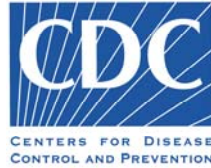




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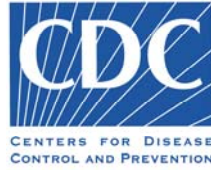
**Southeast Public Health Leadership Institute
December 2007**

Year 10 Scholars

Final Program Evaluation

Report by Margot Mahannah, NCIPH Evaluation Unit

January 16, 2007

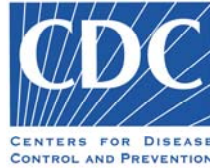


Graduates rated the SEPHLI experience very highly and when compared with the previous year’s results, the means increased in all but one category (see below). On a scale of 1-10, the vast majority strongly agreed that they would recommend the program (mean = 9.78), while nearly as many strongly agreed that SEPHLI had *increased* their commitment to working in the field of public health. Food and facilities, networking opportunities, and overall excellence were also very highly rated.

Table 1. Overall Ratings for the SEPHLI Experience

	Question	Year 9 Mean^a	Year 10 Mean
1.	Overall, this 2-day session was excellent.	9.34	9.53
2.	Customer service and communication before attending this session were excellent.	9.72	9.38
3.	Customer service and communication <i>during</i> this session were excellent.	9.62	9.44
4.	The facilities and food were excellent.	9.83	9.86
5.	The project presentations (in opening awards session and in poster session) were helpful to my learning.	8.69	8.81
6.	I was able to make use of the networking opportunities in SEPHLI.	9.21	9.53
7.	I would recommend the SEPHLI program to colleagues.	9.66	9.78
8.	SEPHLI <i>increased</i> my commitment to working in the field of public health.	9.21	9.63

^aMean 1 = Strongly Disagree, 10 = Strongly Agree



Scholars very strongly agreed that participation in SEPHLI had increased many gains that are in line with the program’s objectives (Table 2). Expanded professional networks (9.53) are known to be important to improving professionals’ practice in a wide variety of lines of work, because learners can more readily draw on the wide expertise of others and collaborate more readily when needs arise (Ref 1). Willingness to take on leadership challenges (9.47) may be related to improvements in confidence (9.41) as well as interest in leadership (Ref 2). Several crucial skill gains were also reported, including self-understanding and interacting more productively with others (9.75), interacting with media and communication on public health issues (9.34), negotiation and conflict resolution (8.97), and working with teams (9.14). Each of the means from year ten, with the exception of the expansion of a professional network and increased skills in negotiation and conflict resolution, were improved from the previous year. Finally, participants strongly agreed that the program had strengthened their ability to improve health in their community (9.09). This indicates that participants felt their leadership gains might be related to their ability to make improvements in public health. Perceived skill gains would generally be assumed to be related to self-efficacy of one’s leadership ability or confidence, and increase leadership attempts in challenging situations (Refs 2 and 3).

Table 2. Perceived Gains from the SEPHLI Experience

	Domain	Year 9 Mean^a	Year 10 Mean
11.	Participation in SEPHLI has increased my willingness to take on new leadership challenges.	9.03	9.47
12.	Participation in SEPHLI has strengthened my ability to improve health in my community.	8.93	9.09
13.	Participation in SEPHLI has expanded my professional network.	9.62	9.53
14.	Participation in SEPHLI has improved my confidence that I can productively lead my organization through difficult challenges.	9.17	9.41
15.	Participation in SEPHLI has increased my understanding of my leadership style and how I can use that understanding to interact more productively with others.	9.52	9.75
16.	Participation in SEPHLI has strengthened my skills in dealing with the media and communicating on public health issues.	9.07	9.34
17.	Participation in SEPHLI has increased my skills in negotiation and conflict resolution.	9.03	8.97
18.	Participation in SEPHLI has increased my skills in working with teams to address public health issues.	9.07	9.14

^aMean 1 = Strongly Disagree, 10 = Strongly Agree

Ref. 1. Cross, R. & Parker, A. (2004). The Hidden Power of Social Networks. Cambridge, MA: Harvard.

Ref. 2. Paglis, L.L. & Green, S.G. (2002). Leadership self-efficacy and managers’ motivation for leading change. Journal of Organizational Behavior, 23, (215-235).

Ref. 3. Ajzen, I. (2002). Perceived behavioral control, self-efficacy, locus of control, and the theory of planned behavior. Journal of Applied Social Psychology, 32, 665-683.



Comments about the SEPHLI Program

Question 9: Describe *one part* of SEPHLI that significantly helped you personally grow as a leader, and explain what it was about that part of SEPHLI that you found helpful.

360 Feedback/Assessments

- The entire process has been beneficial and helped me to grow as a leader, but I think the one thing that has helped me most have been the assessments and the discussions of them. They have helped me to know myself better and to know those around me better.
- The profiles at the beginning – especially 360
- 360 feedback, change style indicator and knowing strengths and weaknesses
- 360 & the leadership that went with this assessment
- The 360 assessment
- The assessment made me look at myself and see how others viewed by actions – changes were necessary.
- The introspection – personality & behavior tests helped me to see myself
- Stepping out of my comfort zone to complete my project. After my initial self-reviews I saw areas I need to work on an tried during my project.
- The feedback in the 360's etc. – assessment – understanding the difference between being a manager and a leader
- Myers-Briggs & other personality inventory tools were extremely helpful! Even the circle, square, triangle, circle were helpful & well explained.

