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HEALTH ASSOCIATION
E.V.



in cooperation with

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MINISTRY OF HEALTH
REPUBLIC OF GHANA



TRAINING AND WORKSHOP PROGRAMME

Strengthening the Physical and Digital Infrastructure in the Healthcare System of Ghana

GHANA OCTOBER 2022 - MARCH
2023

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About AGHA

- The African German Health Association e. V. is a Non-Profit Organization
- Our goal is to contribute to the sustainability and strengthening of the Health Systems in Africa together with indigenous public- and private actors
- Special attention is given to physical and digital infrastructure activities
- Project-oriented basis to provide new inputs in both the digital and physical infrastructure
- Supported by the German Cooperation / Deutsche Gesellschaft für Internationale Zusammenarbeit (GIZ) GmbH
- Committed to the UN Global Compact and the Sustainable Development Goals (SDGs)

The African German Health Association e. V. is working together with the German Cooperation on a broad-based project with the aim of contributing to the development of the digital and physical health sector in Ghana.



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Ghana

2022-2023



The project focuses on three working packages:

1. Healthcare Facility Administration Blended Learning Programme
2. Healthcare Facility Planning, Design Capacity Building Programme
3. Blended learning capacity building programme on Healthcare Equipment Management and Maintenance
4. Delegation Trip to Germany

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Healthcare Facility Administration Blended Learning Training Programme

Preliminary training modules:

- Corporate Governance / Leadership
- Quality Management
- HR Management
- Finance Management
- Capacity Transfer and Communication Skills

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COURSE OUTLINE

TOPIC 1. Exploring our leadership:

- Leadership types & skills (Situational Leadership)
- Leadership vs. management

TOPIC 2. Being good leaders:

- Communication skills
- Emotional intelligence
- Leadership coaching

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TRAINING AIMS & OBJECTIVES

- To enable participants to explore and understand the role of manager in leading their people towards achieving organizational goals.

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SETTING LEARNING OBJECTIVES (LO)

- LO are the bridge between the training needs analysis and the training itself
- They are the delivery and the evaluation of training
- All LO will tend to be about knowledge or skills
- They impact on the organisation
- They relate closely to the job requirements in question
- They are outcome based

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SETTING LEARNING OBJECTIVES (LO)

LO's should be written around statements such as:

- ❖ **By the end of this training I should:**
 - Be able to explain the role of the HR department
 - Understand and explain my role as a manager

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TOPIC 1. EXPLORING OUR LEADERSHIP

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Which leader would you like to work under?

Towards a culture of workplace cooperation



FROM CONFRONTATION



TO COOPERATION

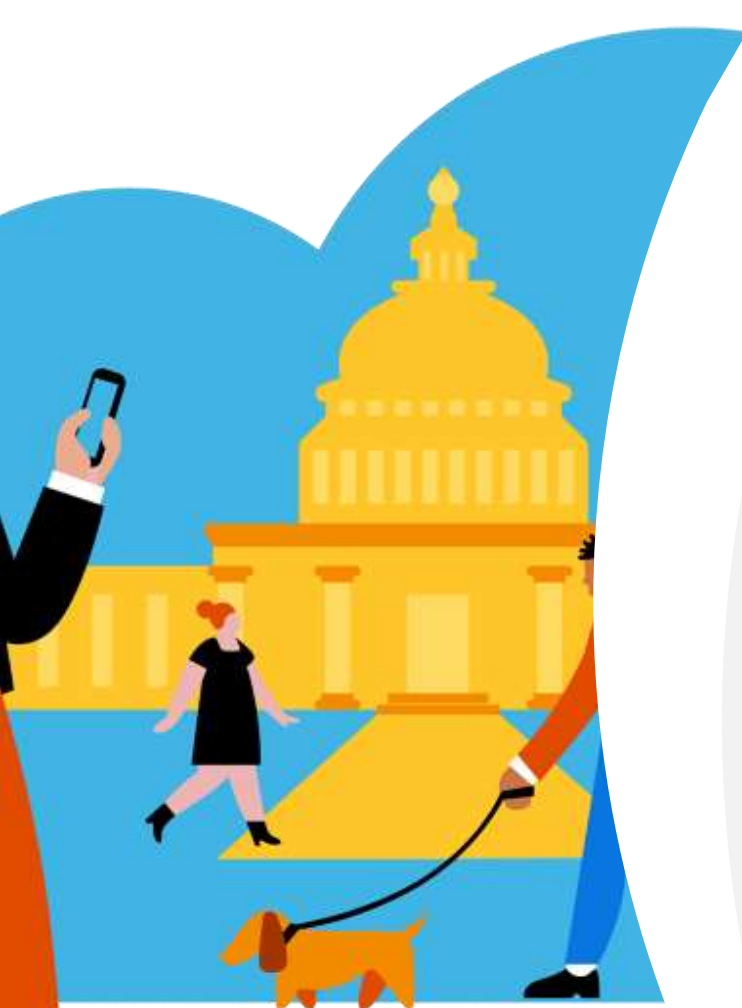
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EXPLORING LEADERSHIP STYLES

A **leadership style** is a leader's style of providing direction, implementing plans, and motivating people.

