



Center for Leadership  
In Public Health Practice

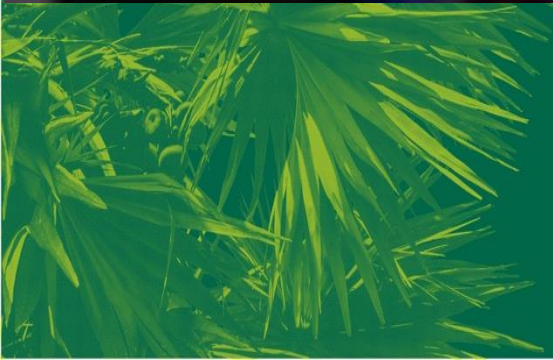
# Leading Health

*“Bringing your Whole Self into Collaborative Leadership”*

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# Power posing



# Objectives

**By the end of this session, the participant will be able to:**

- **Describe the evolving definition of collaborative leadership**
- **Define appreciative inquiry and a strength based and growth mindset approach to leadership**
- **Integrate approaches to build your adaptive and systems leadership capacities.**
- **Commit to the collaborative learning and adaptive actions necessary for our complex times.**

What one word describes what leadership means to you?

Nobody has responded yet.

Hang tight! Responses are coming in.

**Before**



**Ian's impact**



**Now**



# Thumb Wrestling Exercise



I ❤️ Thumb wrestling

# The Living Dialogue:

An Appreciative Inquiry approach to connecting our humanity

**Think about a time that you felt especially healthy and alive:**

- Tell your partner the story
- Why was it powerful?
- What are the good things about you that helped make this a special time? Did you learn anything new about yourself?  
(Asset)
- Who else was involved and how did they help? (Asset)
- Was there anything else that helped make this time special?  
(Asset)

**Each person should take 5 minutes to share the above. Let your partner know if you would be willing to allow them to share your story with the group.**



