



**GLOBAL  
SUMMIT  
FOR EYE  
HEALTH**

# **LEADERSHIP FOR EYE HEALTH SERIES**

**PART OF** **ADVOCACY  
TO ACTION**

# LEADERSHIP FOR EYE HEALTH SERIES

Webinar 3 / Set 2 - From Vision to Action

# LEADERSHIP FOR LASTING IMPACT



**TUESDAY**  
**JULY 22<sup>ND</sup>**

**WELCOME**



# This session

WHAT	HOW LONG
Leadership for 2030 In Sight	5 mins
Leadership Styles	10 mins
Leadership & Organisational Culture	10 mins
Activity: Leadership Reflection	20 mins

**Download the tools we are exploring today – link in the chat**

# Objectives

Explore Leadership for  
2030 In Sight

Reflect on Your  
Leadership Style

Apply Practical  
Leadership Behaviours

## This session:

- **Explore** inclusive and adaptive leadership approaches
- **Reflect** on your leadership strengths, challenges, and impact
- **Apply** practical behaviours to lead effective and inclusive team cultures

# Leadership for 2030 In Sight



“The sector has produced many committed and effective leaders who excel at designing and managing eye health programmes. However, achieving progress across the development agenda will require leaving current approaches behind. A more innovative and adaptive approach that engages broad networks of diverse stakeholders is required. Leaders will need to be able to connect the whole system together.”

*Lancet Global Commission on Global Eye Health*

# **Systems Leadership for Eye Health**

***A process through which an individual or organisation inspires and mobilises collective action to drive change within and across complex systems so that everyone, everywhere can access the eyecare they need.***

# Key Systems Leadership Skills



**AWARENESS AND  
UNDERSTANDING OF SYSTEMS  
AND THEIR ACTORS**



**STRATEGIC  
VISION**



**COLLABORATION AND  
COALITION BUILDING**



**ADVOCACY AND  
INFLUENCING**



**DEVELOPING YOURSELF,  
OTHERS AND NURTURING  
A LEARNING CULTURE**

# A New Approach to Leadership



# Leadership Styles



## **Adaptive**

Thriving in Change



## **Inclusive**

Leading with Equity & Belonging



## **Transformative**

Inspiring Change & Empowerment



## **Servant**

Leading by Serving Others

# **Adaptive Leadership**

## **Thriving in Change**

Adaptive leaders empower individuals and organisations to navigate uncertainty and change.

- Diagnose challenges
- Collaborate in problem-solving
- Adjust quickly

# **Inclusive Leadership**

## **Leading with Equity & Belonging**

Inclusive leadership is about creating a culture where every voice is heard, valued, and empowered to contribute.

- Collaboration
- Fairness & equity
- Cultural intelligence

# **Transformative Leadership**

## **Inspiring Change and Empowerment**

Transformative leadership is about inspiring deep change by aligning people around a powerful vision and shared purpose.

- Visionary thinking
- Intellectual stimulation
- Motivation & inspiration

# **Servant Leadership**

## **Leading by Serving Others**

Servant leadership is about leading through service, prioritising the needs of others, nurturing their growth, and fostering a culture of care and trust.

- Empathy & listening
- Empowerment
- Commitment to growth

# Question One

**A manager of an eye clinic is consistently prioritising the needs of their team. They spend time mentoring junior staff, actively listen to concerns, and advocate for resources to support team development. They often step back to let others shine and focus on building a strong, supportive team culture.**

**Which leadership styles are being used?**

A) Adaptive

B) Inclusive

C) Transformative

D) Servant

# Question Two

**During a national eye health campaign, a campaigner notices that rural clinics are struggling with low patient turnout due to cultural stigma and lack of trust. The campaigner collaborates with local community members to understand the barriers and adapts the outreach strategy to include culturally sensitive messaging and mobile eye units. They also ensure that community voices, especially women and youth are included in planning and feedback sessions.**

