

# RECIPROCITY, SHARED LEADERSHIP, AND COMPLEMENTARITY: THE KEYS TO INCREASING ORGANIZATIONAL HEALTH PROMOTION CAPACITY

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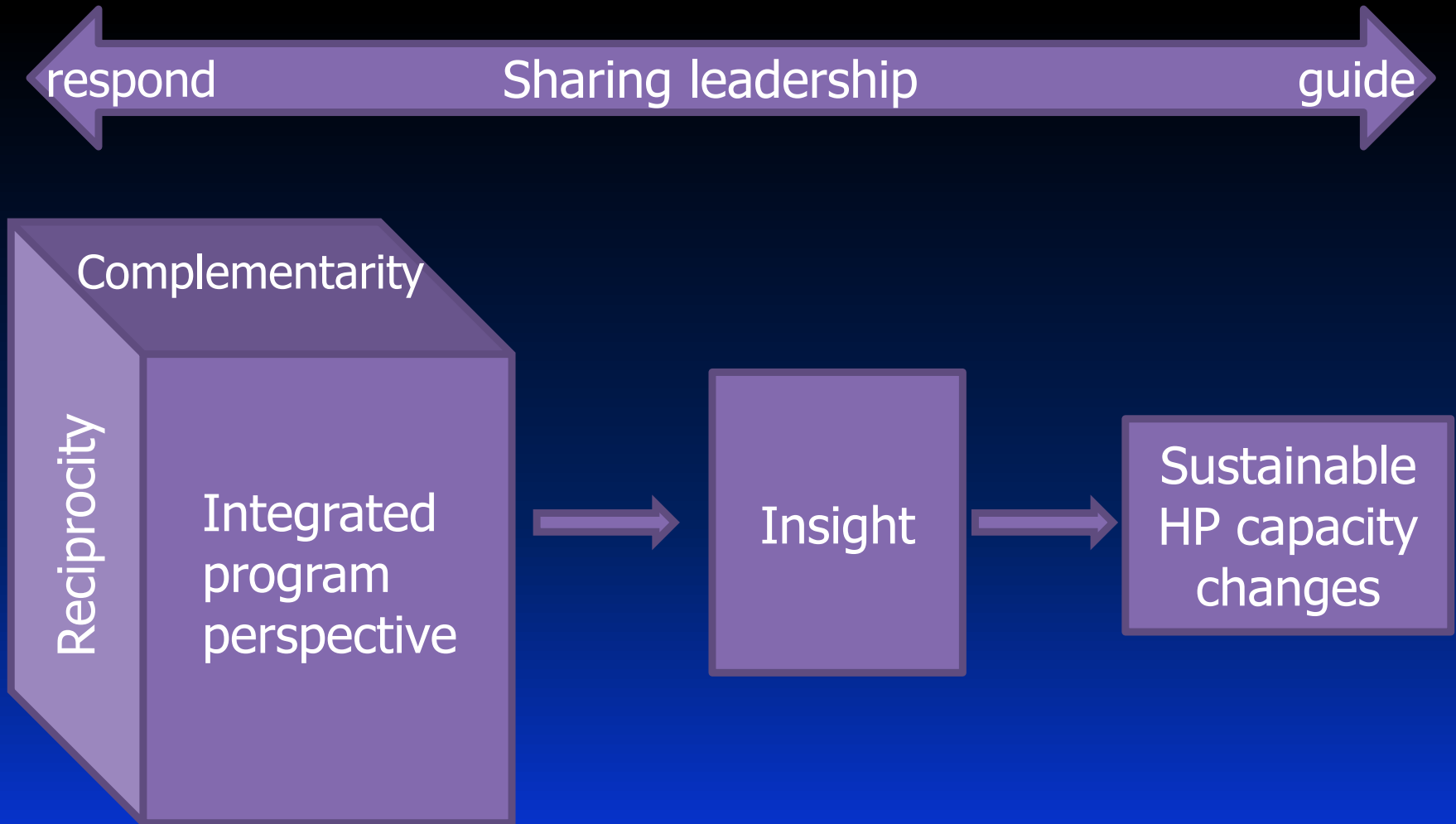
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# Case study (Stake, 1995)