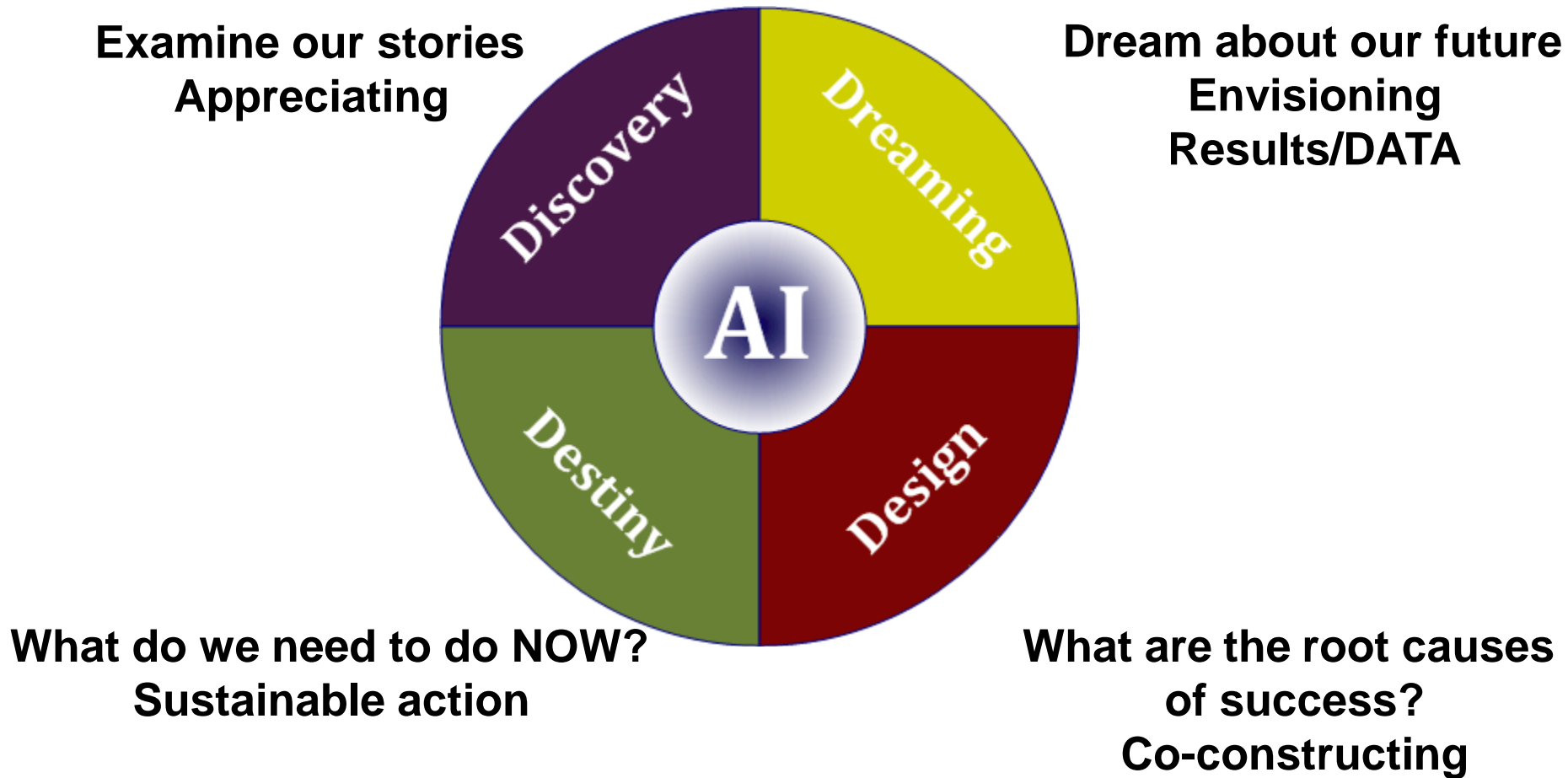
# Exercise

- Share stories with group
- Let's identify some of the themes of the stories



**Consider this question:**  
**What were the conditions that made it possible for you or your partner to feel that way?