

Healthier People in Healthier Environments



Healthy Urbanization Learning Circle

Workbook for Facilitation

Module IV

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**World Health
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Programme



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WHO CENTRE FOR HEALTH DEVELOPMENT
Kobe, Japan

Bangalore Healthy Urbanization
HULC, Module 4
2122 November 2007

Language: English

PROVISIONAL PROGRAMME

Day 1	Skills development, team work and evaluation	
08:30–09:00	Registration	Secretariat
09:00–09:15	Unfreezing exercise	The exercise will be proposed by the facilitators
09:15–09:30	Recap of the previous modules and Overview of HULC Module 4 programme	Facilitator
09:30–10:30	Management of change	Presentation Facilitator
10:30–10:45	Coffee/tea break	
10:45–11:45	Management of change (continuation)	Facilitator
11:45–12:30	Presentation skills	Facilitator
12:30–13:30	Lunch	
13:30–15:30	Teamwork on the action-research projects and preparation of Powerpoint presentations	HULC teams
15:30–15:45	Coffee/tea break	
15:45–17:00	Visualising the course evaluation process The river game	Facilitator
Day 2	Team report presentations and commencement ceremony	
09:00–09:30	Team-building exercise	The exercise will be proposed by the facilitators
09:30–10:30	Wrapping up teamwork on the action-research projects and finalization of Powerpoint presentations	
10:30–10:45	Coffee/tea break	

10:45–11:30	Team presentation	HULC Team Mathikere All team presentations are to be co-facilitated with WHO Focal Point/s and Local coordinators
11:30–12:15	Team presentation	HULC Team Moodalapalya
12:15–13:30	Lunch	
13:30–14:15	Team presentation	HULC Team Vidyapeeta
14:15–15:00	Team presentation	HULC Team Robertson Road
15:00–15:45	Team presentation	HULC Team Vasanthn agar
15:45–16:00	Coffee/tea break	
16:00–16:45	Team presentation	HULC Team Shanthinagar
16:45–17:30	Team presentation	HULC Team Pobbathi
17:30–17:45	Personal reflections	Facilitator
17:45–18:00	Closing remarks and ways forward	High-level official
18:00–18:20	Certification ceremony	BBMP SHINE WHO



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Management of change



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Management of change*

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*Based on materials developed by
Dr Hanson for the Prolead training programme

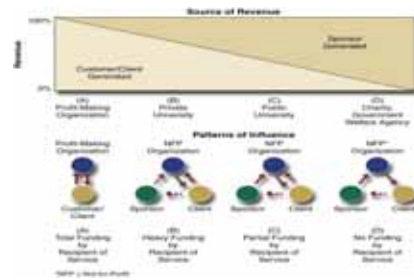


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Why worry about managing change?
Effects of sources of revenue on patterns of client-organization influence



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3

Relevance of previous slide ...

Constraints on achieving effective delivery of services/products:

1. Service is often intangible
 - Therefore, difficult to measure
2. Influence of resource contributors on internal management
3. Strong staff commitment
 - A case of too much focus on "cause" &/or profession/vocation
4. "Beneficiary" influence may be weak
 - Therefore, danger of their real interests being jeopardized
5. Appropriate reward systems
 - Resulting from 1, 2, & 3



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What do we hope to gain from this session?

Objectives

- Awareness of the basic concepts of change
- Discover our current mindset on change
- Enhance our ability to adopt an appropriate mindset for change



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Topic 1: Introduction of basic change concepts



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Activity 1: Instructions

- Pick a partner
- For next 3-5 minutes, observe and get to know each other
- Now, stand with your backs to each other & do not speak or look at each other
- Listen to my instructions: [change 5 things about yourself](#)
- Now, turn and face each other
- Try to determine the changes your partner made



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Activity 1: Change 5 things

- What did you understand by the word “change”?
- How did you feel when you were given instructions to change? Why?
- How did you decide on what to change?
- What did you do when you were asked to go back to your places?
- What are your personal learnings?



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Activity 1 : Synthesis

- People often understand change as taking away or losing something; not as adding or as an opportunity to grow
- People are often hesitant and uncomfortable to change because of the presence of a “comfort zone”
- People have a tendency to go back to old ways and habits if the change is cosmetic and not transformational



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Topic 2: Themes on managing change



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Activity 2: Questions for your Manager

- Organize into groups
- **Instructions:** Imagine you have a new superior who is thinking of some organizational changes. Think of questions you want to ask that person.
- In each group, develop questions & write them on flipchart paper
- Present questions



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Themes on managing change

- Proactive vs Reactive
- Conscious vs Acting from habit
- Responsible vs Victimized
- Creative vs Routine
- Opportunities vs Problems
- Leadership vs Management

Our pattern of answers could indicate our present mindset when faced with the prospect of change!