Coaching

- Personal coaching
- Time with professional coach
- The one hour coaching session (Connie, I think) was awesome & impacts me a year later
- Life coach advice
- Revisiting the IDP and having a personal mentor to challenge me to take greater risks in my leadership.
- Mentoring relationship as part of program. The final report helped secure funding.

Networking

- Learning from other professionals (networking) in the field of Public Health
- Getting to know other leaders in neighboring states – their challenges & successes, and hearing from successful leaders (inspiring speakers!)

Sessions and Presentations

- Bob Howard & Media Communications taught me how to deal with the inevitable
- The dealing w/ the media – R Howard. Even my boss used it (when I shared the info w/ him).
- Talking with/ risk communication training – sticking to the SOCO!

Overall or Combination

- Expectations of SEPHLI helped pushed me beyond my comfort zone, and encouraged growth
- Assisted w/ leadership style – broaden my skills, taking on challenges



- Insight into leadership style made me realize that I would never be successful in part of my job, gave me the basis for making change that would improve program & my job satisfaction. I gave up WIC program.
- SEPHLI enabled me to see the bigger picture of P.H. and forced me to get out of my shell and understand there are more hard working dedicated people in P.H. than are not. I am proud to be where I am.
- Having to get things done by deadlines in addition to work. Erin & Lisa were very supportive!
- The trust in people as a great resource in PH leadership is the main thing that I found the program tries to emphasize.

Team work

- Communication with colleagues & general public. Working with teams has help foster relationships that have benefited me with communication skills.
- Working together as a team for project activities
- My group. It was nice getting to know everyone who were from different aspects of Public Health
- I found that the SEPHLI project provide me with an opportunity to work closely w/ collaborators, in a leadership role. This made me interact more with my group.

Readings

- Leadership articles/books. The leadership information moved me from functioning more in “manager” to leadership.
- Leadership on the line was extremely helpful w/ handling some staff issues with change

Question 10: SEPHLI wants to help public health leaders to more effectively serve – individually, and together. If you could change one important thing about how SEPHLI seeks to accomplish that goal, what might it be?

Schedule

- Yesterday’s session could have been longer & more detailed
- Maybe add another retreat to add more learning
- Include additional time with coach.
- Shorter days, extend time; also teams @ SSI were difficult.
- More time spent networking w/ scholars outside of our teams
- Final retreat – it would be great if we had 2 nights so more time to network with others in class.
- We seemed to be a little disconnected between April & December. I know LOA is a factor, but an additional grouping in summer would have been good. It seems like you’re just getting to know everyone, and you’re gone.

Program Components

General Suggestions/Feedback

- A few less emails and “busy work”
- My team could have used more ongoing support. One comprehensive timeline of due dates would be very useful. All of the different program components were found in different areas difficult to keep up with. More notice on conference calls.
- Mix up group seating more. Not always sitting in teams.



- Maybe SEPHLI needs to establish communication with our direct supervisors so that a system wide understanding of SEPHLI mission evolves. Not just a “well you got to go to a training” mentality – but an understanding of that training.
- Make sure the website “posting” for the teams is working correctly before we use it.

Networking

- Cross visits between scholars - visit their site during project to see how it is going (technical assistance); also activities/more networking of specific interest groups (i.e. financial managers, statisticians, etc.)
- Maybe allowing scholars to be a part of the program during the three retreats, meaning allowing scholars to speak even they still are young leaders
- Continued networking after graduation
- We would often identify a conflict/problem from our work setting and discuss ways to address it at a retreat. Would be helpful to bring groups back together or discuss on conference calls whether the skills we learned at the retreat worked or didn’t work/why or why not.
- Self directed people on team was a plus & a challenge – we did not make full use of team resource; could SEPHLI “encourage & remind” participants to maintain stronger ties
- Alumni meetings
- It would be nice to have graduates get back together at some point to process & continue life long learning.

Training

- Consider doing more real-life situation exercises to demonstrate how you as a leader & you w/ a group can better serve your community or provide additional resources for learners experiences.
- Media preparation
- Educate leaders in SEPHLI about all aspects of public health and how we connect to each other

Overall

- Nothing. It’s wonderful.
- Excellent as is no change recommended
- Did not get a lot out of it except for Bob Howard – excellent
- Not sure



Comments about Contributions of SEPHLI to Scholars' Development

Many comments pertained to self-awareness and self-regulation in relation to others needs and expectations and styles. Many others cited changes in perspective, understanding, and confidence. These comments reveal very strong program impacts on learners' knowledge, perspective, self-awareness, self-regulation in leadership situations, confidence, and changed practices on the job.

Question 19: . Explain in some detail one of the most important contributions that SEPHLI has made to your leadership.