**

# Appreciative Inquiry Domains



# A Positive, Strength-based Perspective

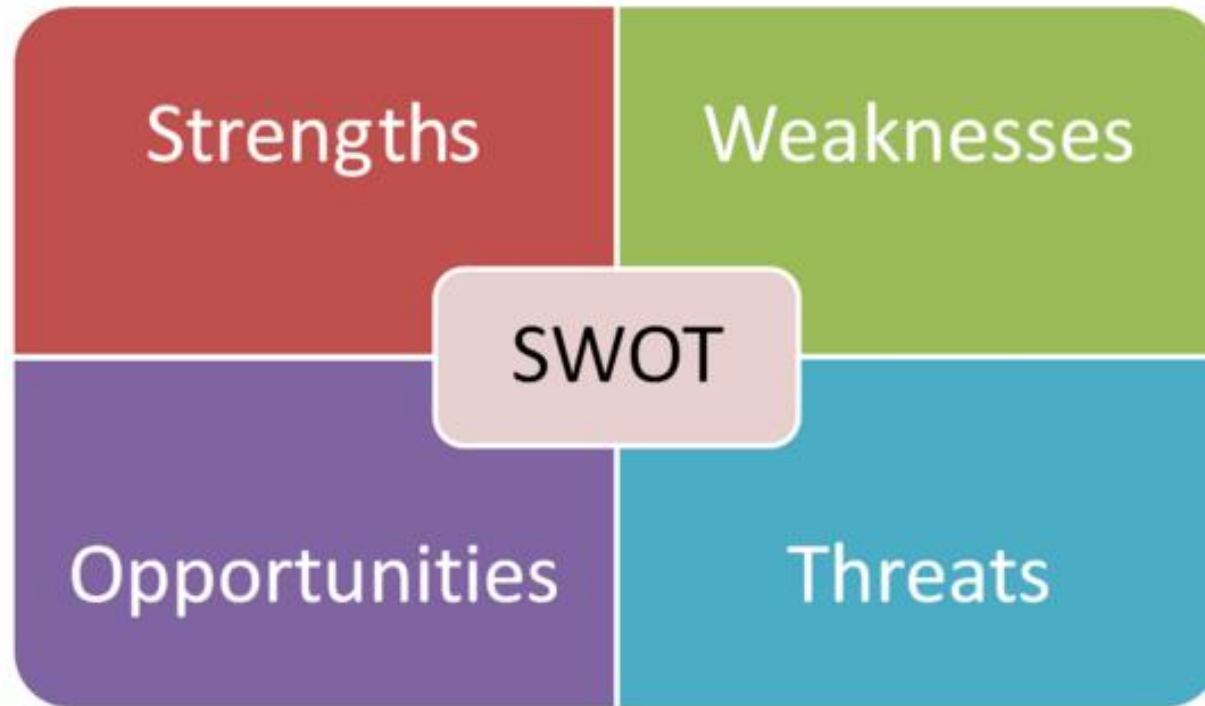
- *'By creating these stories you re-perceive reality in a new way, you create opportunities and you widen your horizon.*
- *We no longer simply endure the future but begin to shape and form it.'*