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Topic 3: Basic change concepts & assumptions



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Activity 3 : Questionnaire

- Following are 25 true-false questions
- Individually, read each statement and indicate your answers with a “T” or “F”
- Discuss among your small groups. Come up with group consensus but retain individual answers



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1. People always resist change
2. Communication of the organization's future state by its leaders is one of the most important aspects of a successful change effort
3. The most difficult aspect of a change effort is the determination of the vision for the future state
4. In a change effort, communicating what will remain the same is as important as communicating what will be different
5. Lacking freedom of choice about change usually causes more resistance than change itself
6. A highly effective, early step in managing change is to allow dissatisfaction with the current state to come to the surface



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7. A common error in managing change is providing more information about the process than is necessary
8. As movement towards a new future begins, members of an organization need both time and opportunity to let go of and grieve for the loss of the present state
9. The planning of change should be done by a small, knowledgeable group that communicates its plans when this task is completed
10. Despite differences in organizational specifics, certain clear patterns are found in all change efforts
11. In a change effort, influencing people 1-on-1 is more effective than in small groups
12. Managing resistance to change is more difficult than managing disinterest of “couldn't care” attitude



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13. Complaints about the change effort are frequently a sign of progress
14. “Protection of territory” by both individual and group, is usually the greatest obstacle to systemic change
15. The first question asked by people about organizational change concerns the general nature of the future state
16. Symbols, slogans, acronyms that represent organizational change usually reduce the effectiveness of the effort rather than add to it
17. Leaders find it more difficult to change organizational goals than to change the ways to reach those goals
18. Successful change efforts usually require changing the reward system to support change



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19. With little information about the progress of a change effort, people will usually think positively
20. A change effort routinely should begin with modifications of the organization's structure
21. The more members of an organization are involved in planning the change, the more they will be committed to the change effort
22. A reduction in the organization's problems is a clear sign of progress in the change effort
23. Organizational change is usually a response to external environmental pressures rather than internal management initiatives
24. In managing change, it is more effective to reduce barriers to achieving the end state than to increase pressure toward that end state
25. Effective organizational change requires certain significant and dramatic steps or leaps rather than moderate incremental ones



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Activity 3 : Answers

- | | | |
|-------|-------|-------|
| 1) F | 11) F | 21) T |
| 2) T | 12) F | 22) F |
| 3) F | 13) T | 23) F |
| 4) T | 14) T | 24) T |
| 5) T | 15) F | 25) T |
| 6) T | 16) F | |
| 7) F | 17) T | |
| 8) T | 18) T | |
| 9) F | 19) F | |
| 10) T | 20) F | |



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What the experts say about change

- People
 - People don't resist change, per se; They resist loss or the likelihood of loss
 - People resist imposed change even if it's for their own good
 - Resistance is energy and hence can be re-channeled if you can understand what's causing it
 - Apathy is tougher to deal with than resistance



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What the experts say

- Change
 - Clear and predictable patterns exist in all change efforts; therefore CAN be managed!
 - Plan a step change or a leap, otherwise small increments will be neutralized or absorbed



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What the experts say

- Planning change
 - Show the environmental factors that are causing the change
 - Create a compelling, attractive vision of the future state and help people buy into it
 - Positively encouraging and facilitating dissatisfaction with how things are is a key source of change energy
 - Involve as many people as is feasible in the planning of change and avoid small expert change planning teams working behind closed doors



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What the experts say

- Planning change (cont'd)
 - The first question on everyone's mind will be "How will this affect me?" or "What's in it for me?"
 - Must make it easy for people to voice their self-interested concerns and to **change their mind on** issues or at least anticipate them and deal with them
 - People will live more easily with imposed goals than imposed means



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What the experts say

- Managing people-side
 - Deciding on a vision may be tough, but not as tough as moving an organization towards that vision
 - Leave something for people to hold on to
 - Be seen to "walk your talk" by repetitive, regular and reinforcing communications
 - Recognize need for closure, grief before moving on
 - Influencing groups to change is more likely to succeed than for individuals



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What the experts say

- Managing organizational-side
 - Avoid changing the organization chart as your key change intervention
 - Involvement leads to commitment; lack of it leads to resistance or apathy
 - Track down and remove the barriers to the end state rather than increasing the pressure
 - Help those affected by change; develop symbols and slogans that are exciting and meaningful to them



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What the experts say

- Evaluating change
 - Don't worry if initially the organization seems to have more problems during a period of major change
 - View complaints about the change process as a sign that change is happening
 - Don't assume that people will stay positive in the absence of regular updates and success stories
 - People ultimately do what they believe they will be rewarded for, so reward systems must be aligned with the change direction



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Strategic management of change