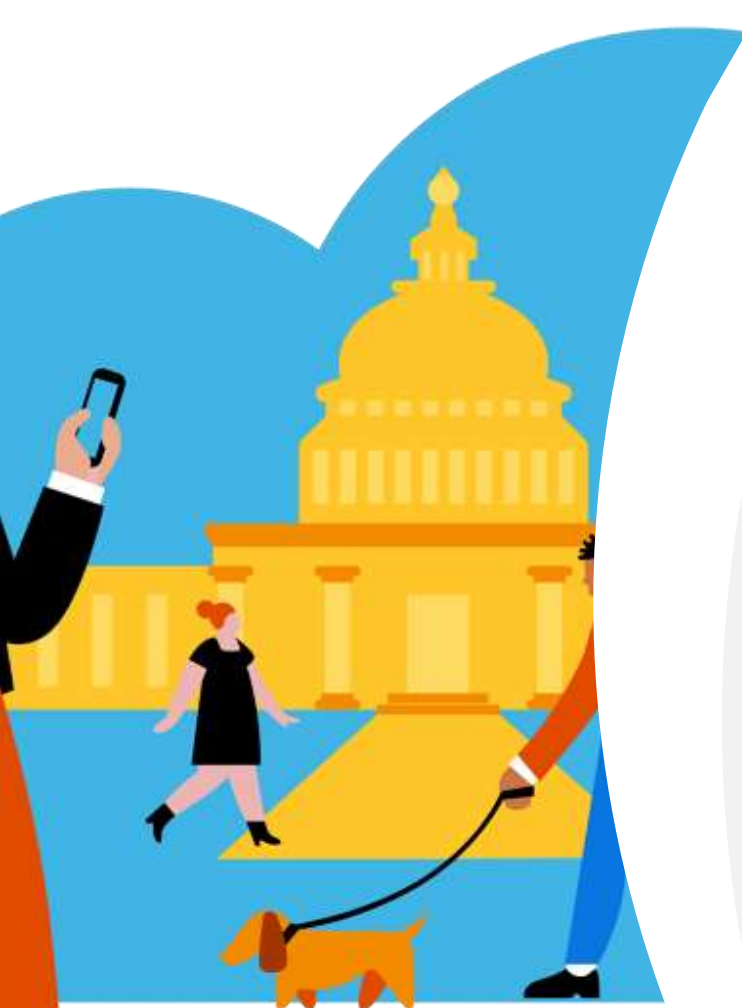
There are many different **leadership styles** that can be exhibited by leaders in the political, business/ organisations or other fields.

Source: wiki



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EXPLORING LEADERSHIP STYLES

Different types of leadership styles exist in work environments. Advantages and disadvantages exist within each leadership style.

Laissez-Faire

- A laissez-faire leader lacks direct supervision of employees and fails to provide regular feedback to those under his supervision.

Autocratic

- The autocratic leadership style allows managers to make decisions alone without the input of others. Managers possess total authority and impose their will on employees.

Participative/ Democratic

- Often called the democratic leadership style, participative leadership values the input of team members and peers, but the responsibility of making the final decision rests with the participative leader.

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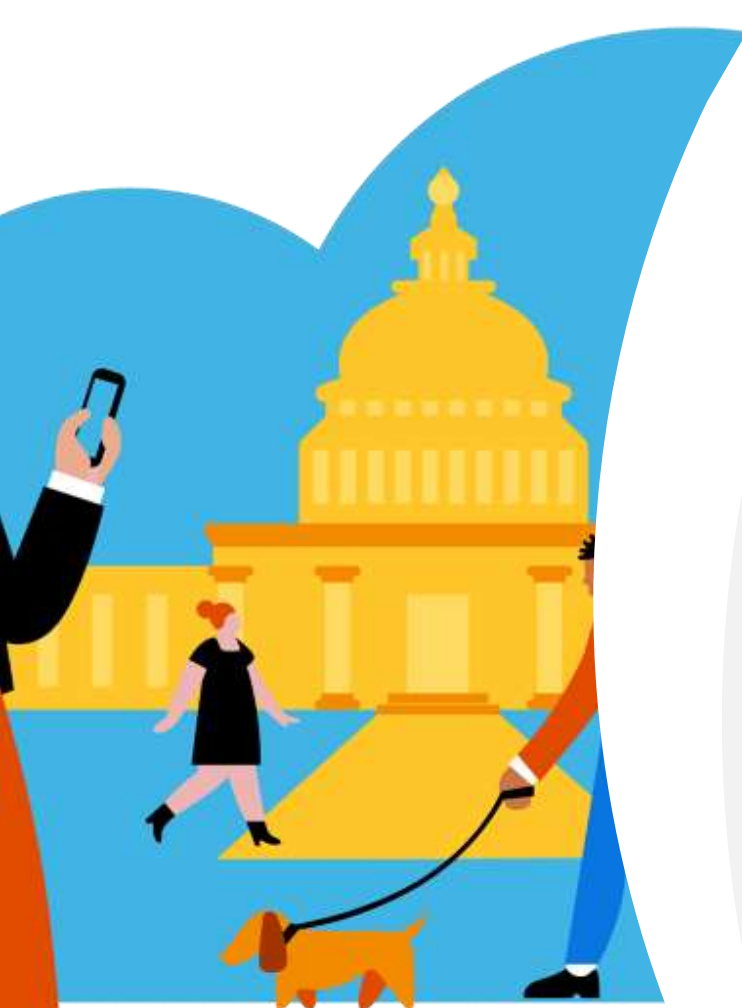
EXPLORING LEADERSHIP STYLES

Transactional

- Managers using the transactional leadership style receive certain tasks to perform and provide rewards or punishments to team members based on performance results.