**Ulrich Golüke**

**The positive thinker  
sees the *invisible*  
feels the *intangible*  
and achieves the  
*IMPOSSIBLE***

# SWOT Analysis

- Almost all strategic planning processes contain the "old standby" of completing a SWOT (strengths, weaknesses, opportunities, threats) analysis.





Why does it work?

## **Appreciative Inquiry Approach**

### Focus on Possibilities

- Appreciate “What is”
- Imagine “What Might Be”
- Determine “What Should Be”
- Create “What Will Be”

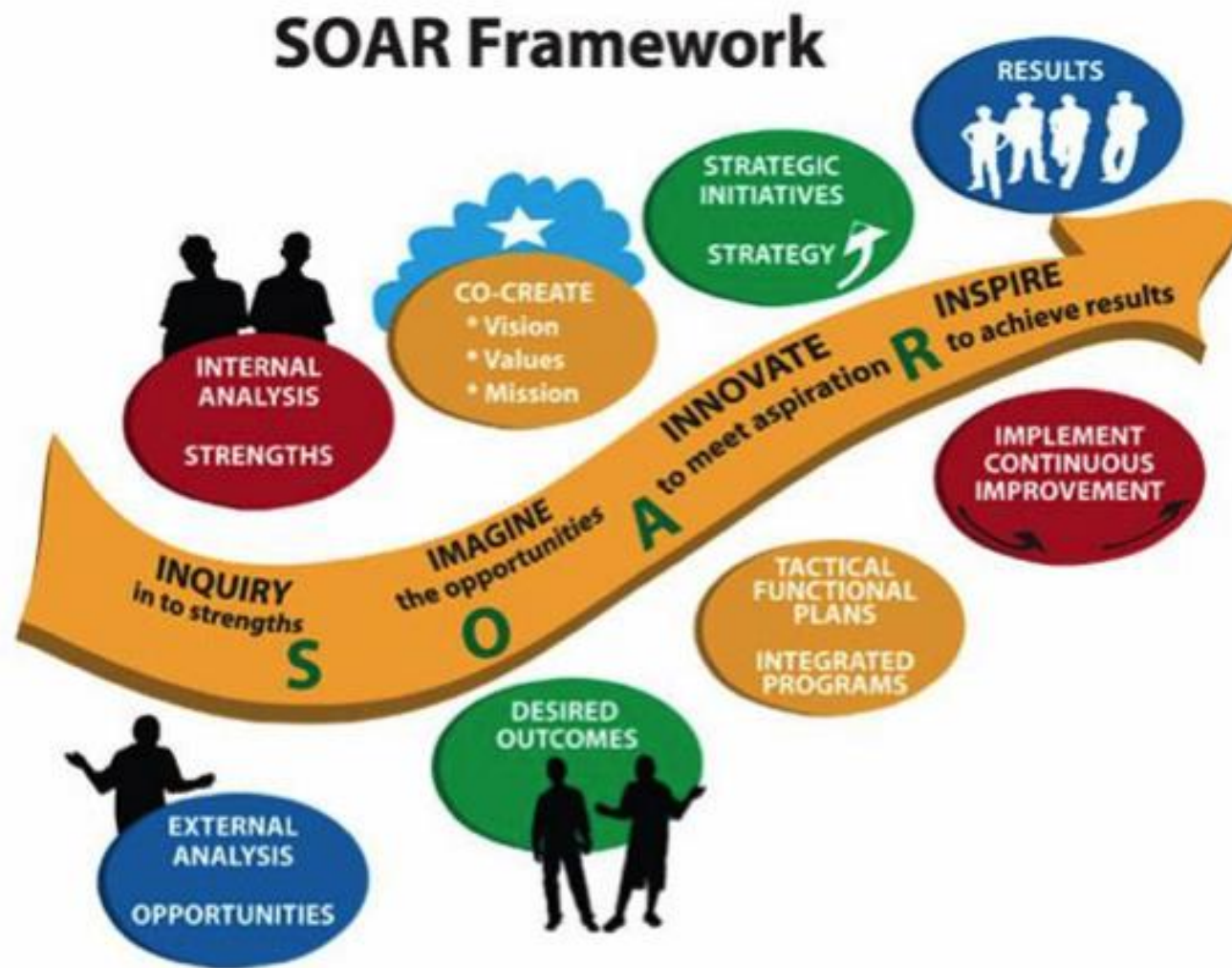
What Gives Life to human and organizational systems when they function at their best?

