

# Leadership in health service delivery

# Objectives

- Define leadership
- Leadership styles
- Qualities of a good leader
- Leadership competences/roles
- Differences between leadership and management

# Leadership defined

- Leadership is a process of directing and influencing task-related activities of group members
- A leader is someone who uses interpersonal skills to influence others to accomplish specific goals.
- Leadership is an interpersonal process involving influence and role modelling that inspires people to achieve personal and group goals.
- Leadership is a learned behaviour
- Leadership is a dynamic process that adapts to different circumstances.
- An effective leader can assess the situation and determine the most appropriate action to attain group and organizational goals.

# Types of leadership

- Leadership styles are the different combinations of task & relationship behaviors used to influence others to accomplish goals.
- Several leadership styles have been described: charismatic, authoritarian, democratic, & laissez faire.
- The styles are often blended in a selective combination to fit the situation, the needs of the leader, & the need of the group rather than implemented continuously in pure form.

# Charismatic leadership

- The leader inspires others by obtaining an emotional commitment from followers & by arousing strong feelings of loyalty & enthusiasm.
- A charismatic leader communicates a plan for change & the followers adhere to the plan because of their faith & believe in his/her abilities.
- They are likely to set an example by their behavior, communicate high expectations to followers & express confidence in them & arouse motives for the group's mission

# Authoritarian leadership

- Also called directive or autocratic leadership
- The leader exerts strong control over the group i.e. s/he determines policies, gives orders & directions to the group members
- The leader makes the decisions without the input of other staff members.
- Emphasis is on the tasks to be done with little concern shown for the individual staff members who perform the task.
- The leader expects respect and obedience of staff
- It lacks group support generated by participants
- Communication flows is downwards
- Criticism is disciplinary

## **Advantages:**

- Autocratic leadership may be most effective in situations requiring immediate decisions e.g. fire on the unit, when one person must assume responsibility without being challenged by other team members.
- It can also be effective when a project must be completed quickly & efficiently

## **Disadvantages:**

- The degree of openness & trust between leader & group members is minimal or absent.
- Group members' needs for creativity, autonomy & self-motivation are not met since procedures are well defined, & activities are predictable

# Democratic leadership

- Also called participative leadership.
- The leader is people oriented and emphasizes effective group functioning.
- The leader acts as a facilitator actively guiding the group toward achieving the group goals.
- It presupposes that group members are capable of making decisions, are motivated to do so, & value independence.
- Fosters communication that is open and usually two way i.e. up and downward.
- Criticism is constructive



## **Advantage:**

- It allows for more self-motivation & more creativity among group members.

## **Disadvantages**

- It requires time for consultation & collaboration hence it is not the most effective method if an urgent decision is required or if members lack skills & information to make decisions.
- This type of leadership is particularly effective when cooperation and coordination between groups are necessary; therefore, it can be extremely effective in the health care setting.

# Laissez-faire

- It is also called non-directional leadership.
- The leader participates minimally & often only on request of the members.
- Allows staff members to make and implement decision independently
- s/he motivates by support when requested by the group or individuals
- The leader is described as inactive, passive, & permissive offering few commands, questions, suggestions or criticism.
- It is described as a “hands –off” approach.

## **Advantage**

- It works best when group members have both personal & professional maturities therefore once a decision is made members become committed to it & have the required expertise to implement it.

## **Disadvantage**

- The group's member may act independently of each other & suffer from a lack of cooperation or coordination leading to apathy, chaos, & frustration.

# Qualities of a good leader

## **Honesty**

- The organization and its employees are a reflection of a leader & if he/she makes honest & ethical behavior a key value, then the team will follow suit.

## **Delegate**

- Delegating tasks to the appropriate departments is one of the most important skills a leader can develop as the organization grows.
- The key to delegation is identifying the strengths of the team & capitalizing on them.
- Find out what each team member enjoys doing most & delegate that to him/her.

## **Communication**

- Being able to clearly describe what you want done is extremely important.
- If you can't relate your vision to your team, you won't all be working towards the same goal

## **Confidence**

- There are days when things are not going according to plan.
- Part of your job as leader is to put out fires & maintain the team morale.
- Keep up your confidence level & assure everyone that setbacks are natural & the important thing is to focus on the larger goal.

## **Commitment**

- If you expect your team to work hard & produce quality content, you're going to need to lead by example.
- There is no greater motivation than see the leader working alongside everyone else showing that hard work is being done on every level.
- You will earn respect from your team and you will also instill that same hardworking energy among your staff

## **Positive attitude**

- Keep the office mood a fine balance between productivity & playfulness.
- If your team is feeling happy, they are most likely to give an extra hour to finish a report or devote their best work to the organization.

## **Creativity**

- Some decisions are not always clear-cut & you may be forced at times to deviate from your set course.
- This is where your creativity will prove to be vital as your team members will look to you for guidance & you may be forced to make a quick decision.
- As a leader, it's important to learn to think outside the box & to choose which of two bad choices is the best option.

# Leadership competences/roles

## **1. Representative of the organization**

- A leader or manager has to represent the concerns of an organization at seminars, conferences, general meeting etc.
- His role is to communicate the rationale of the organization to outside public.

## **2. Integrates & reconciles the personal goals with organizational goals.**

- A leader helps employee merge their personal goals with those of the organization.
- S/he tries to coordinate the efforts of people towards a common purpose & thereby achieves objectives.
- This can be done only if s/he can influence & get willing cooperation & urge to accomplish the objectives.

### **3. S/he solicits support**

- A leader is a person who entertains & invites support & cooperation of subordinates.
- This can be done by his personality, intelligence, maturity & experience which can provide him with positive result/
- In this regard, a leader has to invite suggestions & if possible implement them into plans & programs of the organization.
- This way, s/he can solicit full support of employees which results in willingness to work.



#### **4. As friend, philosopher & guide**

- A leader can be a friend by sharing the feelings, opinions & desires with the employee.
- He can be a philosopher by utilizing his/her intelligence & experience & thereby guiding employees as & when time requires.
- He can be guide by supervising & communicating to the employees the plans & policies of top management & secure their cooperation to achieve the goals of a concern.
- At times s/he can play also the role of a counselor by counseling & a problem-solving approach.
- He can listen to the problems of the employees & try to solve them

# **Attributes of an effective leader**

1. Self-confidence and self-awareness
2. Advocacy – provides information and support to those being led
3. Accountability-willingness to take responsibility for personal values and actions that affect the organization.

# Differences between leadership and management

<b>Managers focus on</b>	<b>Leadership focuses on</b>
<ul style="list-style-type: none"><li>• Goals &amp; objectives</li><li>• Telling how and when</li><li>• Shorter range</li><li>• Organization &amp; structure</li><li>• Autocracy</li><li>• Restraining</li><li>• Maintaining</li><li>• Conforming</li><li>• Imitating</li><li>• Administrating</li><li>• Directing &amp; Controlling</li><li>• Procedures</li><li>• Consistency</li><li>• Risk-avoidance</li><li>• Bottom line</li></ul>	<ul style="list-style-type: none"><li>• Vision</li><li>• Selling what and why</li><li>• Longer range</li><li>• People</li><li>• Democracy</li><li>• Enabling</li><li>• Developing</li><li>• Challenging</li><li>• Originating</li><li>• Innovating</li><li>• Inspiring trust</li><li>• Policy</li><li>• Flexibility</li><li>• Risk-opportunity</li><li>• Top line</li></ul>
<b>Good managers do the <i>things right</i></b>	<b>Good leadership does the <i>right thing</i></b>