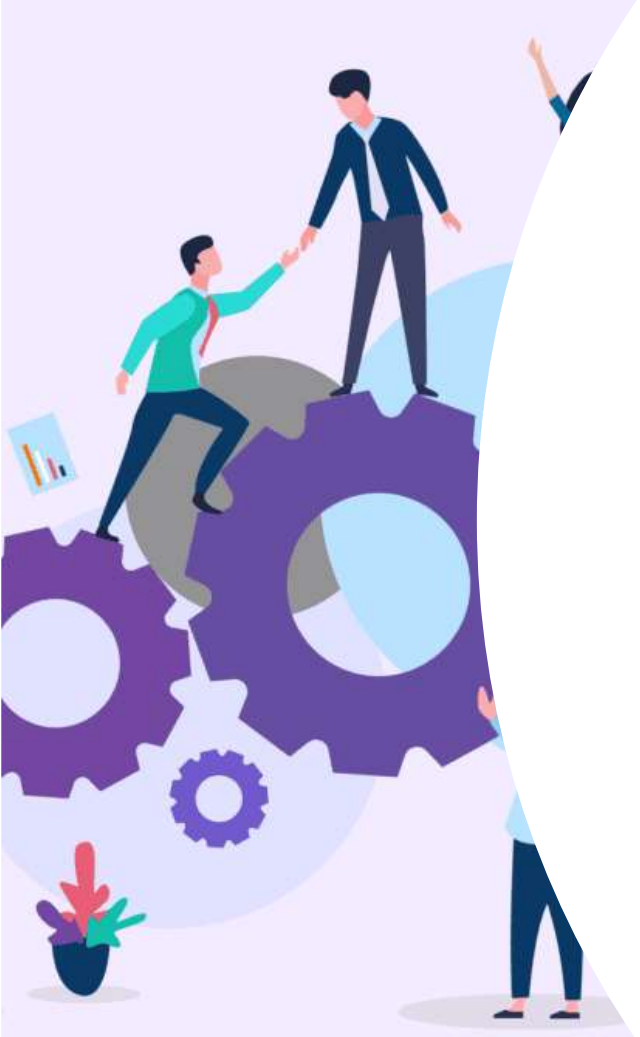
Transformational

- The transformational leadership style depends on high levels of communication from management to meet goals. Leaders motivate employees and enhance productivity and efficiency through communication and high visibility.



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An illustration on the left side of the slide shows three stylized business people interacting with large, interlocking purple gears. One person is standing on a gear, another is climbing it, and a third is reaching up towards it. The background is a light purple with a large white curved shape on the right.

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EXERCISE 1: WHAT IS YOUR LEADERSHIP STYLE?

1. Leadership style questionnaire

- The most effective leaders do not use just one style, but are able to move between styles, choosing the one that best suits the situation.
- Instructions - Please complete the leadership styles questionnaire
- 1. For each of the statements below, tick/circle the number that indicates the degree to which you agree or disagree with the statement.
- 2. Give your immediate impressions. There are no right or wrong answers.
(5 minutes)

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An illustration on the left side of the slide shows a large target with concentric orange and white rings. A black arrow points from the bottom left towards the center bullseye. Four stylized human figures are interacting with the target: one person sits on the top ring with arms raised in celebration; another person stands on the bottom left, also with arms raised; a third person stands on the bottom right, looking up at the target; and a fourth person is partially visible on a ladder on the far left, working on the target. In the background, there are green gears and a white speech bubble containing a gear icon.

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UNDERSTANDING LEADERSHIP SKILLS

DEFINITION (S)

- Leadership skills are the strengths and abilities individuals demonstrate that help to oversee processes, guide initiatives and steer their employees toward the achievement of goals.

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An illustration on the left side of the slide shows four people interacting with a large target. One person is sitting on the top ring of the target with arms raised in celebration. Another person is on a ladder on the left, looking at a laptop. A third person is at the bottom left, also with arms raised. A fourth person is at the bottom right, looking up at the target. A speech bubble with a gear icon is near the person on the ladder. The background features large green gears.

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CORE LEADERSHIP SKILLS

1. **Strategic thinking**
2. **Organising and action planning**, both essential for delivery of the vision and strategy
3. **Risk management** to help avoid things going wrong, and manage when they do
4. **Decisions making** in support of the strategy delivery
5. Ability to **delegate**
6. **Giving and receiving constructive feedback**

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CORE LEADERSHIP SKILLS (cont.)