- When you focus on strengths, weaknesses become irrelevant

**The Appreciative Inquiry approach to strategic planning involves identifying and building on existing strengths and opportunities rather than dwelling on problems, deficiencies, weaknesses, and threats.**



# Strengths/Opportunities/Aspirations/Results SOAR



SOAR is a strengths-based whole system approach to building strategic capacity.

# What Does Health Leadership in an Interpandemic Period Need to Look Like?





# Rich Pictures

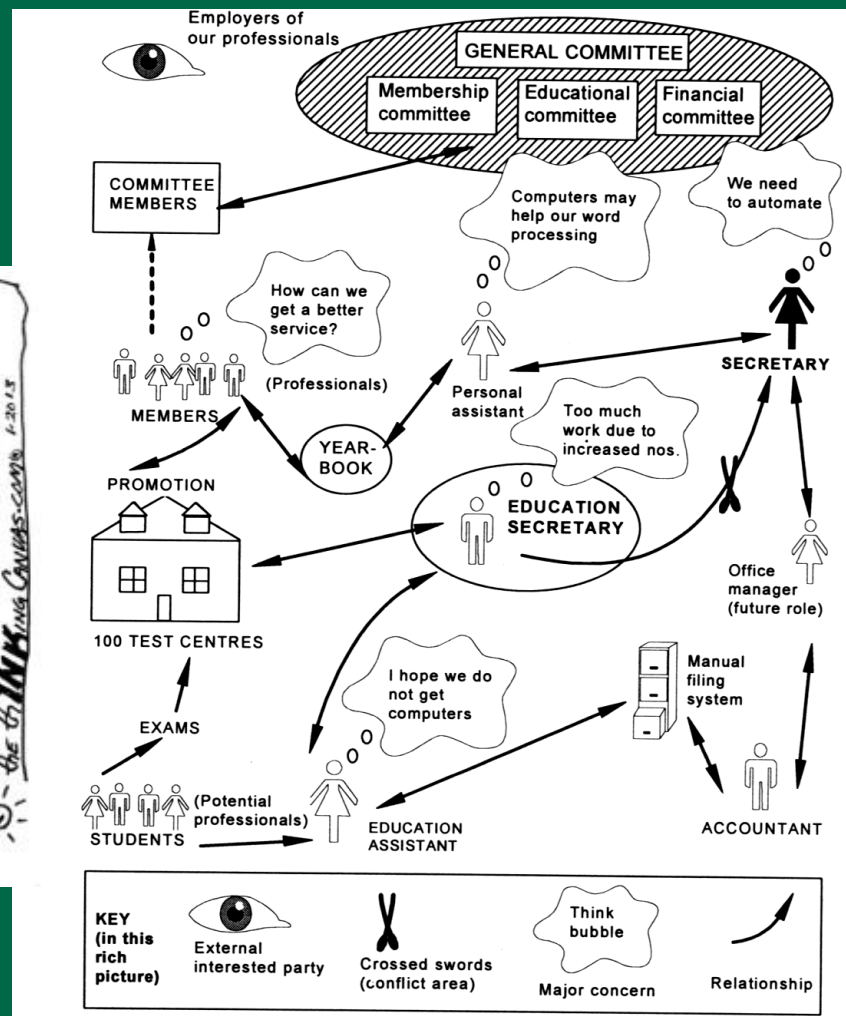
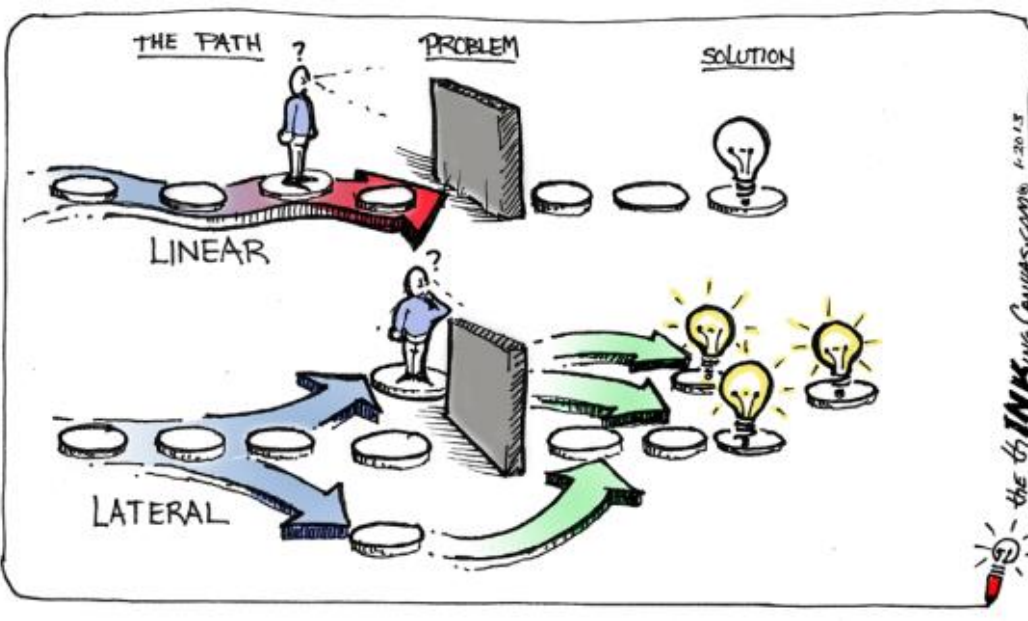