**Which leadership styles are being used?**

A) Adaptive

B) Inclusive

C) Transformative

D) Servant

# Question Three

During a national campaign to reduce childhood sight loss, two colleagues collaborate:

- **Person A launches the initiative with a compelling vision: to eliminate preventable vision impairment in children within five years. They inspire partners, secure funding, and introduce innovative screening technologies across schools.**
- **Person B works closely with local communities to ensure the programme is inclusive. They engage parents, teachers, and local health workers, adapting the programme to meet cultural and logistical needs. They ensure that no child is left behind, especially in underserved areas.**

**Which leadership styles are being used?**

A) Adaptive

B) Inclusive

C) Transformative

D) Servant

# Leadership Scenario

Your team is managing a national cataract surgery programme. Although cataract is the leading cause of sight loss in the country and surgeries are free, uptake remains low in rural areas. Many older adults are unaware that cataracts are treatable, and some fear surgery due to myths or past negative experiences. Meanwhile, surgical teams are under pressure to meet targets, and local health workers feel excluded from planning.

# Discussion

- What leadership styles might help address the challenges in this scenario?
- How could different leadership styles support better outcomes?
- What would leadership look like at different levels of the system?

## TIPS

- ✓ *Download the activity tool*
- ✓ *Introduce yourselves*
- ✓ *Don't worry about finishing the whole activity*

# Feedback



# Impacts, Culture & Behaviour

Culture is not what you say. It's what you consistently do.

# Shaping Team Culture



**Emotional Intelligence**



**Openness & Honesty around Decision Making**



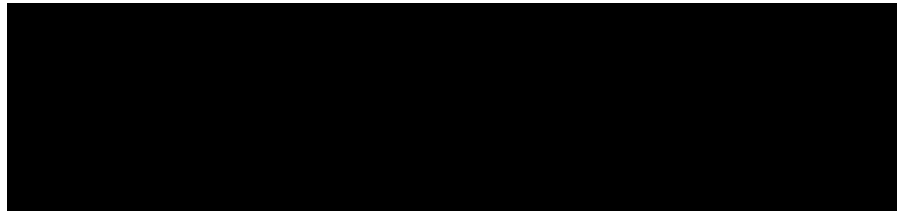
**Learning & Continuous Growth**



**Psychologically Safe Environments**

# Creating Culture Through Leadership

Leadership isn't just about authority It's about shaping culture through everyday behaviours. Creating conditions where people can connect, contribute and grow.



# Culture in Action - Scenario

A regional eye health service provider offers community-based eye care, outpatient clinics, and surgical services. Following a national directive to reduce preventable sight loss, the organisation is undergoing a major transformation: integrating digital diagnostics, expanding outreach to underserved communities, and shifting toward more collaborative, multidisciplinary care. Dr Amina Patel wants to create a culture that is innovative, inclusive, and compassionate, while ensuring the team adapts to change and delivers high-impact care.

## The Challenge:

- Resistance from senior clinicians
- Underrepresentation of minority communities
- Staff burnout
- A need to rebuild trust

# Culture in Action - Discussion

- What does emotional intelligence look like?
- How can openness & honesty support her goals?
- How should she approach making and communicating decisions?
- What could she do to create a psychologically safe environment?

## TIPS

- ✓ *Introduce yourselves*
- ✓ *Don't worry about finishing the whole activity*
- ✓ *Consider the four leadership styles*

