



MODULE 1: PARTICIPANT AGENDA

	Tuesday, March 19	Wednesday, March 20	Thursday, March 21	Friday, March 22
Objectives	Participants immerse themselves in complexities of UHC and learn why leadership matters and practice listening.	Participants make sense of UHC in their country and define common values.	Participants learn from the host country experience.	Participants reflect and prepare for home-based inquiry.
Morning	<ol style="list-style-type: none"> Welcome and framing of objectives with testimonial Aligning on program expectations Overview of program content and skills: <ol style="list-style-type: none"> Self-leadership System Mobilizing others 	<ol style="list-style-type: none"> Practice listening with music Debrief from day 2 Leading by dialogue Introduction to sculpting in the context of CAI, including stakeholder mapping 3D Sculpting exercise: What is your current reality including stakeholders, relationships and forces? 	<ol style="list-style-type: none"> Debrief from day 3 Presentation and panel Lunch Sensing Journeys 	<ol style="list-style-type: none"> Debrief from day 4 Reflections: Guided journaling Program review of the week Preparing to understand the context at home Preparation and sharing of in-country preparations
Afternoon	<ol style="list-style-type: none"> UHC complexity and iceberg exercise to deepen understanding Leading by listening, including sensing Dialogue walk End of day reflection and feedback 	<ol style="list-style-type: none"> 3D Sculpting exercise 3D Sculpting exercise Part 2: Reflection on possibilities adaptive challenges and learning assumptions What are our collective values? End of day reflection and feedback 	<ol style="list-style-type: none"> Sensing journeys End of day reflection 	<ol style="list-style-type: none"> Program Evaluation Next steps with the program Closing
Evening	<ol style="list-style-type: none"> Free evening 	<ol style="list-style-type: none"> Offsite dinner 	<ol style="list-style-type: none"> Free evening 	<ol style="list-style-type: none"> Free evening



MODULE 1: Understanding UHC's complexity

- Understanding the complexity at the individual, collective and systems level.
- Strengthening listening skills.
- Learning from the host country's experiences.



PRACTICAL PHASE 1: Gathering UHC insights at home (50-60 days)

- Conducting high-quality interviews and field visits.
- Identifying viable activities where participants can advance UHC reforms.



MODULE 2: Reviewing data and defining collective action (4 days)

- Preparing the actions the participants will work on at home.
- Identifying the necessary leadership and collective action skills.
- Learning from host and participant country experiences.



PRACTICAL PHASE 2: Using results for learning by doing (100 days)

- Advancing local UHC reforms through collective action.
- Practising skills needed to mobilize people for action and to respond adaptively to obstacles as they arise.



MODULE 3: Analyzing the past to prepare for the future (4 days)

- Building skills to collectively review and understand what happened and why.
- Thinking through next steps for advancing UHC.
- Learning from host country and participant experiences.



POST-PROGRAM: Continuing reforms with development partners

- Leveraging stronger coalitions and improved leadership skills.

Leadership for Universal Health Coverage (L4UHC) theory of change argues that improving the collective understanding of Universal Health Coverage (UHC) complexity, developing individual competencies and establishing and/or strengthening coalitions, which can deliver results, are necessary ingredients to advancing UHC reforms. These investments in human empowerment complement the financial and technical investments made on UHC reforms.

This theory of change is based on proven experience with methodologies that give development actors an opportunity to explore their beliefs, attitudes, personal and collective values within their social and organizational context. Such journeys allow people to find the individual and collective courage to build a common vision which becomes the basis of deliberate collective action. The L4UHC program's theory of change rests on three assumptions:

1. There are tools and processes which support the individual in developing the courage and perseverance needed for leadership interventions.
2. Holding environments for collective action can be created so that multiple stakeholders can move forward with a common vision and understanding on how to achieve results.
3. This work is inherently adaptive and requires addressing underlying values and beliefs to be successful and sustainable. These underlying values and beliefs are part of understanding UHC complexity.

SYSTEMIC UNDERSTANDING OF UHC COMPLEXITY

“Systems thinking is a discipline for seeing wholes. It is a framework for seeing interrelationships rather than things, for seeing patterns of change rather than static snapshots, for seeing root-causes rather than symptoms.”