Fig. 4.2: Rich picture of professional association

# What to Include in a Rich Picture?



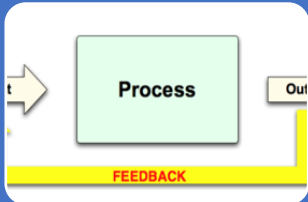
## Issues and concerns

- Motivations/Perceptions and Driving forces



## Structure

- Formal and informal



## Process

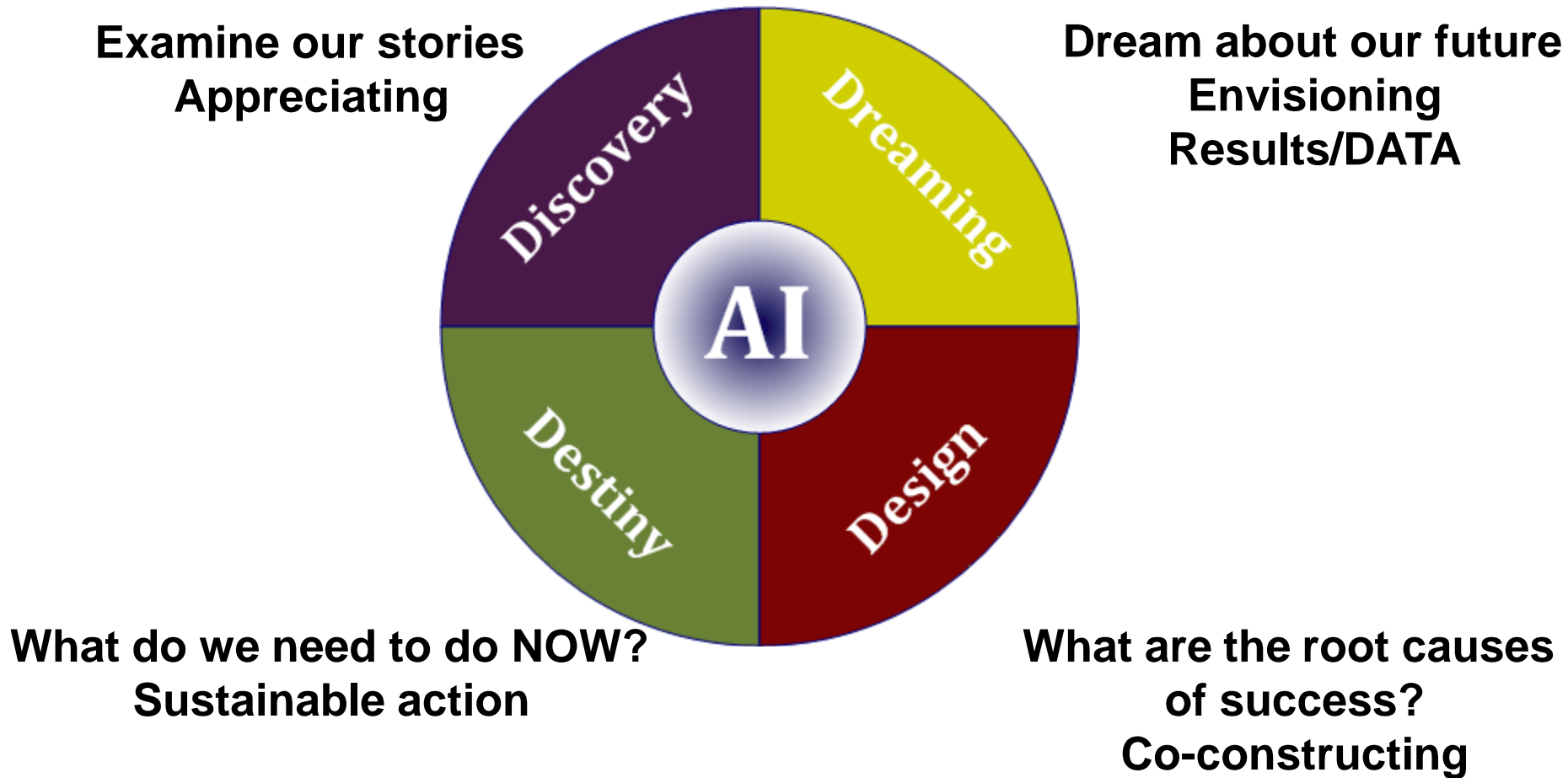
- Flows or transformations that occur within the structures over time.



