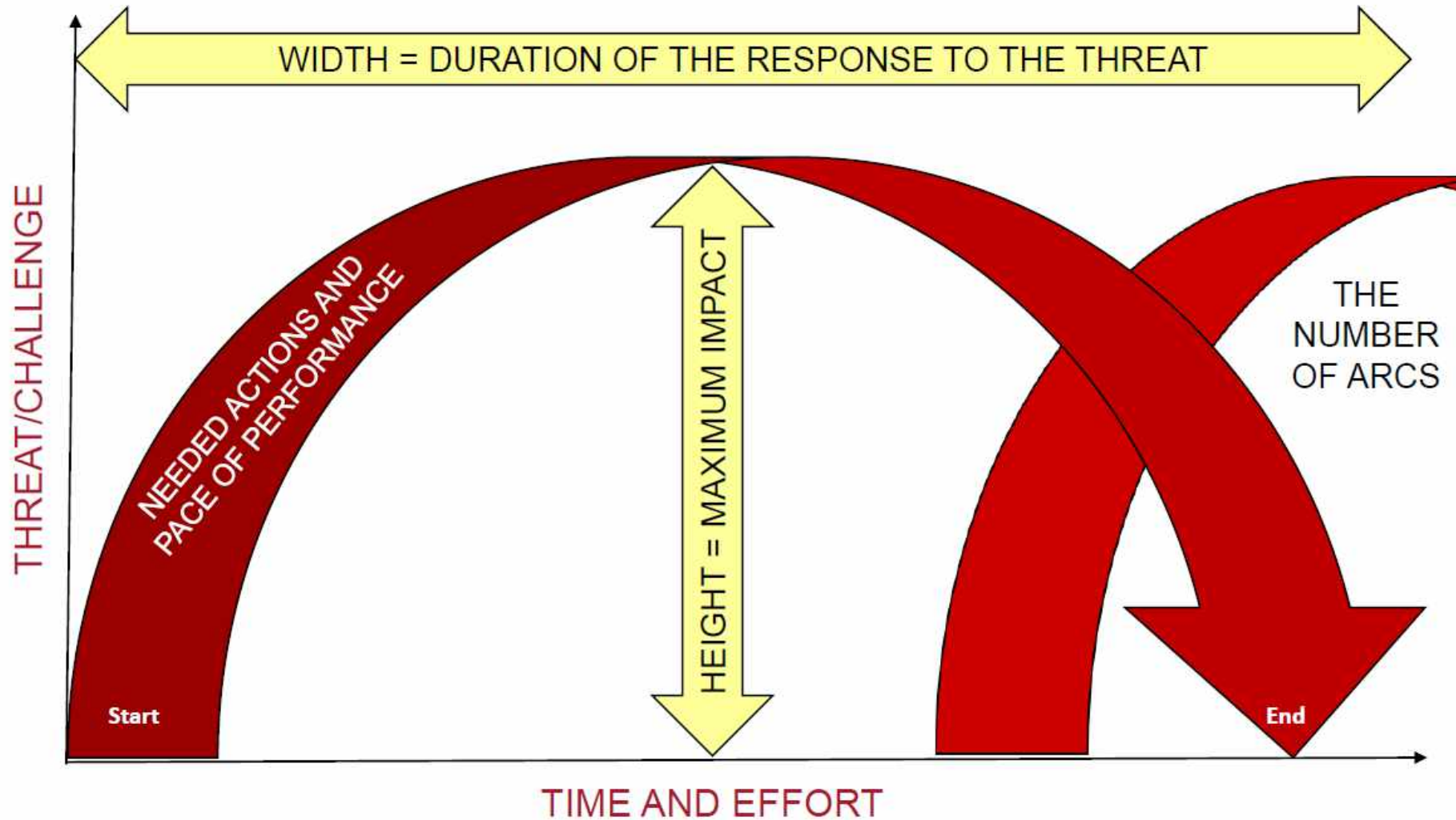
THINKING  
STEPS

SYSTEMATIC  
TRIAL & LEARN

ACTION  
STEPS