- How did our participatory program evaluation study contribute to increasing the YMCA's HP capacity?
- Qualitative data sources (2.5 years)
  - Email,
  - Interview and discussion transcripts,
  - Field notes,
  - Documents
- Capacity building (Hawe, et al 2001) & Partnership synergy theory frameworks (Lasker, Weiss & Miller 2001)

# Capacity building model



# Complementarity

Objectives	
Physical activity promotion	Program evaluation
Process	Impact
Participant	Program
Knowledge & Experience	
Health promotion	Positive youth development
Skills	
Research & evaluation	Programming & youth development
Status	
Outsider	Insider

# Sharing leadership



# Reciprocity

- Trust
- Respect
- Support

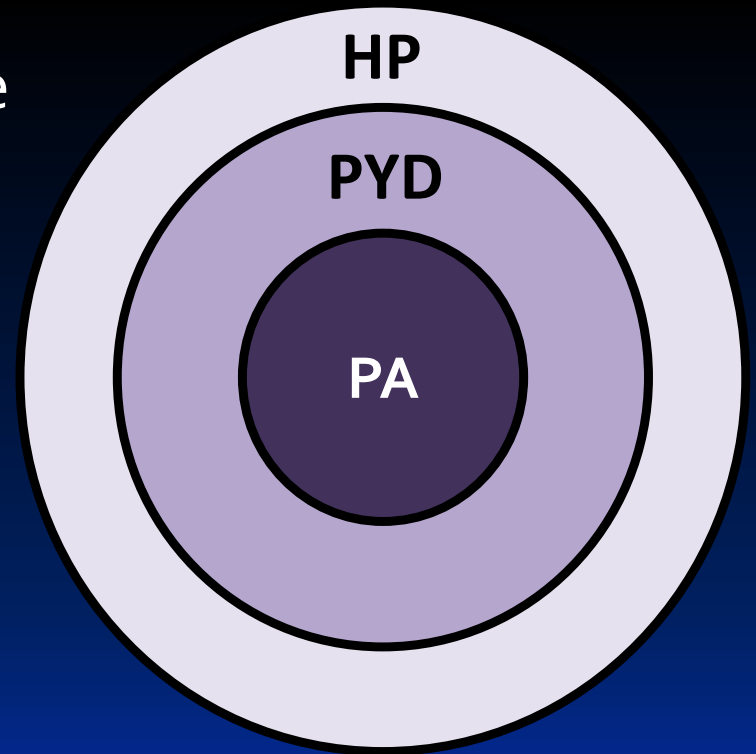
“It is really exciting to see somebody else gets us, understands us, appreciates us , wants to continue to boost and to help us. To me that is amazing.”

“In a lot of ways you’ve been a cheerleader for us.”

# From complementary to combined

Integrated program perspective

1. Program vision
2. Program Rationale
3. Program description



# From Intuition to Insight

## 1. Validation

“There’s a tendency in this kind of work to think of it as just ‘chilling out’ and I think the scientific nature of the work that you’ve been doing, kind of adds a much needed sense of credibility.”

“It’s more important for me to see the raw data, seeing numbers go up and down, seeing if activities are working or not working, than it is for me to hear: ‘my, you’ve done a really good job with this’”



# From Intuition to Insight

2. Reminders
3. Insights

For me, the effect is (...) a *prise de conscience* [a realization]. We are holding the mirror up to ourselves, which is not always pleasant, but it forces us to look at ourselves. So, the consequence is that we gain a certain awareness or we are reminded of a certain awareness of what we need to do.

# Sustainable Changes

1. Acting on program evaluation results
  - a) Informed decisions

The biggest thing that you mentioned to me is that high retention is influenced by the relationship that is forged between the member and the staff. I see myself constantly looking for that now. (....)

It will constantly come up in conversations ... even when they were talking about one-on-one interventions in the meeting last week --We had mentioned that the relationships that we forge with the kids is incredibly important and they're going to come back for those reasons more than just the basketball and the chilling in the teen zone and things like that.