7. **Effective intrinsic personal qualities** (Being Charismatic, Assertiveness and Understanding Empathy etc.)
8. **Ability to solve problems**
9. **Leading people** - (without followers, there are no leaders).
10. **Working with others** on a one-to-one and group basis
11. **Ability to manage emotions intelligently**
12. **Effective communication skills** (verbal and written)
13. **Empathic leadership**
14. **Ethical leadership**

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WHY FOCUS ON DEVELOPING LEADERSHIP SKILLS?

Because your “success depends on it!”

- Leaders and managers directly impact employee performance and contribution
- Improve engagement
- Increase workforce productivity
- Drive better business performance
- Improve morale
- Provide for higher retention
- Increase the organisation’s ability to attract top talent
- Increase levels of customer satisfaction (internal/external)



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EXERCISE 2. HOW GOOD IS YOUR LEADERSHIP SKILLS?

1. Leadership skills questionnaire

- For each of the statements below, tick/circle the number that indicates the degree to which you agree or disagree with the statement. Please answer questions as you actually are (rather than how you think you should be)..
- When you are finished, please wait for how to calculate your score
- Please complete the Leadership Skills Questionnaire

(5 minutes)

2. SWOT analyses of your leadership

3. Leadership challenge activities



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EXERCISE 3: LEADERSHIP SWOT ANALYSIS (INDIVIDUAL ACTIVITY)

STRENGTH	WEAKNESSES
Good listener	Inpatient
OPPORTUNITIES	THREATS
Develop my team	Training budget

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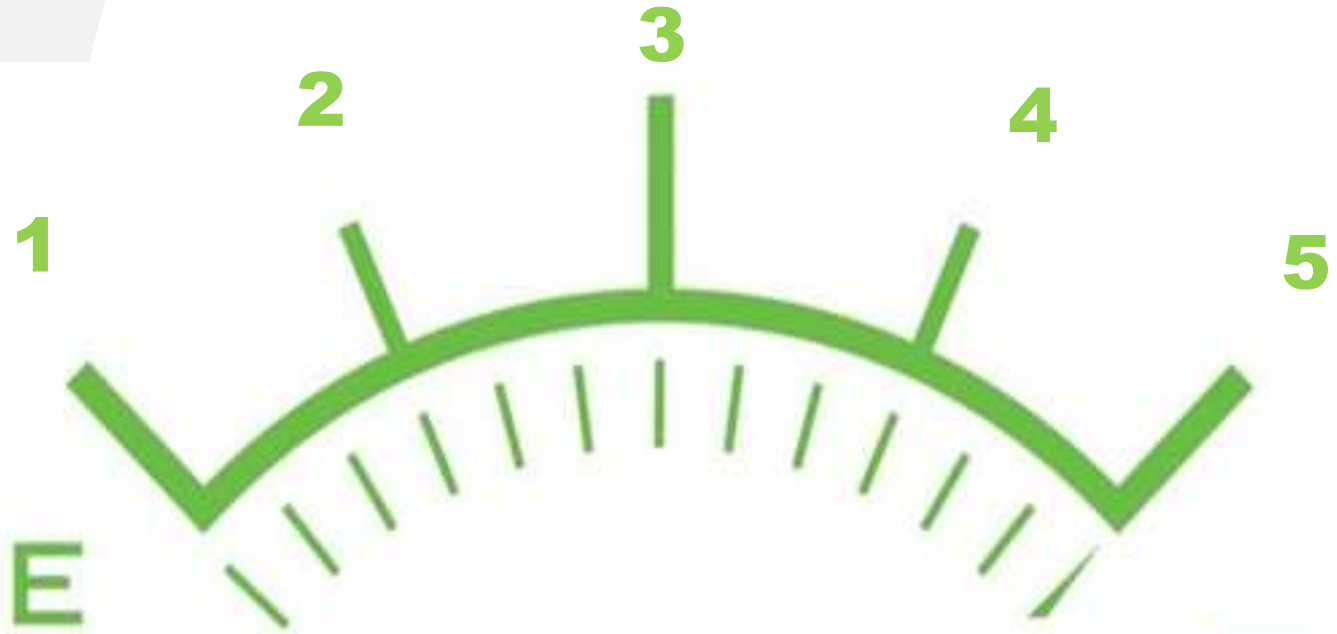
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PERCEPTION MEATER GAUGE



How would you rate your leadership skills

- Perception
- Attitude
- Results
- Culture

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END OF TOPIC 1: EXPLORING OUR LEADERSHIP



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YOU SHOULD NOW:

By the end of the workshop you should be able to:

- To understand themselves as leaders through self-assessments
- To explain and apply different leadership styles and skills
- Be able to explain the difference between leadership and management

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TOPIC 2. BEING GOOD LEADERS



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BY THE END OF THIS SECTION YOU WILL:

By the end of the workshop you should be able to:

