

FINAL EVALUATION REPORT

EMERGING LEADERS IN PUBLIC HEALTH

THIRD COHORT (2007-2008)

NORTH CAROLINA INSTITUTE FOR PUBLIC HEALTH

SCHOOL OF PUBLIC HEALTH

CHAPEL HILL, NORTH CAROLINA

MAY 4, 2008

Findings

Overall Reactions to the ELPH Fellowship

Overall satisfaction with the ELPH Fellowship experience was very high, as evidenced by 100% agreeing that they would recommend the program, and 72% strongly agreeing that they would recommend the program. Every participant said they would stay in touch with other ELPH participants.

Every participant agreed that they had applied what they had learned to their own personal development as a leader, with 84% strongly agreeing. Every participant felt that they had applied what they had learned to their work within their organization. Most had already applied what they had learned in ELPH in their work in their community or state.

Table 1. Overall Reactions to the ELPH Fellowship (N =25)

Statement	Frequencies (%)					Mean ^a
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
1. I have been able to apply what I learned in ELPH to my personal development as a leader.	0	0	0	16	84	4.84
2. I have been able to apply what I learned in ELPH to my work in my organization.	0	0	0	36	64	4.64
3. I have been able to apply what I learned in ELPH to my work in my community or state.	0	0	12	52	36	4.24
4. I intend to stay in touch with other ELPH participants.	0	0	0	28	72	4.72
5. I would recommend the ELPH Fellowship to colleagues.	0	0	0	28	72	4.72

^a Strongly Disagree = 1, Disagree = 2, Neutral = 3, Agree = 4, Strongly Agree = 5

Scholars' Ratings of Personal Development and Change Experienced through the ELPH Fellowship

Graduates reflected at the end on where they had been at the outset of the program, and where they were now, at the conclusion (Table 2).

1. The first three items are about network development – connection with other leaders, and number of trusted graduates can contact for information or career-related help. All three items jumped quite significantly.
2. The next section deals with commitment, interest, intentions, and confidence. All of these items also increased significantly.
3. The next question on understanding of one's leadership style and strengths also increased significantly.
4. The questions in the next section, on specific abilities, also jumped significantly. These abilities were the focus of the curriculum.

Table 2. Scholars' Retrospective Pre-test and Post-test Ratings on Leadership Constructs Related to ELPH^a

Construct	Before you began this program - Mean	Now, after the Program - Mean
Your personal <i>connection</i> with other public health leaders.	4.88	7.54
The <i>number</i> of trusted colleagues you can contact for ideas, info, or help about work-related issues.	4.60	9.04
The <i>number</i> of trusted colleagues you can contact for information about career opportunities and jobs.	4.68	9.08
Your <i>commitment</i> to staying in public health for your career.	6.76	8.52
Your <i>intention</i> to keep developing your leadership skills as you work.	6.32	9.68
Your <i>interest</i> in moving into more senior leadership positions, as opportunities are presented.	6.32	8.56
Your <i>confidence</i> in your leadership abilities in general.	6.08	8.76
Your <i>confidence</i> in your leadership abilities in times of crisis.	5.76	8.32
Your <i>understanding</i> of your personal leadership style and strengths.	5.52	9.16
Your <i>ability</i> to work with a leadership team to diagnose and address a complex problem.	5.80	8.48
Your <i>ability</i> to manage finance and budgets.	5.24	7.24
Your <i>ability</i> to lead people and teams.	6.29	8.56
Your <i>ability</i> to lead crisis communication efforts.	5.12	8.28
Your <i>ability</i> to lead change efforts in an organization.	5.50	8.33

^aScale: 1 = Very low 10 = Very high (for the questions on number of trusted colleagues, 1 = 1 colleague, 10 = 10 or more colleagues)

Scholars Report Network Development through the ELPH Program

Over half (52%) of scholars reported contacting an ELPH classmate for ideas, information, or help (not including required ELPH learning activities) at least once a month over the last three months. The most prominent information sought pertained to work, including professional strategies. Some of the other common issues discussed included professional development, personal issues, ELPH projects, specific skills, and future collaboration. All scholars reported an increase in the frequency with which they collaborate with colleagues on work-related, leadership, and career path issues.

Question 19. Explain one of the most significant ways that participating in ELPH has influenced you.

In response to question 19, some wrote cohesive essays and some wrote more of a list of ways that participation in ELPH had influenced him or her. First, we present two samples of answers from ELPH participants.

Self-awareness. During the ELPH experience, I have had the opportunity to learn how I view myself, how I interact in teams and most importantly how I am perceived by others. Many times, what we want others to see about us rarely comes across the way we hope it would. I know I have been perceived to be harsh and abrasive, but it is merely a façade to shelter me from the hurt and harm that I think others are trying to inflict upon me. I believe and feel that I am a genuinely kind and concerned person, but that might now always show to others. Therefore, in situations I now find myself trying hard to show the softer side of who I am. Even as a supervisor in my previous position, I would make extra efforts to build and improve my soft skills with my employees by showing a genuine interest in them and their lives outside of the workplace.