# THE ARCS OF A CRISIS

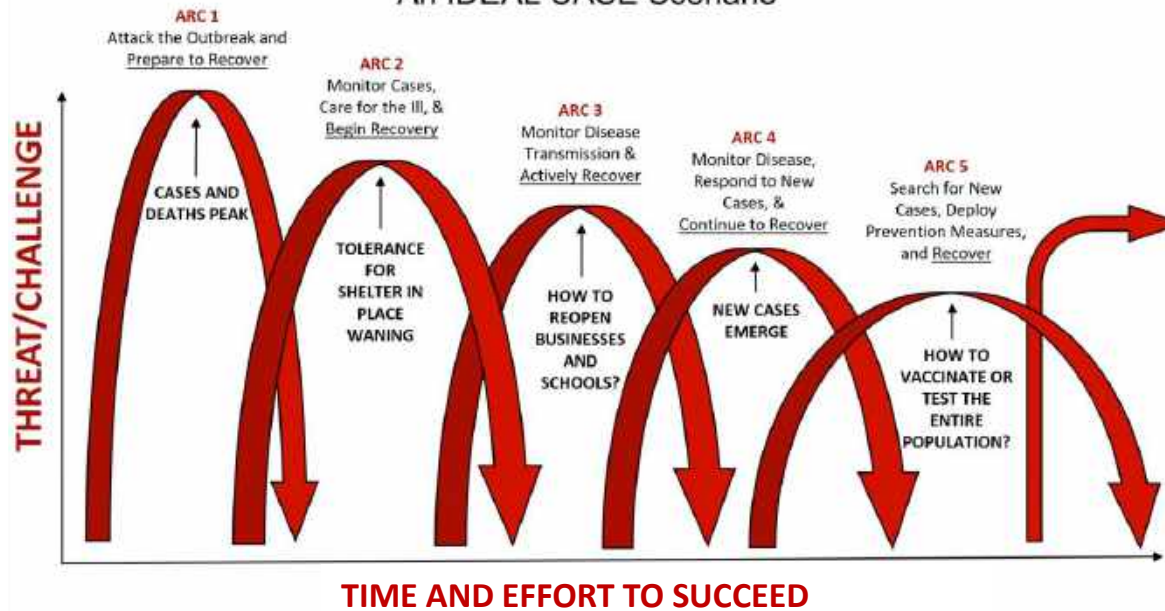
Leaders Guide & Shape Arcs INTENTIONALLY