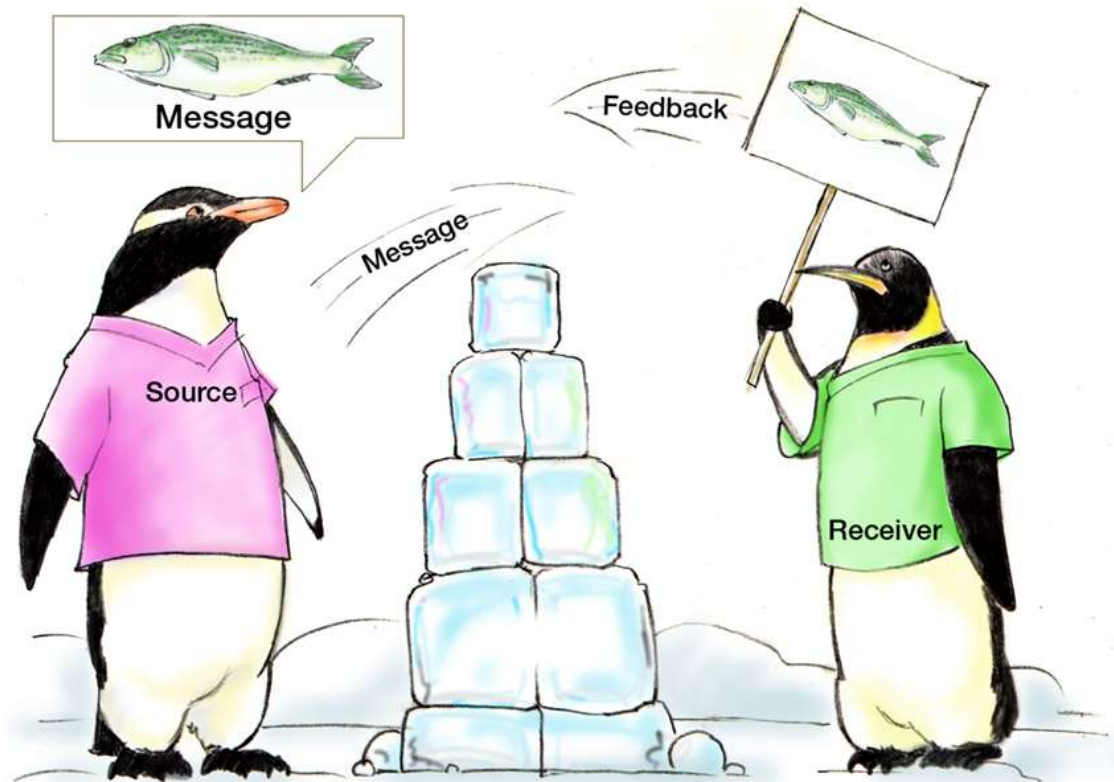
- Understand the importance of effective communication
- Understand and apply emotional intelligence
- Understand the importance of leadership coaching and development

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WHAT IS GOING ON WITH THE COMMUNICATION HERE?



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DEFINITION: WHAT IS EFFECTIVE COMMUNICATION?

- Communication skills help leaders to define the goals of team members clearly.
- It also helps understand team members' goals and desires and solve their grievances.
- Effective communication skills also help foster an open and good rapport between leaders and their teams, which increases productivity and efficiency

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COMMUNICATION TYPES?

- **Management Communication:** directing the traffic of communication. Collecting pieces of the puzzle and determining who gets to see which pieces at which time.
- **Leadership Communication:** ensuring everyone can see the while striving to promote upward communication links. High use of purpose, ultimate vision and stories / metaphors.

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COMMUNICATION IS...

- The process by which information is exchanged between individuals, teams, departments, or organizations
- The lifeline of achieving team/ organizational goals
- Effective when it passes every aspect of an organization

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STANDARDS OF EFFECTIVE COMMUNICATION

Complete

- Communicate all relevant information

Clear

- Convey information that is plainly understood

Brief

- Communicate the information in a concise manner

Timely

- Offer and request information in an appropriate timeframe
- **Verify authenticity**
- Validate or acknowledge information

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STANDARDS OF EFFECTIVE COMMUNICATION

Brief



Clear



Timely



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COMMUNICATION CHALLENGES

- Language barrier
- Distractions
- Physical proximity
- Personalities
- Workload
- Varying communication styles
- Conflict
- Lack of information verification
- Shift change

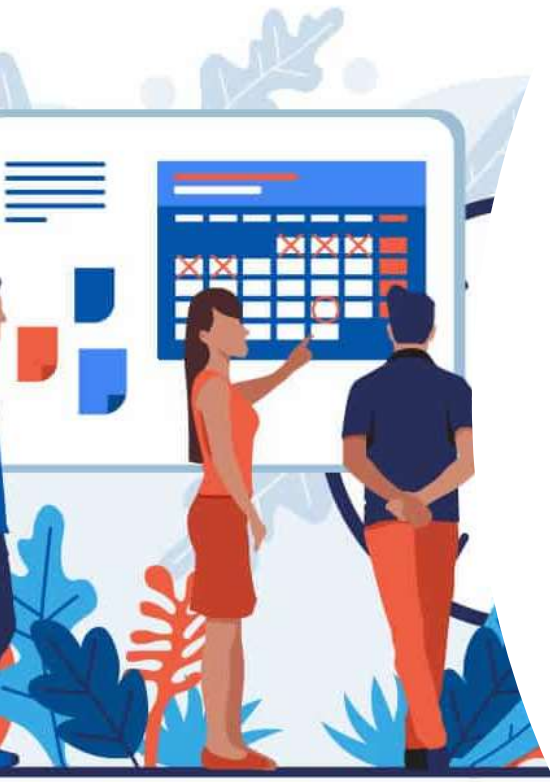
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EXERCISE 4: COMMUNICATION CHANNELS

- Communication channels (Message chain demonstration)
- How can we improve communication channels - how can we improve the message chain?



