

Management, Leadership Monitoring & Evaluation in Primary Healthcare





MODULE ONE

UNDERSTANDING MANAGEMENT, LEADERSHIP & GOVERNANCE IN PRIMARY HEALTHCARE SETTINGS



Session 1.5 Leading the Health Team

Leadership and Management in Primary Health
Care (PHC)

Introduction

- Leadership in health systems is more than management—it's inspiration, coaching, and empowerment.
- PHC leaders guide teams through challenges, build trust and accountability, and promote quality, equity and motivation.
- This session focuses on coaching, commitment, trust, high-performance teamwork, change, and learning through breakdowns.

Session Objectives

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



- Explain principles and techniques of coaching.
- Differentiate compliance vs commitment.
- Identify roles in high-performing teams.
- Demonstrate trust-building and acknowledgment.
- 5. Lead through change and staff responses.
- Promote quality and equity.
- Turn breakdowns into breakthroughs.
- Describe shadowing as a leadership development tool.

Coaching to Support Others

Coaching = a supportive conversation that helps others reach their goals.

Good coaches:

- Build trust
- Listen actively
- Ask guiding questions
- Enable self-reflection and ownership

Coaching develops people—it doesn't direct them.

Exploring Coaching

- 1. Recall your best coach/mentor.
- 2. Note their key qualities.
- 3. Share and identify common traits.

Role Play:

- Bad example: Supervisor criticizes.
- Good example: Supervisor listens & guides.

Debrief:

- How did each style feel?
- What improved motivation?

Key Message: Coaching = Listening + Inquiry + Empathy.

Three-Person Coaching Exercise

Form triads → rotate roles: Coach, Coachee, Observer

Coach: Listen & ask questions (no advice).

Sample questions:

- What are you trying to achieve?
- What's holding you back?
- → What support helps?

Observer notes: Support, listening quality, motivation afterwards.

Debrief: How can coaching improve PHC team performance?

OALFA Coaching Technique

Step	Meaning	
Observe	Understand the person and situation.	
Ask	Use open-ended questions to explore.	
Listen	Attend to words and feelings.	
Feedback	Offer specific, supportive input.	
Agree	End with shared, actionable next steps.	

Key Takeaway: OALFA builds trust and accountability in coaching.

Compliance vs Commitment

	Compliance	Commitment
Motivation	Supervision-driven	Purpose-driven
Focus	Short-term	Long-term
Control	External	Internal
Behavior	Follows orders	Owns the goal

Creating High-Performance Teams Four Essential Team Roles

Role	Function
Initiate	Generate ideas and start action
Follow	Support and implement
Oppose	Question to improve decisions
Observe	Reflect on team dynamics

Activity 2 – Team Role Simulation

Steps:

- Assign roles to each member.
- Discuss a real PHC problem (e.g. absenteeism).
- Observe each role's influence.
- Reflect: What if a role is missing?

Learning: Diversity in roles creates balanced decisions and ownership.

Activity 3: Inspire Through Trust

- Recall someone you trust and someone you don't.
- Reflect: What behaviors built or broke trust?
- Discuss how to apply trust practices at work.

Key Points:

- Be consistent & transparent.
- Keep promises.
- Show empathy and fairness.

Activity 4: Inspire Through Acknowledgment

- Complete: "I acknowledge you for ..." for each member.
- Share and discuss impact on motivation.

Key Learning: Appreciation energizes people and reinforces positive behavior.

Recognition builds confidence and team spirit

Managing Change and Producing Results

Change Stage	Leader's Role
Denial	Clarify and communicate facts
Resistance	Listen and validate feelings
Exploration	Encourage new ideas
Commitment	Reinforce ownership & celebrate wins

Ensuring Quality and Equity

Quality = Safe, Effective, Patient-Centered Care

Equity = Care for All, without discrimination

Leaders Promote Both By:

- Ensuring equal access
- Maintaining standards
- Involving communities
- Upholding fairness & accountability

Reflection: How do you ensure equitable care for vulnerable groups?

Leading Through Breakdowns

Breakdowns = Opportunities for Learning

Common Reaction	Effective Response
Ignore problem	Acknowledge it
Blame others	Share responsibility
Lose teamwork	Rebuild trust
Avoid accountability	Reflect and act