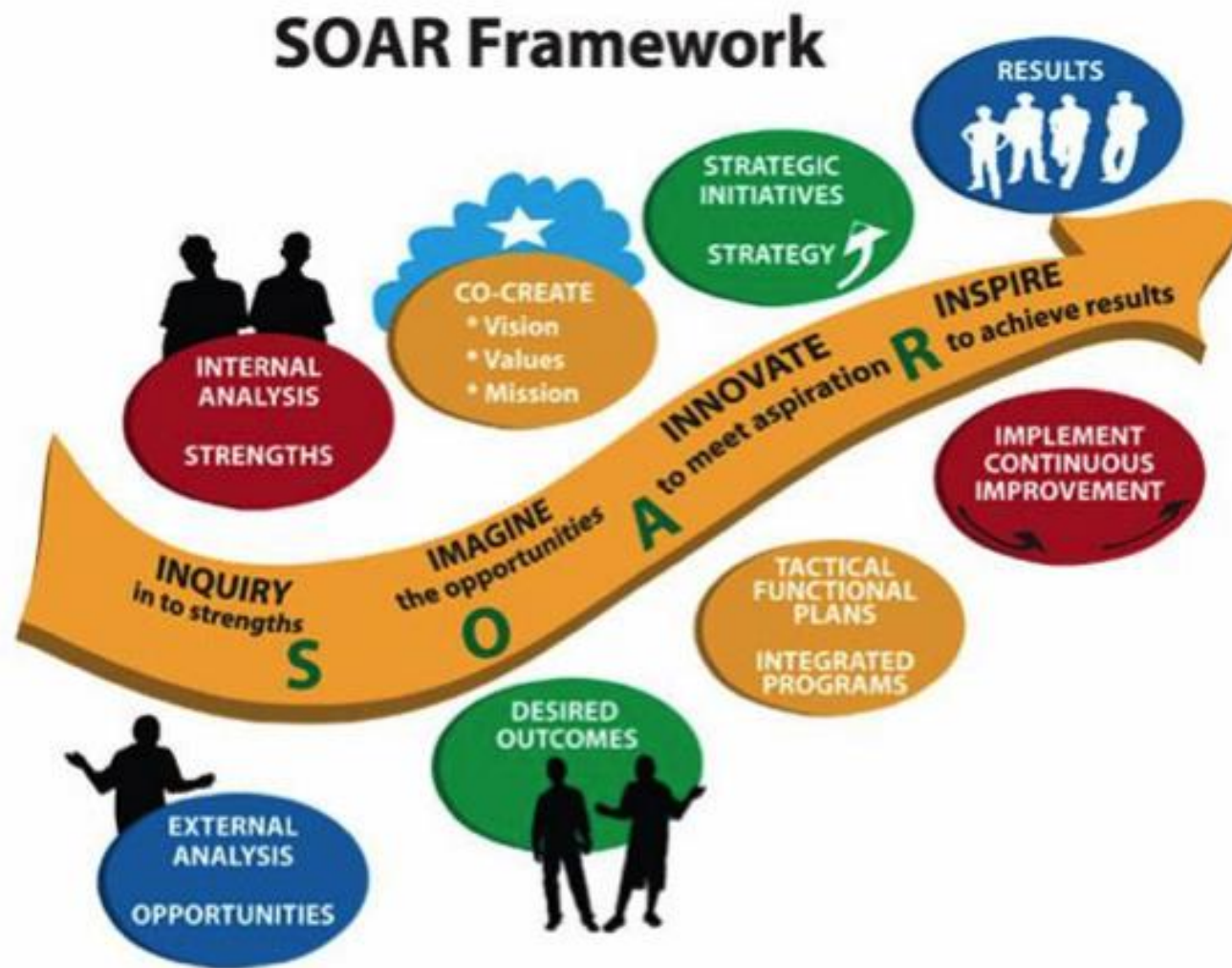
## Outcome

- System level
- Intended and unintended

# Appreciative Inquiry Domains



# Strengths/Opportunities/Aspirations/Results SOAR



SOAR is a strengths-based whole system approach to building strategic capacity.