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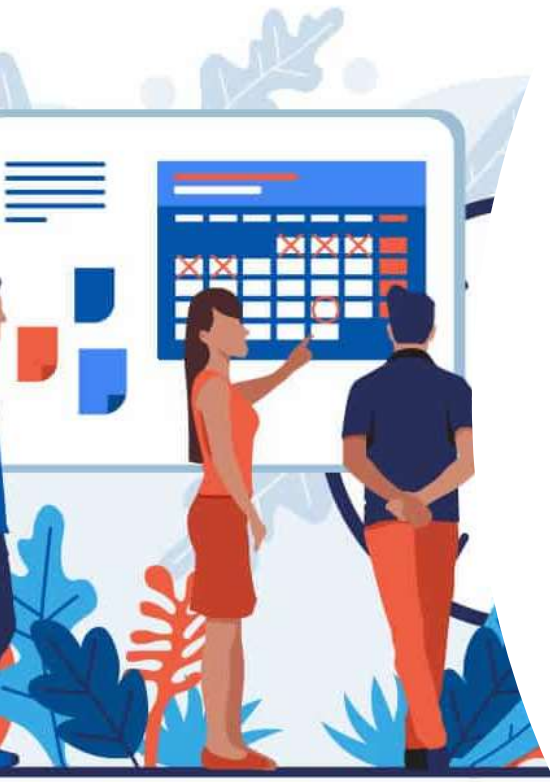
EMOTIONAL INTELLIGENCE

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DEFINITION (S): WHAT IS EMOTIONAL INTELLIGENCE

- Emotional Intelligence is the measure of an individual's abilities to recognize and manage their emotions, and the emotions of other people, both individually and in groups.
- Emotional Intelligence, describes how well we relate to others and to our own feelings.
- Emotional intelligence is the one part of the human psyche that we can develop and improve by learning and practicing new skills.



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UNDERSTANDING EMOTIONAL INTELLIGENCE

Emotional Intelligence can be split into:

- **'Self/personal Awareness** - Ability to recognize your emotions as they happened and understand your general tendencies for responding to different people and situations
- **Social Awareness** - Understanding where the other person is coming from whether you agree or not
- **Self Management** - Using awareness of your emotion to choose what you say and do in order to positively direct your behavior
- **Relationship Management** - Using awareness of other persons' emotions to choose what **you say and do in order to positively direct your behavior**



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UNDERSTANDING EMOTIONAL INTELLIGENCE

Self/Personal Skills or Competences

How we manage ourselves

Self-awareness

- Emotional awareness
- Accurate self-assessment
- Self-confidence

Self-regulation

- Self-control
- Trustworthiness
- Conscientiousness

- Adaptability
- Innovation

Motivation

- Achievement drive
- Commitment
- Initiative
- Optimism



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UNDERSTANDING EMOTIONAL INTELLIGENCE

Social Skills or Competences

How we handle relationships with others

Empathy

- Understanding others
- Developing others
- Service orientation
- Leveraging diversity
- Political awareness

Social Skills

- Influence
- Communication
- Conflict management
- Leadership
- Change catalyst
- Building bonds
- Collaboration and cooperation
- Team capabilities

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SELF-AWARENESS

Self-awareness encompasses:

- Emotional awareness
- Accurate self-assessment
- Self-confidence
- Self-awareness is one of the key components of emotional intelligence (EI).
- Self-awareness is made up of emotional awareness, accurate self-assessment, and self-confidence
- positive or negative / appropriate or inappropriate.
- Self-awareness is a crucial part of emotional intelligence



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EMOTIONAL AWARENESS

Emotional awareness is an ability to recognise your own emotions, and their effects. People who have this ability will:

- Know what emotions they are feeling at any given time, and why;
- Understand the links between their emotions and their thoughts and actions, including what they say;
- Understand how their feelings will therefore affect their performance; and
- Be guided in how they feel by their personal values.
- Being aware of your own emotions, and how they affect your behaviour, is crucial to effective interaction with others. It can also be crucial to your personal health and well-being.



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EXERCISE 5. WATCH YOUR WORDS

1. Complete emotional intelligence self-assessment

2. Killer Statements / words Exercise – are words and statements which offend, upset, hurt, anger people and it can affect relationships, negotiations, teamwork etc.

Exercise Objectives

- Group norming; begin developing ground rules.
- Increase awareness of the words we use.
- Introduce "killer statements."
- Introduce "Costs and benefits."

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EXERCISE 6. WATCH YOUR WORDS

Killer Statements / words Exercise - are words and statements which offend, upset, hurt, anger people and it can affect relationships, negotiations, teamwork etc.