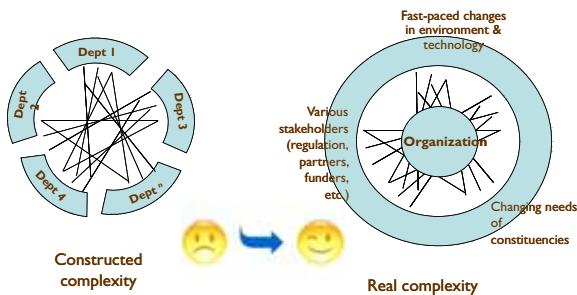


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Two forms of complexity



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Two approaches to change

Evolutionary

- Lower risk, lower return
- Slower, takes longer
- Clarity, consensus building
- Bottom-up, inside-out
- Lots of small parts/projects



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Two approaches to change

Revolutionary

- Higher risk, higher return
- Faster
- Needs a lot of conflict-resolution
- Top-down, outside-in
- A few but major change campaigns

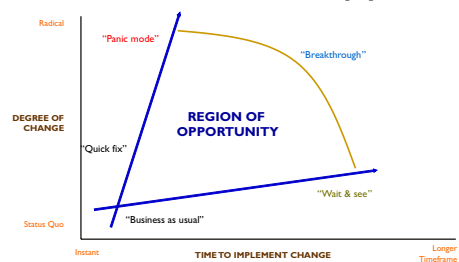


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Change spectrum: Match needs with approach



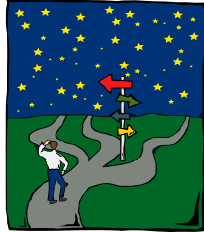
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The fundamental change question

What must we do to make our organizations perform better and become more effective?



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Putting it all together A Framework for Strategic Change

How we should view Change Management for Organizational Performance

- Strategy (direction-setting)
- People (human capital effectiveness)
- Systems (critical management & operational processes)
- Learning (strategic, individual & organizational)

The key challenges however are . . .

1. Identifying the appropriate combination of the above (unique for every organization)
2. Developing appropriate intervention (i.e. change) programs that potentially have the highest impact



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Putting it all together A Framework for Strategic Change



1. At the core of every organization is a purpose & desired future state (implicit or explicit)
2. These are articulated through organizational strategies
3. These strategies define specific actions that address knowledge/skills, people/wellness, and systems/processes



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Putting it all together A Framework for Strategic Change



1. Performance deficiencies: Gaps that exist between current & desired state
2. Performance improvement planning: Understand why the organization is the way it is today, determine what changes need to happen, and developing courses of action that will effect these changes
3. Performance improvement execution: Success will depend significantly on organizational support for the change AND leadership competence



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“There is nothing more difficult to take in hand, more perilous to conduct, or more uncertain in its success, than to take the lead in the introduction of a new order of things.”

Machiavelli



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Presentation skills



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Presentation skills

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Learning objectives

- To review basic knowledge in making effective presentations; and
- To review general tips in developing Powerpoint presentations.



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Preparing a presentation

Points to remember:

- Be relevant, simple and to the point
- Show depth and breadth of knowledge
- Demonstrate positive attitude, energy and enthusiasm for the subject



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Some tips

- Defining your purpose
 - What do you want to communicate to your audience?
 - Do you want to entertain the audience?
 - Do you want to pass on vital information?
 - Do you want to inspire your audience?



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Some tips (2)

- Knowing your audience
 - size, age range, gender,
 - similarities/differences, culture, etc.
 - does the audience know you?



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Some tips (3)

- Knowing your location
 - layout
 - lighting
 - acoustics
 - seating
 - power supply



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Some tips (4)



- **Rehearsing**
 - Be confident with your material.
 - Be aware of presentation time period allowing questions from the audience
 - Would make less reliance on the script each time and enhance spontaneity
 - Be prepared with anticipated questions



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Delivering a presentation



- **Controlling your nerves**
 - Be prepared
 - Check that the pages of your script are numbered in case you drop them
 - Check props and AV aids
 - Check that equipment are functioning
 - Practice
- **Speak confidently**
 - Start strongly and conclude strongly



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General tips

- One slide for every 2 minutes of your presentation:
 - e.g. a 30-minute presentation = no more than 15 slides
 - intersperse text slides with photo, graphs or charts to illustrate your points
- How much is too much?
 - your slides should be used to control the timing, pace and flow of your talk
 - they should not contain the entire script of your presentation
 - they should capture each main point in bullet form



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Making presentation slides



- An illustration, or a picture, is worth a thousand words:
 - whenever you can, use visuals to make your presentations more compelling



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Less is more



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General considerations

- Slides should be legible when held at arm's length
- The use of background colours is not recommended
- Limit the number of words per bullet to no more than 20
- Leave space, at least the height of an upper case letter, between lines of text
- All fonts, including that on graphs, should be 18 point or larger
- Graphs and charts should use bold lines and symbols that contrast sharply with the background



