

## The single most important bit of advice you would give a leader on... How to Get Extraordinary Things Done in Organizations

*Change is certainly a combination of vision and patience, mixed with a tincture of reality. It is often those times when you see the vision and are willing and able to take the first real steps toward that vision AND when you have the patience to wait for that next door to open that amazing things can happen. I am always surprised when you can paint the picture of where you want to go how many people will not just follow but help lead and among those partner leaders comes one simple REAL great idea that starts the path in motion. And as my high school English teacher said... among the many things she said... you just have to be brave enough to take the first step and smart enough to get out of the way when the train starts rolling to be really successful.*

- Mary Balluff, Douglas County Health Department (Omaha, NE)

*It's all about relationships. Take the time to develop and nurture relationships with community partners, staff, and department leadership. As you develop these relationships, keep in mind the importance of flexibility, kindness, and that many times you have to plant seeds of ideas, water them, nurture them, and give them the time needed to grow—and it's ok if it comes back as someone else's "great idea".*

- Kandi Buckland, El Paso County Department of Health and Environment (Colorado Springs, CO)

*Remember that extraordinary changes are made up of many ordinary ones. Identify those changes you can make that move you toward your goal and do all of them. As you change the things you can, the stars may align to make big changes and you will be ready because you have done the small things that contribute.*

- Kathy Carson, Public Health Seattle-King County (Seattle, WA)

*To get extraordinary things done in organizations is to know that you cannot do it all by yourself. It is important to talk with those you work with including line staff to get their input and involve them as part of the team. Building and surrounding yourself with a good team of workers is essential whether it is line staff, managers or your supervisor so that some of the work can be delegated as needed. Delegation is a wonderful tool to use to get the help you need to reach your objective.*

- Geraldine Perry-Williams, Pasadena Public Health Department (Pasadena, CA)

*Whatever team you are forming, give everyone a chance to let all others know who they are and what they need to participate in the team's work.*

- Peter Simon, Rhode Island Department of Health (Providence, RI)

*Never underestimate your ability to serve as a leader in your organization! One does not need to be in a top level management position or to have an "official title" to effect significant change in their organization. Look for small opportunities to effect change in your circle of influence, watch for opportunities to lead up, lead down and across in your organization. Be diligent to assure that you take care of yourself so that you can continue to do the never ending work in public health.*

- Ann Stager, El Paso County Department of Health and Environment (Colorado Springs, CO)

*I think the most important advice I would give is to always approach situations like a chess game. Look at the moves that are made, plan your moves carefully. Expect to lose some pawns, but always protect your important pieces. Think several steps ahead and anticipate consequences in advance. Lastly, remember at the end of the day, all the pieces go back in the box, and that tomorrow is another day, representing another opportunity to play.*

- Kimberlee Wyche-Etheridge, Metro Nashville Public Health Department (Nashville, TN)