# Scenario Planning

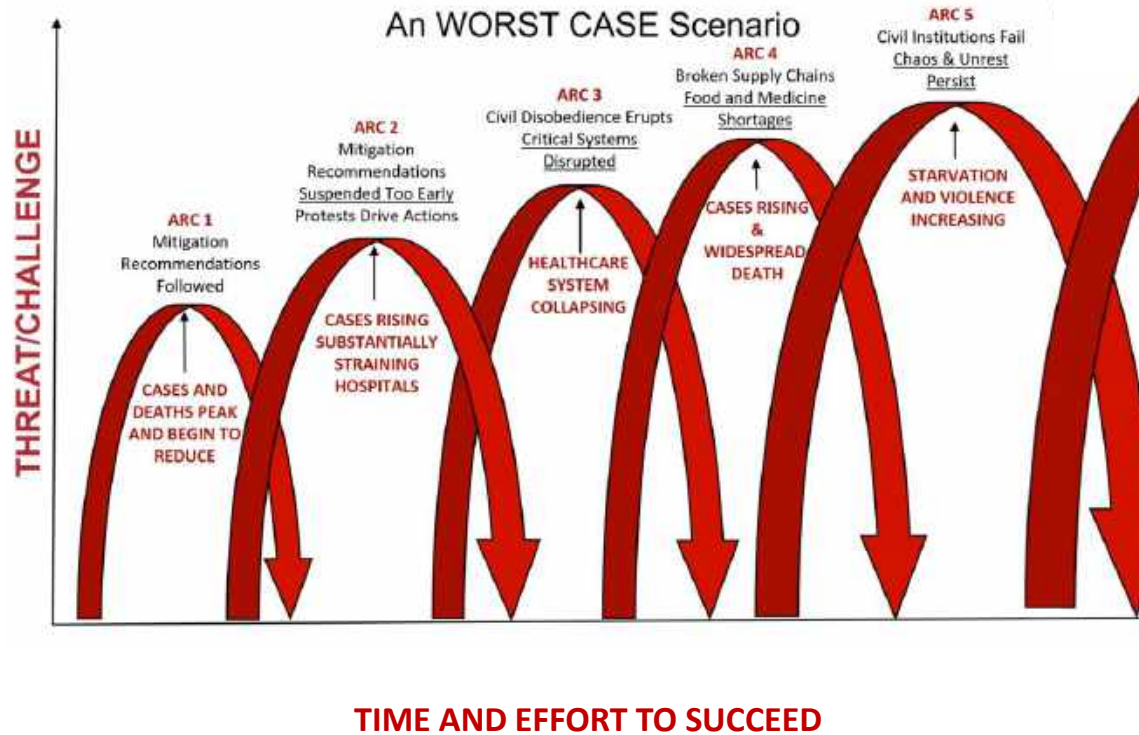
# HYPOTHETICAL ARCS OF TIME COVID-19

An IDEAL CASE Scenario





# HYPOTHETICAL ARCS OF TIME COVID-19



# Leading Organizations

# The Role for Reflection

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Professor





**Is it important for  
leaders to reflect?**

# Final Exercise for this Session



# Personal Commitment and Accountability

- **Use whatever platform, materials that you would normally use to document a task or project for which you are accountable**
- **Write down 1 or 2 ideas from this session that you pledge to implement/try over the coming weeks.**
  - **“As a leader in this coalition, I pledge to.....**
- **Share your pledge with others and seek support from them. Discuss a feedback process to define a timetable for follow-up with your colleagues.**



**Complex Behaviors and Outcomes  
can arise from simple rules**

KEEP  
IT  
SIMPLE

# Simple Rules for Leadership in our Times

- Build from a solid relationship with self  
*[Leading with your Whole Self]*
- Be open to and skilled at challenging your  
(and others) beliefs, assumptions and  
biases  
*[Double Loop Learning]*
- Seek first to understand the system in which  
the complex issue or “wicked” problem has  
arisen *[Systems Thinking]*

**And a few final thoughts to consider...**

**Building Systems that Work for People's Health & Well Being Also Requires Building Data Systems Designed for that Purpose**



**It is possible to  
create an “epidemic  
of health”**

**Jonas Salk**

# There is Hope

In the factory we  
make cosmetics...

...in the stores we  
sell hope!

Charles Revlon

# **Dr. Levine's Key “Leading with your Whole Self” Actions**

- 1. First, become a human being**
- 2. Be fully present**
- 3. Define your purpose and principles**
- 4. Find and develop your authentic, adaptive leader**
- 5. Don't fear change, lead it**
- 6. Know and embrace history**
- 7. See the larger system(s).**
- 8. Use a positive, strength-based, collaborative approach**
- 9. Prepare, practice, learn, adapt and repeat**
- 10. Inspire hope**

# Dr. Levine's 7+ "C's" of Leadership

- Caring
- Competent
- Communicative
- Credible
- Collaborative
- Creative
- Courageous