- In our groups (explore)
 1. What are 'killer statements' or 'put-downs'? Create your own definition
 2. Write down all the words you think are killer words that can kill negotiations
 3. Write down all the killer statements you think if used can end negotiations
 4. Everybody stand up and get into pairs. When I say, 'go,' all of you say or shout the killer statements you have written down to your partner. Use all the killer gestures, sounds, and words you want.

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EXERCISE 7. WATCH YOUR WORDS REVIEW

- What were your feelings as you were making the killer statements and gestures? What or how did you feel after you made them?
- Why are they called 'killer statements'?
- How does it make you feel when someone directs a killer statement at you? How does it make you feel when you direct a killer statement at someone?
- Why do you think people make killer statements?
- How should we react when people make killer statements or use killer words?

- **Complete the Self assessment (10 minutes)**
- **Write three (3) things you are going to do to improve your emotional intelligence/awareness (3 minutes)**

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COACHING LEADERSHIP STYLE (CLS)

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DEFINITION (S): WHAT IS COACHING?

- Coaching refers to a method of training, counselling or instructing an individual or a group how to develop skills to **enhance their productivity or overcome a performance problem**. The supervisor is called a coach while the learner is called the coachee.

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WHAT IS THE COACHING LEADERSHIP STYLE (CLS)?

- This **coaching style** is recognizable through its commitment to partnership and collaboration.
- **Leaders behave as coaches**, communicating well, enabling creativity, and motivating and allowing staff the autonomy to make decisions and do a good job.
- Short-term firefighting is replaced by longer term strategic thinking (*Berg & Karlsen, 2016*).
- CLS helps provide **direction and motivation** while developing a *can do* approach that encourages skill development and grows a more robust and effective team.
- **Coaching leaders** are more successful at introducing ways of aligning personal and organizational goals while developing shared accountability and success

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10 CHARACTERISTICS OF CLS

1. **360-degree feedback** is provided by both management and team
2. Leaders become **effective communicators**, sharing, engaging, and listening to the team.
3. **Delegation** is effective yet deliberate.
4. Leaders help their teams **visualize the goals** behind what they are doing, serving as both guide and observer.
5. **Micro-management** is discouraged.
6. **Empathy and awareness** are clear in the leader's actions and communication.

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10 CHARACTERISTICS OF CLS

7. Collaboration, support, and guidance are evident in the coaching style.
8. Focus is on bringing out the best in people, guiding them toward goals and overcoming obstacles.
9. Personal and professional development of employees is encouraged.
10. There are more opportunities for individual growth and creative thinking.

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EXERCISE 8: ENERGY ZAPPER

- What's zapping your energy at work and stopping you from being a coaching leader?
- Write a list of all the things draining your energy
- How can you free up more energy for your team, goals and life.

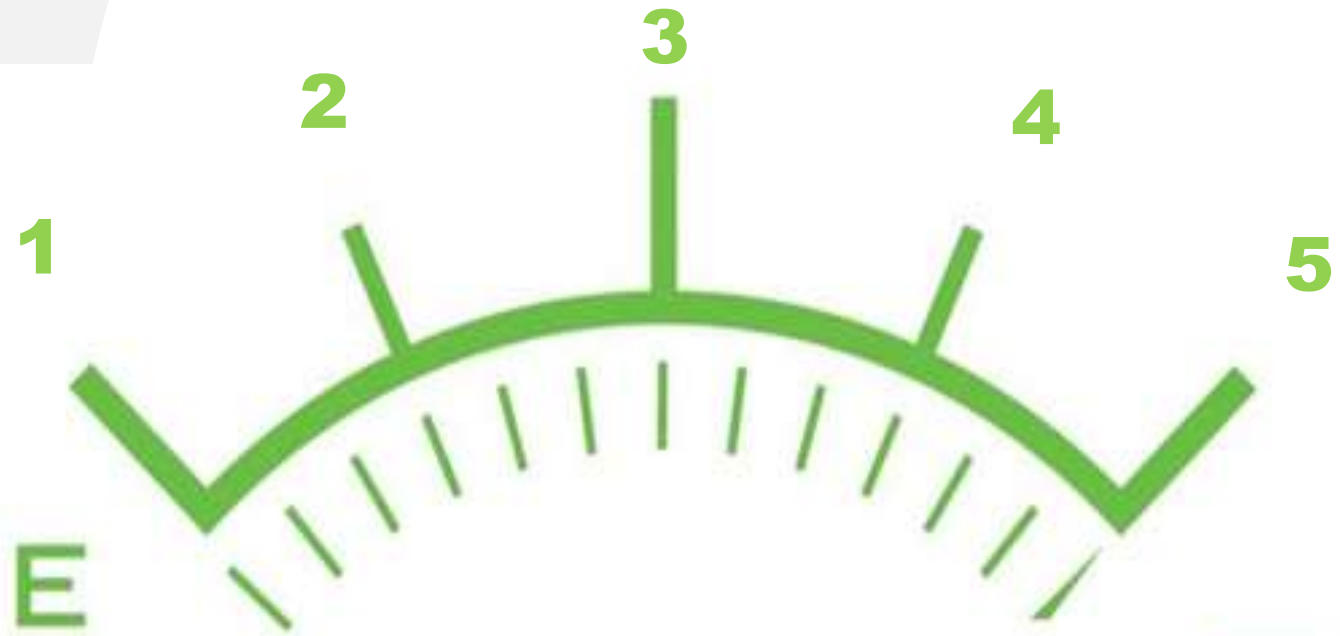


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PERCEPTION MEATER GAUGE



How would you rate the way you communicate?

