



WHEC UPDATE

Briefings of worldwide activity of Women's Health and Education Center (WHEC)

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Leadership Development Series

The knowledge economy isn't coming – it is here. The need to inspire people – bright or otherwise – to achieve their highest potential is nothing new. Open any book on organizations and you will see some familiar themes: how to motivate employees, how to keep them engaged, how to build morale. This is a substantial challenge, and it is on that requires two realizations. First, there needs to be an appreciation that bright people have a symbiotic relationship with their organizations. They need the sociability, infrastructure, creativity, resources, and scale offered by an organization, as much as the organization needs their value-generating power. Second, unleashing the potential of bright people demands a new style of leadership. Leaders can no longer be the sole driving force for progress. They are not the ones who lead the charge up to the mountain. Rather, they must identify the bright people with the potential to reach the summit, connect them with others, and help them get there. Once leadership was all about planting your flag on the summit and standing heroically for a photograph. Now the leader is the one pacing anxiously at the base camp waiting to hear good news. Leader and follower. Follower and leader. It is as bare and as challenging as that. Management is doing things right; leadership is doing right things.

How best can we understand and maximize this relationship? We believe that leadership is a *relationship* between the leaders and the led. The dividing line between leaders and followers is getting increasingly fuzzy – as we move from knowledge economy to the “smart economy”. We hope our thoughts and ideas redefines what it takes to lead your best and brightest effectively. Successes and failures are relative. Success in smart economy has multiple measures. Commercial success is one, but there is a real sense among the bright people and those who lead them, that giving bright people the freedom, the environment, the culture, the necessary discipline to express and develop their talent, is success in itself. The challenge in the smart economy is to unleash that potential. We hope you believe that it can be done. In an increasingly competitive world, it is quality of thinking that gives an edge – an idea that opens new doors, a technique that solves a problem, or an insight that simply helps make sense of it all. In our Working / Writing Group of **WomensHealthSection.com**, we are fortunate to have leading authors in the various arenas of health, management, business and finance to bring cutting-edge thinking and best learning practice to a global market. The Internet has evolved to become one of the most strategic resources essential for socio-economic development. Our cyber-space stretches beyond national borders – it is serving in 220 countries and territories and providing a very essential service to 25,000 to 30,000 healthcare providers and communities worldwide – per day (6.2 million/year). Hope you utilize this opportunity. Build your business success around something that you love – something that is inherently and endlessly interesting to you.

Dream it – Plant it – Do it!

Why should anyone be led by you?

Understanding Creative Leadership

Rita Luthra, MD

Your Questions, Our Reply

What makes a great leader? How to be an effective leader?

Great followers: No matter what a leader does, if followers do not respond, then the leader fails. The successful leaders *do* have successful followers. Leaders get things done through others. They manage themselves well. Effective followers are able to think for themselves. They can work independently and without close supervision. They are committed to a purpose outside themselves. Effective followers are committed to something – a cause, a product, a work team, an organization, an idea – in addition to the care of their own lives. Most people like working with colleagues who are emotionally, as well as physically, committed to their work. Effective leaders know how to frame issues. Framing is a way to use language to manage meaning. It is a way for leaders to influence how events are seen and understood. It involves the selection and highlighting of one or more aspects of a subject while excluding others. In the complex and chaotic environment in which most leaders work, there is typically considerable maneuverability with respect to “the facts”. What is real is often what the leader says is real. What is important is what he or she chooses to say is important. Leaders can use language to influence followers’ perceptions of the world, the meaning of events, beliefs about causes and consequences, and visions of the future. So a leaders’ effectiveness is strongly influenced by his or her ability to frame issues. Framing influences leadership effectiveness in numerous ways. It largely shapes the decision process in that frames determine the problems that need attention, the causes attributed to the problems, and the eventual choices for solving the problems. Framing also increases a leader’s success in implementing goals and getting people’s agreement, because once the right frames are in place, the right behavior follows. In addition, framing is critical to effective leadership in a global context because leaders must frame problems in common ways to prevent cultural misunderstandings. Finally, of course, framing is a vital element in visionary leadership. Shared visions are achieved through common framing.