Other

- Pushed me to do/implement what I already wanted to do
- The media training! The option for even more would have been great. Need a better web-based communication tool! More group work would be good.
- Listening, conflict resolution, negotiating styles
- Helped me to develop in employee workforce development
- The ability to change things I can.
- All of the projects are helpful.

Understanding Leadership Styles and How to Work with Others

- Compromise can and is good. It is better to know which battles to participate in and which to leave alone!
- Understanding my leadership style and how I'm different from others has helped me adjust to be a better leader.
- I "go to the balcony" more often to reflect on what we are doing
- SEPHLI helped taught great strategies for dealing with difficult employees
- Assessments of my leadership style, using strengths to my advantage & leading using an array of skills not just working in my strengths/comfort zone.
- Understanding my leadership style was extremely helpful! It helped me to better understand those around me.
- My ability to work with diverse groups/individuals to advance public health programs & initiatives
- Understanding myself as a leader – change, communication styles & how best to interact with others
- SEPHLI has influenced how I communicate in teams. My 360 profile highlighted specific areas it would not have usually addressed – it helped me see how I could be intimidating.
- Realizing my weaknesses & strengths; learning my leadership style
- Improved communication – understanding my style and other people's styles
- Learning how to deal with difficult people and to change
- Developed a less dogmatic style of leadership



General Confidence in Leadership

- I have enjoyed this program tremendously. I feel like it is difficult to narrow down just one thing. I believe I am a better leader. I can apply what I have learned about myself. Networking has been important as well.
- Forced me to step out of my comfort zone for my project
- SEPHLI gave me the tools to successfully lead a process where many personalities converged on organizational issues.
- SEPHLI gave me the self confidence & I can still get fruits & more achievements even if there's challenges.
- Strength of my leadership skills!
- Helped to build my confidence as a leader.

General Understanding and Perspective Changes

- Has made me rethink my actions – when dealing with difficult staff. I try to see it from the other side.
- Understanding perceptions of supervisors/coworkers. Understanding in more detail what makes a good leader & putting that into practice.
- Understanding personality differences and approaches (mine included) and how these differences need to be understood in effecting change
- Growth in self awareness of failure & pay attention to details – something that WIC required. I gave up the program, taking on employee development & training which play to strengths.
- Reaching outside of my comfort zone to take on new leadership challenge
- It has made me look at the persons individually I work with and try to understand how to accomplish the daily tasks and projects that are given to my group.
- It is provided me w/ a tool set to help my organization grow in providing customer service. My co-workers see me in a different role now.

Question 20: Explain in some detail how SEPHLI has influenced your organization or community thus far (e.g., through your final project or other work)?

Organization:

- Getting the state to take a look at the way it is run
- SEPHLI has bonded our department sections as there is now 2 past scholars that “get it”.
- The SEPHLI project pushed me to accomplish goals that I had within my program.
- My organization has had an increase in caseload as a result of my project. Project has allowed my organization to secure **\$485,000 for continued project implementation.**
- My organization is now compliant w/ federal and industry guidelines which lead to better customer service.
- We have new strategies for improving communication
- Being “scholars choice awards” winner, my project assures its importance & keeping us to fight & support for it.
- Improved communication between organizations and within the organization
- It has increased our orientation effectiveness & retention of employees



- **This is the first time in organizational history that our organization has a functional strategic plan.**

Community:

- **Project resulted in \$3.5 million additional resources for HIV.**
- Helped as an additional catalyst to accomplish project & help me learn to be more of a visionary – for services we in Public Health provide to the community.
- Our final project significantly impacted our community by increasing rabies awareness & prevention
- The influence of working outside of my “comfort zone”, applying what was learned from SEPHLI to my project, which in turn has met a community need. Seeking new opportunities for leadership versus a supporting role.
- Community awareness regarding project and goals set throughout the year.

Both:

- I think with the work I did in my final project, both organizational and community interactions have been strengthened. There has been some improved communication and enhanced collaboration
- Because I changed jobs and will be helping establish a department and school of public health, knowing a lot (now) about personalities, how decisions are made, conflict resolution, and 360 feedback, I feel I can successfully assist in these projects.
- It allowed to complete a project that I had wanted to do for awhile and to take it statewide – not just for my region. I have since found that other group in our office will be required to complete similar listing.
- We did something locally that mushroomed into many sustainable projects. We can work later to duplicate these in the rest of the state – perhaps nationwide.

Other Insight:

- I worked on this project in the past but was not successful for a variety of reasons. SEPHLI enabled me to assess my leadership skills and use those skills effectively. Building negotiation skills, knowing what the absolutes are as well as areas of compromise, etc. worked to improve progress of project. Listen to concerns of staff, how to work with people I have difficulty—really worked!
- Also, SEPHLI has helped me personally in dealing/communicating with my husband and 100+ students.
- My final project has enabled us to have positive attention and awareness.
- I am more willing to take leadership roles in the work place.
- I am better able to receive information and now take the time as a leader to hear all points of view and involve others in decision making.
- Every person in my Regional office is now aware of the increase of autism. Any time they read an article – they come directly to my cube & tell me about it.
- Greater willingness to step out of comfort zone & take risks with projects & partnerships