- Perception
- Attitude
- Results
- Culture

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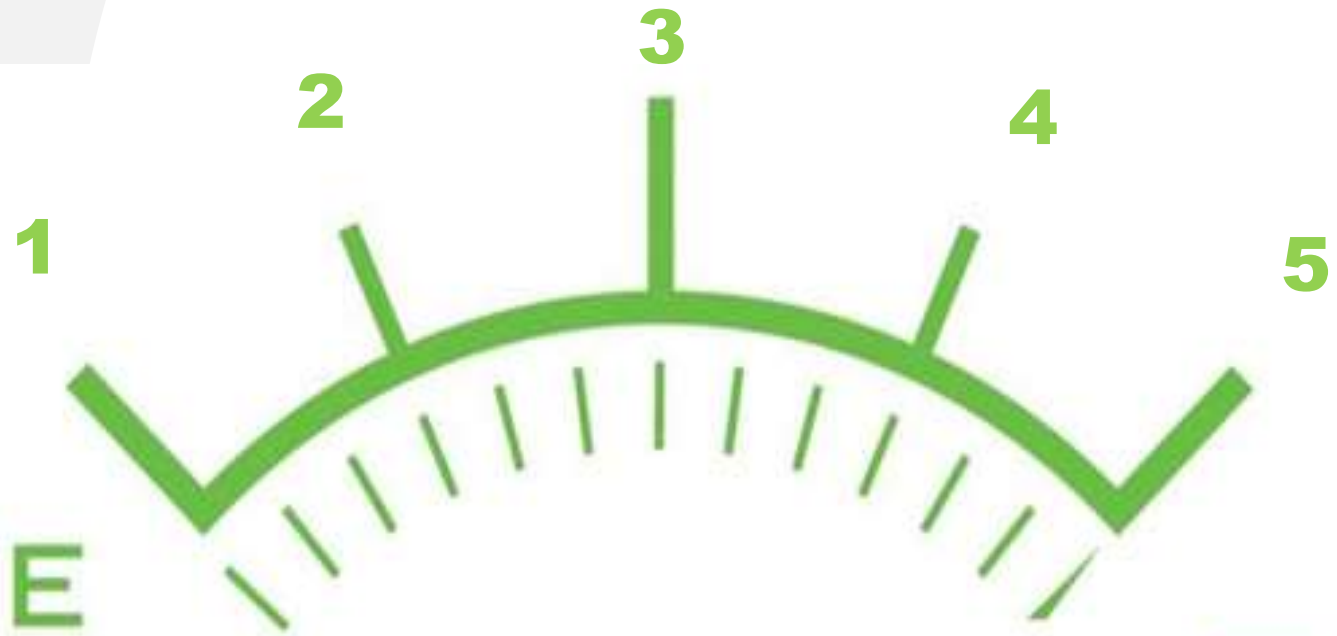


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PERCEPTION MEATER GAUGE



How would you rate your emotional intelligence?

- Perception
- Attitude
- Results
- Culture

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PERCEPTION MEATER GAUGE



How would you rate your coaching leadership style?

- Perception
- Attitude
- Results
- Culture

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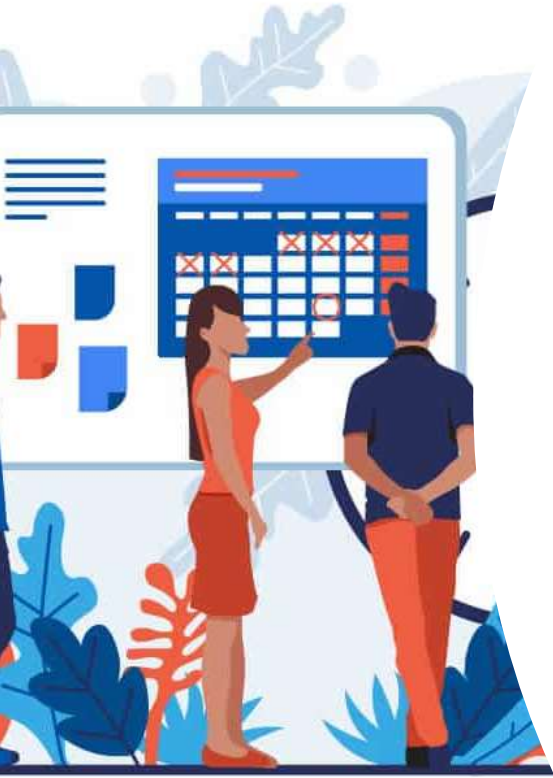


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END OF TOPIC 2: BEING GOOD LEADERS



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YOU SHOULD NOW:

By the end of the workshop you should be able to:

- Understand the importance of effective communication
- Understand and apply emotional intelligence
- Understand the importance of leadership coaching and development

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END OF LEADERSHIP SESSIONS

(Q&A)

DO YOU HAVE ANY BURNING QUESTIONS?

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