I often pondered what type or kind of leader I was/am, and how I fit into the “bigger picture” of service to others. I also pondered if “leadership” is something that I actively sought out, or was it just sort of dropped in my lap by others? My first reaction to ELPH during our first retreat was I suddenly felt as though I had come to a turning point in my life and was faced [with] a crucial decision: To lead or not to lead? I know that if I forged forward I would have no choice but to be transformed to a level of accountability that quite frankly, scared me. But I also knew that if I turned back now I would always & forever more have a cloud of self-doubt that would be a much worse burden to bear. So I continued...Our second retreat was the turning point. It was here I discovered [gave his name here] and [my] purpose. A servant leader who connects with others, and helps others find the leader in them.

We also broke down all of the qualitative responses into discrete text units of meaning. The responses fell under nine categories as follows:

- Self Awareness
- Knowledge/Understanding
- Network Development
- New Practices
- Skills
- Professional Development
- Value
- Interest Increased
- Holistic Personal Transformation

We now present representative examples of these comments.

Self Awareness (18 responses)

- *Self reflection – where I've been and where I'm going as well as how I am getting there.*
- *A better understanding of my personality and how to play more towards my strengths; spent time with the career coach; time to reflect*
- *Professional one-one coaching and personality assessments that helped me identify my strength and areas in need of development. This helped me identify several personal goals that I could set for myself and take concrete steps towards fulfilling them.*
- *I learned how others in my profession (past/present) see me as a leader. I learned how I interact with my external and internal environments. I will use this information to learn and implement traits I need to become an informed, well-rounded leader, as well as have more respect for others that I encounter during my journey.*
- *ELPH has helped me identify my leadership style.*

Knowledge/Understanding (14 responses)

- *Increased knowledge of need to find a balance in being true to myself (core values) while representing the beneficiaries of our programs from a strong developed knowledge base of the issues (direct and indirect) that potentially may impact services.*
- *Become more business/entrepreneurial minded*
- *I gained new insight into how politics, the economy and global events shape my profession in public health.*
- *To understand that every one on the team has a unique and distinct role.*

Network Development (14 responses)

- *Expanded my network to a national level*
- *Better utilize my pre-existing networks and teaching me the importance of building new ones.*

- *ELPH has provided me the unique opportunity to not only network with more accomplished individuals in my field, but to expand my horizons.*
- *Now I understand what networking is and its importance; and have a cohort of colleagues to do it with.*

New Practices (11 responses)

- *“Control” aspect of FIRO-B → orderly (became more orderly with tasks assigned)*
- *Has given me a new approach in “policy” issues*
- *The peer and personal coaching was helpful. I’m considering getting a career coach for personal and [professional] development.*
- *The IDP is a tool that I use for my interns now.*
- *Along the lines of self awareness, I have tried to build a better relationship with my new boss than I had with my previous one to reduce the chance of misperception on his part.*
- *As an introvert, I always reflect, but have learned to do it more objectively, looking at the process rather than feelings generated.*
- *ELPH has served as a catalyst to increase my maturity level and has deepened my interest in learning about public health.*
- *Learning that I need to explain things more, because everyone doesn’t “just get it;” Continuing to have patience with those*
- *ELPH has influenced me to perform more self reflection via the following:*
 - *Personality types (FIRO-B, Myers-Briggs)*
 - *Understanding my group’s various personalities as well as my leadership style*
 - *FIRO-B – inclusivity of the group, learning/confirming my sentiments for including others; being more supportive of the group amidst conflict (expression)*

Skills (10 responses)

- *I have been equipped with the skills to pursue opportunities that can enhance my personal and professional life.*
- *Learning to be a leader at different times and when to step back and provide [opportunities] for others to take on leadership role.*
- *ELPH has helped me crystallize the various important additional skills I have acquired to be able to work and lead within a team.*
- *The ELPH program has greatly enhanced my interpersonal relationship skill and team building efforts. This was made possible by understanding myself better and having greater appreciation of my influence on others as well as other people's influence on me*

Professional Development (7 responses)

- *ELPH has assisted me in really looking at where I am in my career. “Where do I want to be in the near and distant future?” “What does it take to get there?”*
- *Also to think more in an entrepreneurial manner, to reinvent myself and prepare to have global, professional and personal experiences. Also prepared me by giving me tools to consider/use to accomplish this.*

- *The ELPH program has honed my focus on the need to be more visible in varying capacities, to become recognized in my organization as a leader with the maternal and child risk assessment arena.*

Value (5 responses)

- *Helped me appreciate even more, the value of computer technology whereby you can remain in one place and work with colleagues around the country.*
- *The importance of entrepreneurial leadership and being able to see changes and respond to it.*
- *Remembering to make sure decisions that you make are built on your own moral values and personal ethics.*
- *Furthered my interest in public health*

Holistic Personal Transformation (1 response)

- *The training and positive interaction with other fellows throughout the ELPH experience have molded me into a more confident, knowledgeable and responsible individual.*