Great followers make great leaders. They are courageous, honest and credible. Effective leaders establish themselves as independent, critical thinkers whose knowledge and judgment can be trusted. They hold high ethical standards, give credit where credit is due, and are not afraid to admit their mistakes. Great followers build their competence and focus their efforts for maximum impact. They master skills that will be useful to their organizations, and they hold higher performance standards than their job or work group requires. To sum it up – create a vision for the future, specify unconventional ways of achieving the vision, and communicate the vision to others. And remember that success is not only to have a vision but being able to motivate others to get involved in it.

About NGO Association with the UN

UN Partner on Millennium Development Goals (MDGs)
A Gateway to the UN System’s Work on MDGs

Secretary-General, At Event on Women’s Leadership, Calls for Action

To Give Them Greater Say in Addressing Climate Change Challenge

Following is United Nations Secretary-General Ban Ki-moon’s message to the event on “Peace and Security through Women’s Leadership: Acting on 1325 and Climate Change”, delivered by Rachel Mayanja, Special Adviser of the Secretary-General on Gender Issues and Advancement of Women, in New York today, 24 September. This has been a remarkable week at the United Nations in mobilizing political will on climate change, but the participation of more than 100 leaders at the Summit meeting on Tuesday was far from an end in itself. Now we must sustain the momentum. Women are especially vulnerable to the impacts of climate change. Many depend directly on the environment for their livelihoods and sustenance. Women are also

custodians of community knowledge, with keen insights into how to sustainably manage natural resources.

But while the United Nations has succeeded in amplifying the voices of women on a range of issues, including conflict prevention, conflict resolution and peace-building, the special perspective of women is often overlooked in global discussions on climate change. We must do more to give greater say to women in addressing the climate challenge. Security Council resolution 1325 (2000) offers a model for action. That resolution marked a milestone by recognizing the active participation of women in peace and security. I urge Member States to foster an environment where women are key decision-makers on climate change, and play an equally central role in carrying out these decisions.

Women should be seen not as victims but as agents of progress. Here, again, we can learn from resolution 1325 (2000) and its focus on women's empowerment. With their skills, perspectives and experiences, women are already responding to the impacts of climate change. It is time to involve them as equal partners. When we do, our world as a whole will benefit. I wish you success in striving towards this goal, and pledge my full support for your efforts.

Collaboration with World Health Organization (WHO)

Bridging the “Know–Do” Gap: Meeting on Knowledge Translation in Global Health

Main Messages:

- Bridging the know–do gap is one of the most important challenges for public health in this century. It also poses the greatest opportunity for strengthening health systems and ultimately achieving equity in global health.
- Knowledge translation (KT) is emerging as a paradigm to learn and act towards closing the gap. While knowledge is more than research evidence, knowledge translation strategies can harness the power of scientific evidence and leadership to inform and transform policy and practice.
- There are pioneering efforts as well as exciting new initiatives in various developed and developing countries with respect to knowledge translation. Countries (policy-makers, health workers, researchers and the community) can work together and share experiences and lessons in bridging the gap.
- Although there are ongoing innovations and learning by doing, there is still no comprehensive framework or common platform for better understanding the know–do gap and systems to address it.
- WHO has a major role to play in bridging the know–do gap and supporting countries through better knowledge management. Given the breadth and scope of this great challenge, WHO should focus on the following: strategic advocacy for KT; platforms for knowledge exchange and sharing among countries and within WHO; resource mobilization; support country initiatives on KT strategies for health systems strengthening.

Details: http://www.who.int/kms/WHO_EIP_KMS_2006_2.pdf

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Collaboration with UN University (UNU)

UNU-WIDER (World Institute for Development Economics Research) *Expert Series on Health Economics*:

Why Humanitarian Emergencies Occur?