# Sustainable Changes

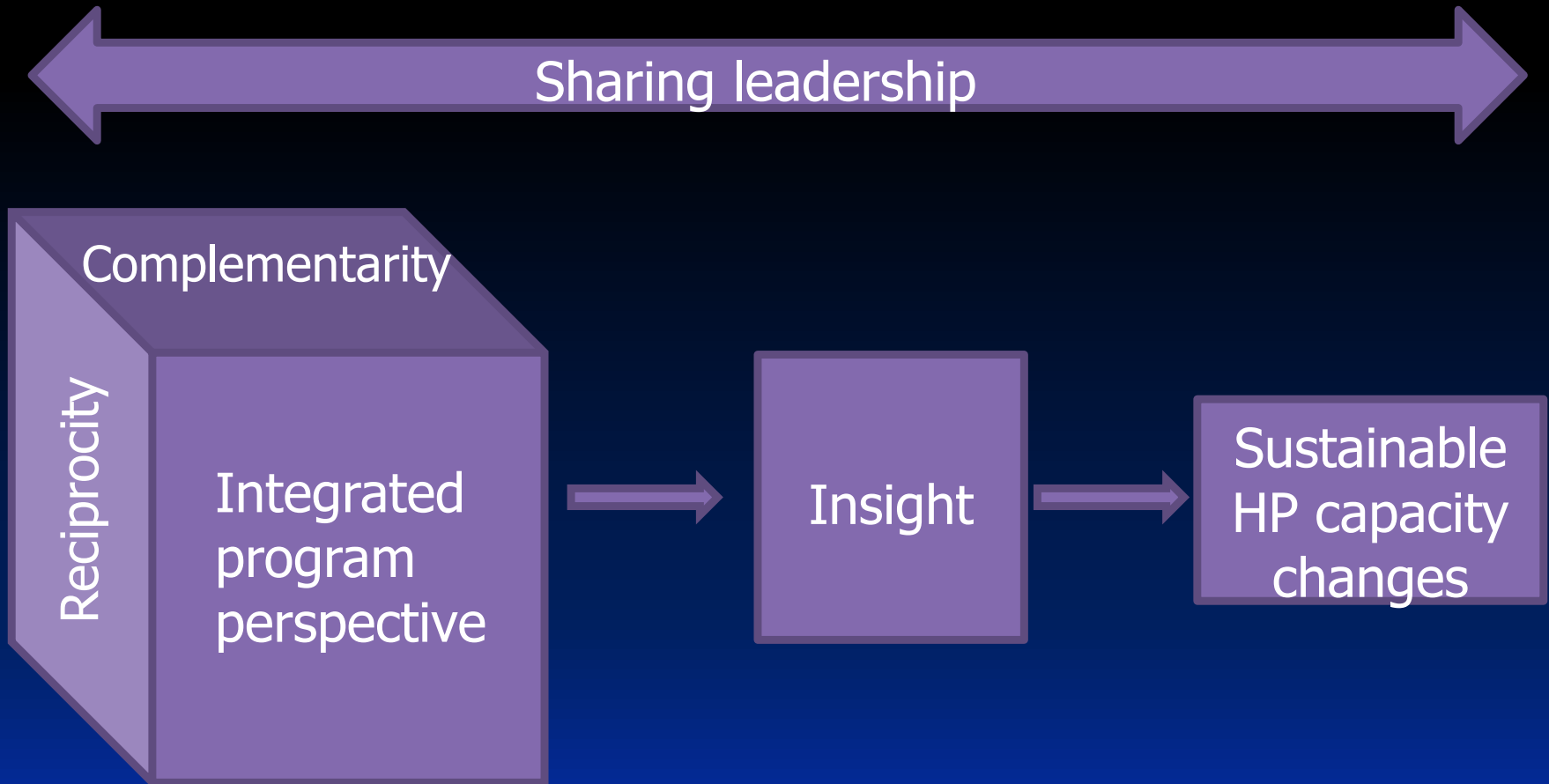
1. Acting on program evaluation results
  - a) Informed decisions
  - b) Improved communications practices
    - i. Communications with donors
    - ii. Communications with community members

# Sustainable Changes

## 2. Program evaluation competence

- a) Adapting tools to their changing needs
- b) Implementing tools in other YMCA programs
- c) Formulation of additional evaluation objectives and questions
- d) Additional data collection
- d) “We can be a leader”

# Conclusion



The sustainable capacity changes occurred given the insight gained through the participatory research

# Thank you



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