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Fonts and type size

- Your goal is to create “easy to read” slides
- Arial is your best choice for letters on text slides and charts and graphs – Arial Narrow is an alternative
- Dark lettering on a light background is clear and will photocopy well
- Don't put more than 7 bulleted items on a slide
- Never use capital letters LIKE THIS



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Use the same colour

- When necessary, adjust the contrast of colours to increase comprehension of your slides
- Use the same colour for each first-level heading – use the same colour for each second-degree heading and for all words in the body of your slides
- Avoid red or green for general text
- Use as few colours as possible and avoid exotic type styles



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Photographs

- Photographs and other artwork should be no more than 72 dots per inch (dpi) in size
- The “.PNG” format is a useful one in which to save photographs; it is light and allows for good definition
- Don't distort photographs – enlarge/reduce them pulling from the corners to ensure the same % change in width and height



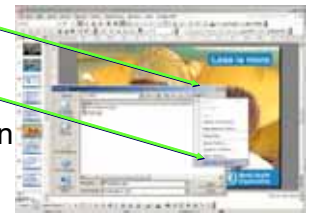
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How to reduce the weight of your file

1. Save as...
2. Tools...
3. Compress pictures
4. Resolution: web/screen is usually enough



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Effects

- Transitions and animations, when they are relevant, can enhance the messages in your presentation by providing visual cues which underscore your main points
- Use them judiciously – overuse can confuse and annoy your audience
- Avoid use of sound effects or word effects (i.e. words or letters “flying in”) which distract from your main messages



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Archiving your files



- It's useful to fill in your file “properties” (under “File” in the general menu), which will make your presentation easier to find using the “search” function

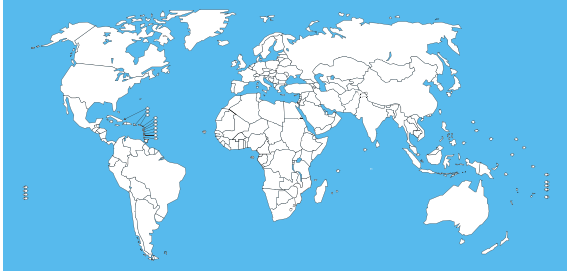


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Generic map for your presentations.
You can “ungroup” but be careful



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2nd generic map



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You may now

- create your own PowerPoint presentation
- or
- improve on an existing Powerpoint presentation



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Template for final presentation



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Title of action research project

Names of HULC Team members



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2

Introduction



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3

Situation analysis



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4

Elements of healthy urbanization (Spidergram)



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SDH being addressed



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6

Stakeholder analysis



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7

Problem statement



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8

Root causes of the problem (Ishikawa diagram)



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9

Countermeasures and practical methods



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Key research questions



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Methodologies (Action plan)



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Key advocacy messages



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Key research findings (Research answers)



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Achievements



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Lessons learned



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Conclusions and Recommendations



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References and annexes



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Acknowledgments



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Instructions for the River game



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Instructions for the River game

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2

Objective

To assess your personal and group experiences with HULC

Explanatory Note:
The river symbolizes the flow of the HULC team over time (since January 2007).



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Tools

- **Fishes** (orange paper):
• The fish symbolizes factors that facilitated the implementation of your project (such as feeling more assertive)
- **Stones** (blue paper): The stone symbolizes factors that hindered the implementation of your project (such as insufficient knowledge/skills)
- **Yellow Arrows**: symbolizes environmental factors that positively influenced the implementation of your project (such as political support)
- **Green Arrows**: symbolizes environmental factors that negatively influenced the implementation of your project (such as political unrest and insecurity)



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4

Actions

- **Step 1**: Within the HULC team discuss and reach consensus on characteristics of the fishes and stones in the river as well as the flow of the river (enabling environment)
- **Step 2**: Write these characteristics on the fish and stone and arrow and remember to mark these with the HULC name (ward)
- **Step 3**: Place the fish and the stones in the river according to time
- **Step 4**: Re-direct the flow of the river according to the team consensus, and place the arrows on selected sites
- **Step 5**: Present team findings to the rest of the participants



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Personal reflections : Why you are special



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Personal reflections: Why you are special

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2

Instructions

- Each participant will be given a set of paper cut-outs that symbolize feelings, values and ideas.
- Choose one person who showed you the meaning of the symbol during HULC.
- As the name of the symbol is called out, all participants will give the symbol to the person who showed him or her the meaning of the symbol.
- You may give more than one symbol to a person.



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3

LOVE



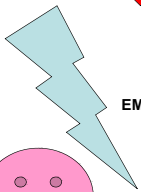
KNOWLEDGE



PEACE



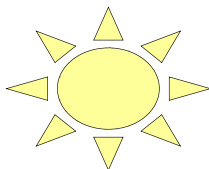
EMPOWERMENT



HOPE



HAPPINESS



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