# Feedback

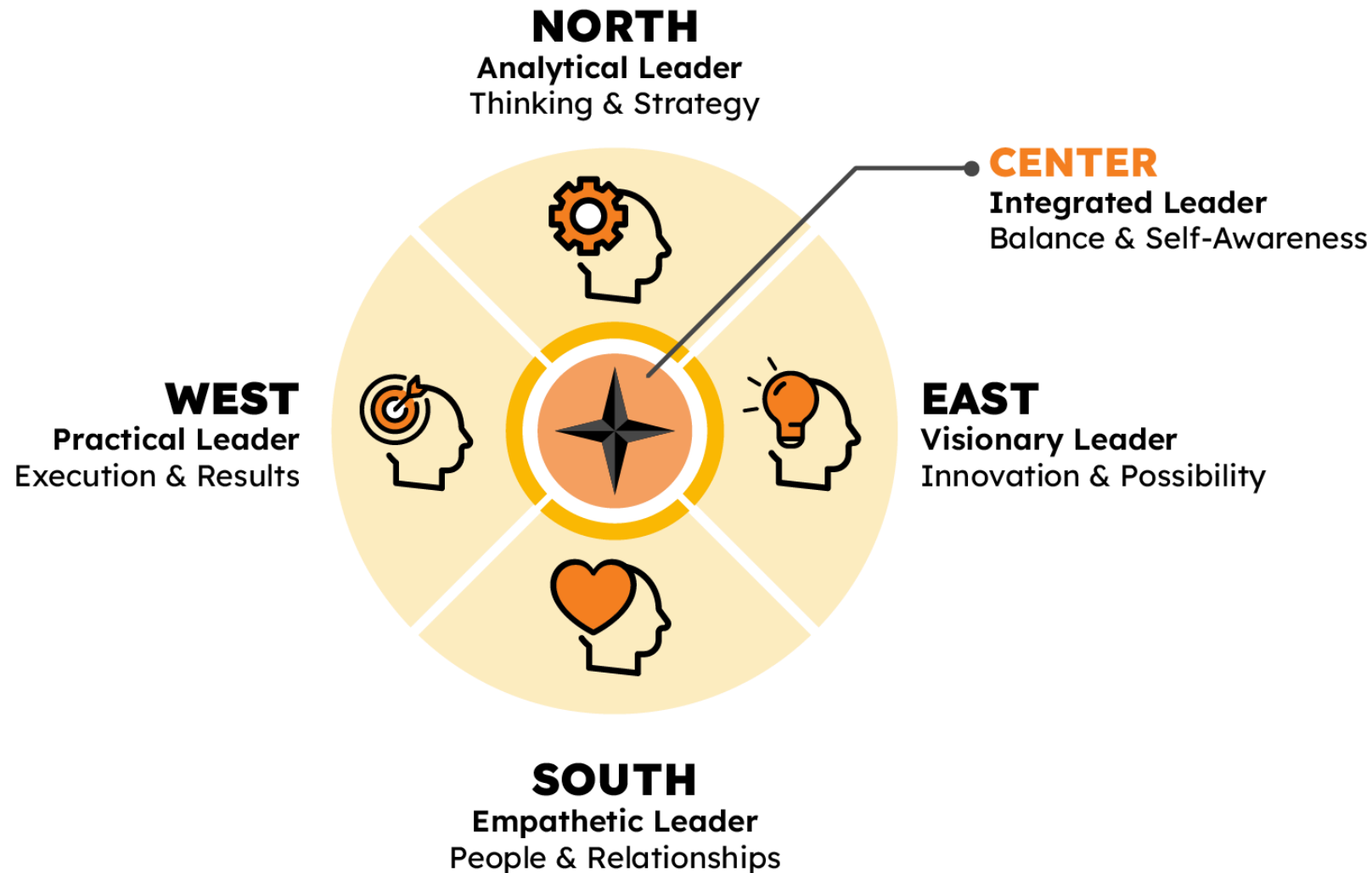


# **Reflection**

**“We do not learn from our experiences. We learn from reflecting on our experiences”**

**John Dewey**

# Leadership Compass



# THANK YOU HIGH IMPACT PARTNERS



THE CHEN YET-SEN  
FAMILY FOUNDATION  
陳一心家族慈善基金



The **Fred Hollows**  
Foundation



# **LEADERSHIP FOR EYE HEALTH SERIES**

A series of 60-minute interactive, practice-focused webinars designed to develop critical skills for advancing eye health sector goals.