Peter Senge

Drawing on its theory of change, the program focuses on three areas of development: systemic understanding of UHC complexity, self-leadership and collaboration for results. The following sub-sections present the L4UHC approaches in these areas.

Systemic understanding of the complexity of UHC is about building the capacity for:

- Understanding interdependencies, feedback loops and systems structure.
- Understanding the effect of assumptions and mental models.
- Diagnosing what is “below the iceberg”.

Systemic understanding of the complexity of UHC is about leaning into questions like:

- What are the root causes of the challenges we are trying to tackle collectively?
- What are the relationships between the different stakeholders?

Self-leadership is about building the capacity to:

- Deal with uncertainty and complexity.
- Be curious, compassionate and courageous in challenging times (towards oneself and others).
- Listen deeply and create clarity for peers and stakeholders that are on the journey with you.

SELF-LEADERSHIP

“The success of an intervention depends on the interior condition of the intervener.”

Bill O'Brien

Self-leadership is about the courage to lean into questions like:

- What is my/our own perception, relation and role in regard to UHC? How does it change during the Leadership Journey?
- What do I want to achieve? What kind of footprint do I want to leave behind?
- What values and beliefs drive me in my work?
- What is my relationship to power and how do I uptake leadership interventions?
- How successful am I in suspending judgment and cynicism to engage in a more empathic and open dialog?

Stakeholder collaboration is about building the capacity to:

LEVERAGE DIVERSITY

Diversity holds the potential to generate more comprehensive and complete solutions. If more interests are taken into account, the probability for a sustainable outcome supported by a critical mass of people rises significantly.

LIVE COLLABORATION

The country participants experience and are trained in facilitating collaborative processes, analyzing stakeholder environments and identifying key entry points to build and sustain successful change coalitions.

FACILITATE TRANSFORMATION

To practice letting go of old certainties and the courage of being set to explore the new. This includes reflecting mental models, routines and patterns that have become obstacles for a desired change, the openness to create solutions in a participatory process, and the ability to stay focused during times of stress and unpredictability.

INSPIRE INNOVATION

Unite key stakeholders behind a shared vision of the future which moves individuals and organizations from intention to action; learn to understand and analyze problems as challenges for collective action. Stakeholder collaboration is about leaning into questions like:

- How do we collaborate with different stakeholders, across sectors and ministries that each have their own culture, needs and opinions?
- How do we create trust between the stakeholders?
- What are the communication styles and infrastructures are needed to inform and engage stakeholders?

STAKEHOLDER COLLABORATION FOR COLLECTIVE ACTION AND RESULTS

“We need to depend on diversity. It’s not about respecting difference for ethical reasons. It’s recognizing that none of us can ever see the situation clearly enough to act well on our own. Working with diversity is a life saving capacity as well as an honoring of one another.”

Margaret Wheatley

OVERVIEW OF A SENSING JOURNEY

Sensing Journeys pull participants out of their daily routine and allow them to experience the organization, challenge, or system through the lens of different stakeholders.

Sensing journeys bring participants to places, people, and experiences that are most relevant to real life aspects of UHC they are struggling with. These specialized field trips allow participants to:

- Move into fresh and unfamiliar environments.
- Immerse themselves in different contexts.
- Step into relevant experiences.
- Spark new insights that may be helpful for their own work and context.

USES AND OUTCOMES OF SENSING JOURNEY

The outcome of a sensing journey is increased awareness of the different parts of a system and the relationship between those parts. Sensing journeys provide:

1. Enhanced awareness of the different perspectives of the stakeholders and participants in the system.
2. Deeper understanding of what are the connections between stakeholders and participants and how were they created.
3. Ideas for new ways of thinking, working and collaborating.