Contextual

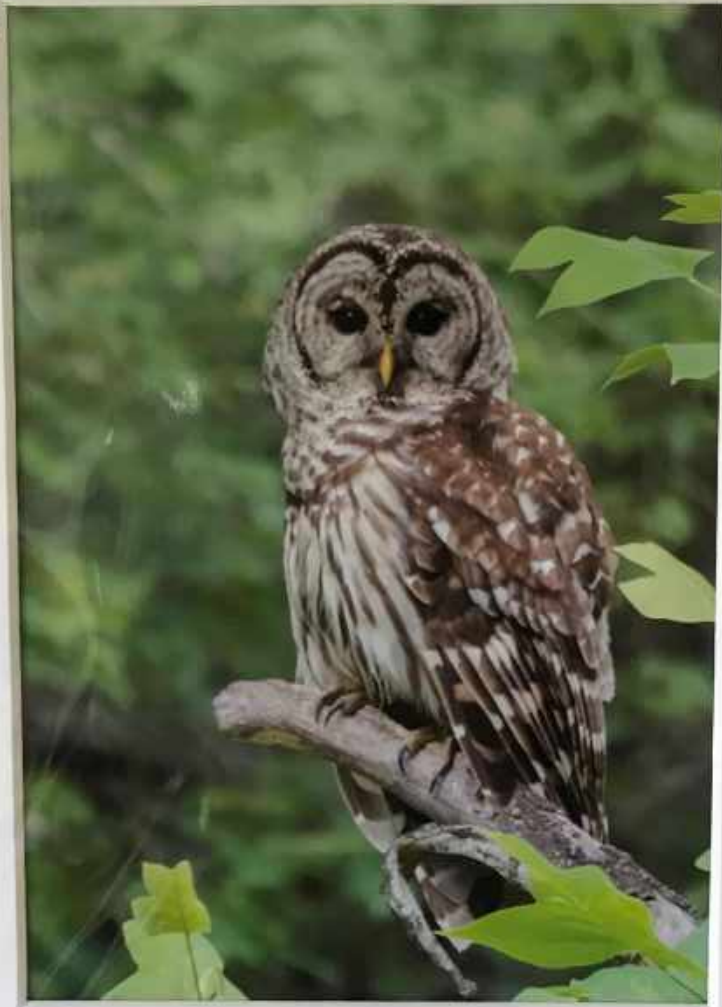
**Adaptability**



**Authenticity is Your Foundation**

One who looks

Outside dreams



Inside awakens.

One who looks



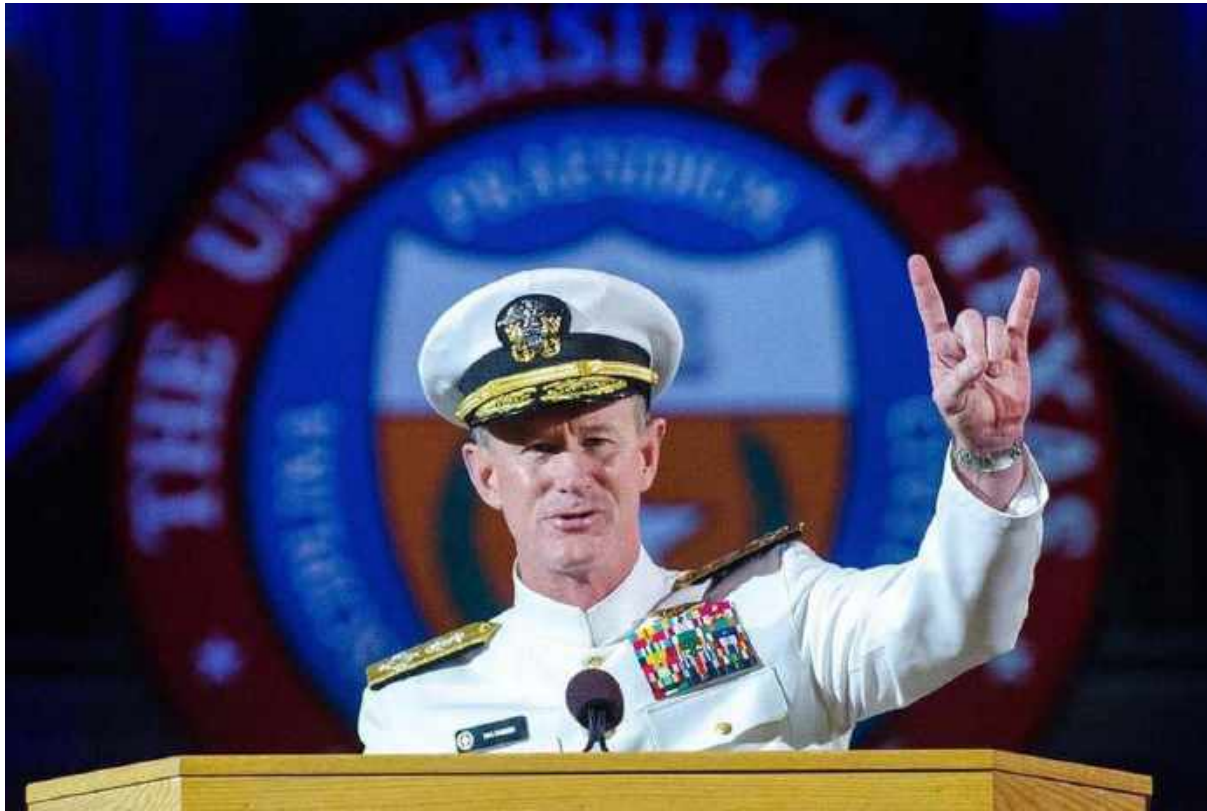
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***“Never forget that you are one of a kind. Never forget that if there weren’t any need for you in all your uniqueness to be on this earth, you wouldn’t be here in the first place. And never forget, no matter how overwhelming life’s challenges and problems seem to be, that one person can make a difference in the world. In fact, it is always because of one person that all the changes that matter in the world come about. So be that one person.”***

***Buckminster Fuller***

# Admiral William McRaven

[When all else fails](#)



# Summary, Comments and Questions?

Thank you and make the most of the rest of this meeting!

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