# What do we envision as the future of the MDHC coalition?



# What did all groups have in common?

## What was novel?





# Key Themes

- **Leadership is a relational process**
  - It is what emerges from collaborative effort
- **Working in VUCA environments requires collective learning and adaptive action**
- **Consider your coalition as a living system**
  - Create networks with robust feedback loops and unobstructed flow of information
  - Create and maintain generative relationships
  - Unleash creativity
- **Exercise to your level of discomfort to learn from your failures and experiences**

# Thank you for stepping beyond your comfort zone

## Comfort Zone

Safe place to reflect.

## Learning Zone

Where you grow  
and learn.

## Panic Zone

Learning is beyond what  
you are familiar with and  
becomes very difficult.

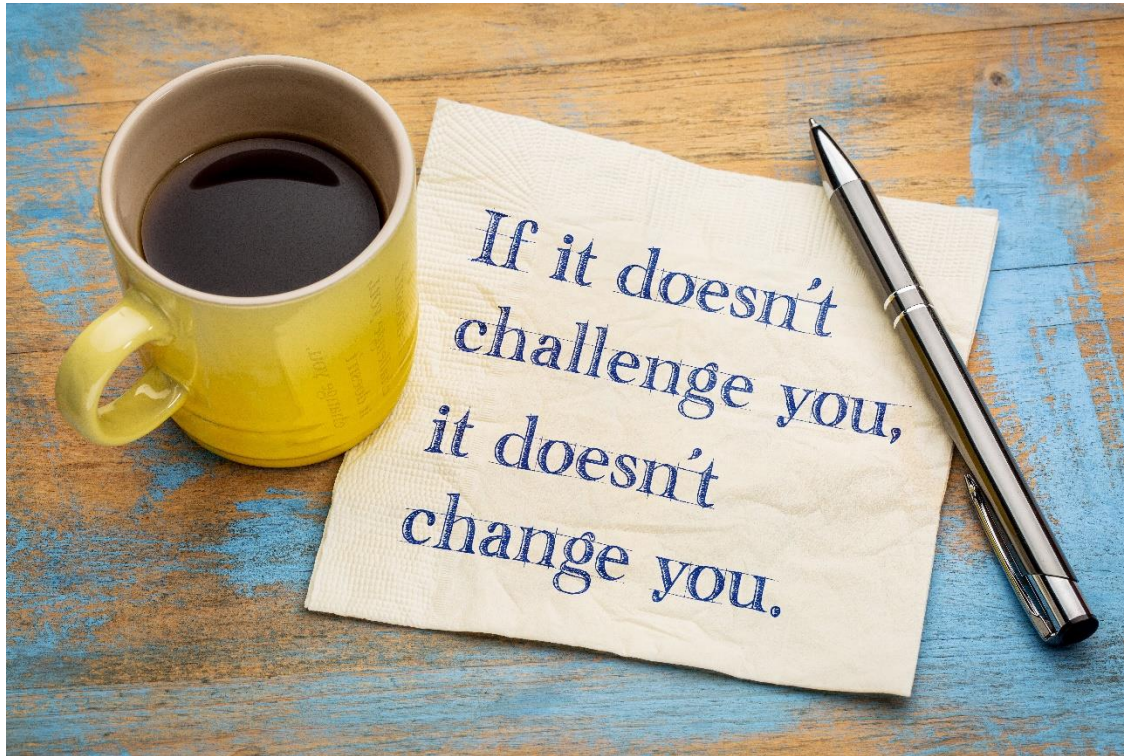




## Conclusions and Final Thoughts

- **Thank you for pushing yourselves to work in your “panic” zone. We like to call it the “magic” zone where personal growth occurs.**
- **Consider the relationships you made today.**
- **Make relationship creation and maintenance a key competence in building adaptive capacity in your coalition**

**If you want to be challenged more...**



**...come to my session tomorrow at 11:15 to  
take a deeper dive into *regenerative  
leadership***

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

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