PRINCIPLES AND STEPS FOR A SUCCESSFUL SENSING JOURNEY

Principles for host	Principles for the participants
<ol style="list-style-type: none"> 1. Identify experiences which are relevant. 2. Identify experiences which showcase the ups and downs of your journey, so others can learn from your experience. 3. Create a sense of trust within your hosting team – you are hosting others so that they can learn from the challenges you have faced. You don't have to present a "perfect picture". 	<p>Sensing journeys require three types of listening:</p> <ol style="list-style-type: none"> 1. Listening to others: to what the people you meet are offering to you. 2. Listening to yourself: to what you feel emerging from within. 3. Listening to the emerging whole: what insights or understanding are you coming to.
Steps to hosting a sensing journey	Steps for participating in a sensing journey
<p>A sensing journey requires creating an environment for reflective conversations:</p> <ol style="list-style-type: none"> 1. Create an overall plan for your team. 2. Decide if you need to set standards of conduct for the participants. 3. Map your visit ahead of time. Think through how participants can engage. Should they have time to speak to line staff, management, beneficiaries? 4. Identify people who have a deep knowledge of how things happened or how things worked. 5. Think through the closure. Make sure there is time for participants to ask questions on what was experienced? 	<ol style="list-style-type: none"> 1. Do some background reading before you go. What do you want to learn? 2. Prepare your questions ahead of time. Remember to ask deeper questions – not just the "facts". 3. Use all of your senses – not just what you hear, but what you see, what you feel, what you sense. 4. Take notes so you can remember your insights. 5. Debrief as a team afterwards to make sense of what you saw.



SENSING JOURNEY BINGO

The objective of our sensing journey is to learn more about the UHC reform in the host country and specifically through the lens of L4UHC.

You win the BINGO if you ask all the questions in a row in the matrix below. For each question you ask, place an X in the corresponding square below.

The square in the middle is a wild card for your own question.

B	I	N	G	O
What personal experience or journey brought you into your current role?	What is the biggest leadership challenge you are confronted with today?	How do you deal with conflict between stakeholders?	If your organization was a living being, what would it look and feel like?	If you had a magic wand, how would you use it to tackle your challenges?
What are your most important sources of success and change?	What would the optimal UHC system look like for you?	Why do you do and keep doing what you do? What drives you in your work?	What initiative, if implemented, had/would have the greatest impact for the (UHC) system as a whole?	Which relationships were the most fragile and why?
What was the most unexpected thing that ever happened in this UHC reform?	Who are the people that had the biggest impact on you during your career?	WILD CARD	What are you most proud of?	How do you invite effective collaboration between stakeholders with different needs?
How did you find the talent needed to support you?	What is your dream for the future of your country?	What are you most proud of?	If your organization was a living being, and it could develop what would it morph into next?	What is/was the greatest fear of your stakeholders?
What limiting factors prevent this system from developing further?	How do you re-charge yourself in the case of serious setback?	What initiative, if implemented, would have had the greatest impact for you?	What is/was your biggest fear?	What is/was your biggest risk?

1. Were you able to report back to your management and stakeholders on what happened and what will happen in the L4UHC program?

Yes

No

2. Did you hold at least three meetings as a team: one to prepare your activities, a second to discuss your findings and third to prepare for your second module presentation?

Yes

No

3. Were you able to organize any learning visits, interviews and or data verification so you could better understand UHC complexity in your own country?

Yes

No

4. Did you complete the readiness checklist?

Yes

No

5. Were you able to practice deep listening?

Yes

No

6. Were you able to deepen your practice in inquiry?

Yes

No

Describe the leverage point	Is this a funded or un-funded activity?	What are the available resources	Problems and adaptive challenges	Stakeholders	Describe the leverage point	
The possible area of collective action work	Yes/No	Resources could be people to work on the issue, technical assistance or skills	The hidden issues under the iceberg	Who is critical to success, not just who is responsible	What people are willing or unwilling to do to achieve a change	
					<p>Positive</p> <ul style="list-style-type: none"> <input type="checkbox"/> Understanding of issues <input type="checkbox"/> Motivation <input type="checkbox"/> Previous experience with the issue 	<p>Negative</p> <ul style="list-style-type: none"> <input type="checkbox"/> Understanding of issues <input type="checkbox"/> Motivation <input type="checkbox"/> Previous experience with the issue

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