



The Association of Directors of Public Health Leadership

Leadership as a DPH

- What we fear most - FEAR OF BEING FOUND OUT
- About me and my path

Be authentic

- Spend a lot of time beyond your comfort zone
- Fundamental principles – have them, live them, articulate them
- Have a strategy. A STRATEGY.
- Framing and narrative
- Honesty on values
- Courage – set out your values. Hold to them
- Right line between divulging EVERYTHING / wearing heart on sleeve vs being aloof

Know your ground, know your role

- Art and Science is equally important. Protection and promotion. Organised effort of society – every single word of the definition matters
- Don't feel you have to know about everything, have something to say about most things and a means of funding out
- Spend time making sure your boss knows the role. PH specialist function vs services commissioned. Things within the Authority, vs things that cut across many orgs.
- DPH for population vs DPH for the council

Trust

- It (almost) all boils down to if you are trusted
- It matters. Build it. Relationships and conversations matter way more than long emails (sic)
- Do what you say you will do

Take risks. Reflect and learn from them

- Be prepared to fail, you will want to give up. Often
- Practice. Like learning to surf, you are going to fall off again and again and again

With not to. Talk to many others

- Don't think you need to have all the answers
- Develop answers with people
- Collaborate widely. With different disciplines and professions.
- Take time out to learn about those who may disagree with or oppose your approach and

conclusions

- My use of social media to learn and test ideas
- Matt Day – one bit of advice from NSW Health Minister - PH is really good at talking to itself, talk to others
- Be a magpie and nick concepts and ideas from other fields
- Test and iterate
- Selling your ideas to people outside your comfort zone or professional community to get traction
- Try out new and different behaviours on the side, or as part of a little project
- Create right conditions rather than “be right” or “be the expert”

Compassionate

- Attending - ‘listening with fascination’. Take time to listen to the challenges, obstacles, frustrations and harms colleagues experience as well as listening to accounts of their successes and joys
- Understanding - taking time to properly explore and understand the situations people are struggling with. It implies valuing and exploring conflicting perspectives rather than leaders simply imposing their own understanding
- Empathising - mirroring and feeling colleagues’ distress, frustration, joy, etc, without being overwhelmed by the emotion and becoming unable to help
- Helping - thoughtful and intelligent action to support individuals and teams. Removing obstacles that get in the way of people doing their work (eg, chronic excessive workloads, conflicts between departments) and providing the resources people and services need (eg, staff, equipment, training) are the most important tasks for leaders

Impact. How do I know I make a difference

- It is about much more than traditional metrics. Right set of things, right building blocks, right planes on the runway and in the air
- “But we must stop talking and DO something” – have impactful stories of what we ARE doing, the things WE “own” (for me – smoking, IM, breastfeeding) and the things we make contributions to (articulate that contribution) – AQ, housing
- Our teams ARE doing things every day have the right narrative to bring this out in a way that good begets more good

Have a mechanism to enable this. The team.

Org infrastructure to enable

Right set of generalists and specialists – mutts vs moles

Team leadership. Work out what YOU are good at (and what you aren’t), try to develop a team with rounded set of competencies

YOUR PA (as per Lynne)