This paper by the late Professor Claude Ake is part of an effort he began to explain why complex humanitarian emergencies have been so substantial in the 1990s. The analysis is multi-disciplinary, drawing on insights from history, politics, and economics. Ake concludes that humanitarian emergencies are less likely to occur in a truly democratic society where there is the rule of law, equal opportunity, accountability of power, and a leadership sensitive to social needs. The study is a part of UNU/WIDER's research project on the political economy of complex humanitarian emergencies, co-directed by E. Wayne Nafziger, Senior Research Fellow at UNU/WIDER, and Raimo Vayrynen, Professor at the University of Notre Dame. The research project seeks to use economic analysis, as well as political analysis, to explain the causes of humanitarian emergencies. Ake's thoughtful analysis of how failures of democratization and the lack of development of a civil society contribute to an increased incidence of humanitarian emergencies is one of the initial efforts by researchers associated with the project to analyze humanitarian disasters. The paper will also serve as a part of Professor Ake's legacy on the subject of democratization and the prevention of humanitarian disasters. I strongly recommend this paper, one of the final contributions of Professor Ake to his many colleagues, students, and friends.

Humanitarian emergencies are not specific to the contemporary world. They have occurred with uncanny inevitability in every historical epoch. However in this era, they have acquired a singular significance by their incidence, spread and intensity. And also by their poignancy in a post-cold war world which was reasonably expected to be less violent. How do we explain this rash of humanitarian emergencies and their tragic enormity? Clearly, humanitarian emergencies are complex phenomena which are highly differentiated and thus difficult to explain. However, a close look at recent instances reveals commonalities suggestive of explanations, at any rate, heuristic devices.

First, the humanitarian emergencies of the present era are state-centered. They tangentially occur as a result of hostile interactions within states rather than between states. Students of conflict agree on this. According to K. J. Holsti, there were 58 wars and armed conflicts between 1945-89 of which 47 were engendered in the domestic realm. In much the same vein, Rudolph Rummel in *Death by Government* (1994) estimates that of the approximately 169 million people who died between 1900 and 1987 from armed conflicts, approximately 130 million of them died from genocide committed by the state, while less than 30 million died from inter-state wars. It would appear that humanitarian emergencies are not only state-centered; they are associated with the use of state power. Second, with minor exceptions, humanitarian emergencies tend to be associated with identity claims and identity solidarities if only as ideological representation. The identities involved are not usually the partial identities of associational life such as occupational identities but primary or primordial identities which tend to be cultural and totalistic. This is why humanitarian emergencies are so readily taken for ethnic conflicts or cultural clashes. Third, humanitarian emergencies tend to occur in developing countries especially those which are facing, in an acute form, the contradictions of capitalist modernity such as dislocations in power, economic, and status hierarchies, failed development projects, intensifying poverty amidst rising expectations, anomie, identity anxieties, and the adjustments and frustrations of coping with an intrusive technocratic capitalist culture which is increasingly enamored of its own universal validity.

Publisher: UNU-WIDER; Author: Claude Ake

(Details of the paper can be accessed from the link of UNU-WIDER on CME Page <http://www.womenshealthsection.com/content/cme/>)

Constitution Of The World Health Organization

(Continued)

CHAPTER XIX – ENTRY-INTO-FORCE

Article 78

Subject to the provisions of Chapter III, this Constitution shall remain open to all States for signature or acceptance.

Article 79

(a) States may become parties to this Constitution by:

- (i) Signature without reservation as to approval;
- (ii) Signature subject to approval followed by acceptance; or
- (iii) Acceptance.

(b) Acceptance shall be affected by the deposit of a formal instrument with the Secretary-General of the United Nations.

Article 80

This Constitution shall come into force when twenty-six Members of the United Nations have become parties to it in accordance with the provisions of Article 79.

Article 81

In accordance with Article 102 of the Charter of the United Nations, the Secretary-General of the United Nations will register this Constitution when it has been signed without reservation as to approval on behalf of one State or upon deposit of the first instrument of acceptance.

Article 82

The Secretary-General of the United Nations will inform States parties to this Constitution of the date when it has come into force. He will also inform them of the dates when other States have become parties to this Constitution.

IN FAITH WHEREOF the undersigned representatives, having been duly authorized for that purpose, sign this Constitution.

DONE in the City of New York this twenty-second day of July 1946, in a single copy in the Chinese, English, French, Russian and Spanish languages, each text being equally authentic. The original texts shall be deposited in the archives of the United Nations. The Secretary-General of the United Nations will send certified copies to each of the Governments represented at the Conference.

Top Two-Articles Accessed in July 2011

1. Culture and Health; <http://www.womenshealthsection.com/content/heal/heal016.php3>
WHEC Publications. Special thanks to WHO and NIH for contributions. We thank the editors for compiling the review.
2. HELLP Syndrome: Diagnosis and Management;
<http://www.womenshealthsection.com/content/obs/obs013.php3>
Author: [Dr. Baha M. Sibai](#); Professor and Chairman; Department of Obstetrics and Gynecology; University of Cincinnati, Ohio (USA)

From Editor's Desk

Blueprint for Corporate Sustainability Leadership

The Blueprint offers companies a model for achieving higher levels of performance and generating enhanced value through the Global Compact. It provides an action plan in three core areas: (i) integrating the Global Compact ten principles into strategies and operations; (ii) taking action in support of broader UN goals and issues; and (iii) engaging with the Global Compact. The Blueprint identifies best practices in each of these dimensions, with a total of 50 criteria for leadership. Designed to inspire advanced performers to reach the next level of sustainability, the Blueprint sets targets that all companies should work towards in order to ascend the learning and performance curve.

Giving Shape to the Leadership Blueprint

The Blueprint for Corporate Sustainability Leadership ("Blueprint") has been developed in close consultation with a wide group of participating companies and stakeholders, UN entities, and other experts.

The rationale for developing a Blueprint included two main factors:

- To challenge and inspire companies to achieve higher levels of sustainability performance within the UN Global Compact; and
- To evolve the UN Global Compact and its engagement opportunities to deliver more value to leading participants.

Thus, the Blueprint was developed with the understanding that it would offer benefits and entail responsibilities for both business participants as well as the United Nations. Indeed, this is the very nature of a "compact" – all parties must contribute and benefit for such an agreement to be effective and sustainable.

Details: http://www.unglobalcompact.org/docs/issues_doc/lead/BluePrint_EN.pdf

Hailing World's Newest Independent Country, Secretary-General Welcomes 193rd

United Nations Member State at Flag-Raising Ceremony for South Sudan

Following are UN Secretary-General Ban Ki-moon's remarks at the flag-raising ceremony for South Sudan in New York, today, 14 July:

It reminds me of the very historic independence ceremony which was held last Saturday in Juba: many people — hundreds of thousands of people — standing under a very beautiful sky, under very hot sun, but moved and hopeful and deeply touched and excited. This reminds me of exactly the same. I am very pleased to be part of this historic flag-raising ceremony. This is your moment, Mr. Vice-President [Riek Machar]. Just days ago, I stood among hundreds of thousands of the people of your country. Together, we watched your flag rise for the first time over your new capital, Juba. Now that flag will rise for the first time over our shared capital — the capital of the international community — here at the United Nations. The United Nations is very pleased to welcome our 193rd Member State — the newest nation in Africa, the newest nation on earth. The colours of your flag represent the people, peace, the blood shed for freedom, your land and waters, with a guiding star for unity.

On behalf of the international community, and all the peoples of the world, we salute that flag. We will work with you to realize all the hopes and dreams it represents. We wish you justice, peace and prosperity. We will stay with you on the long road ahead.

Like your flag, let us rise. Let us rise, together, to the challenge.

Mabruk. South Sudan Oyee.

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Words of Wisdom

A genuine leader is not a searcher for consensus; but a molder of consensus.

– Martin Luther King, Jr. (1929-1968)

*Monthly newsletter of WHEC designed to keep you informed on
the latest UN and NGO activities*

